**Linking institutional capacities to CHS commitments**

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| **Commitment 2** | **Communities and people affected by crisis have access to the humanitarian assistance they need at the right time** |
| **Tools** | 1. ***Risk matrix*** 2. ***SWOT analysis*** 3. ***Implementation plan (Gantt chart)*** |
| Explanation | This commitment is to be evaluated by the institution itself along with the right holders themselves as their opinion might differ from the institution’s and this will likely contribute to strengthening the findings. The tools used to gauge whether or not the needed assistance was provided on time are:  ***Risk matrix***  The risk matrix is a table which is used to identify and record the different assumed foreseeable risks (and constraints) associated with the implementation of the project; for example: logistics constraints, financial risks, political or security issues in the affected area, climatic risks, etc. Once the risks are identified, the project teams must decide the impact of these risks on the implementation of the project and propose to provide assistance according to a realistic schedule.  ***SWOT Analysis***  The SWOT analysis is carried out to determine the capacities of the forum members prior to starting the response. Knowing the weaknesses and threats will allow the project team to better understand the implementing context and allow them to set a feasible schedule for provision of assistance and to use available resources, strengths and capacities.  ***Gantt chart***  The Gantt chart provided as a component of the Appeal will allow the project teams to compare whether or not the assistance provided within the established timeframe (according to activity plan).  ***Other questions***  Different people have different needs, some people such as elderly or people living with disabilities may require special assistance; thus, it is essential that the members take these people into consideration when setting up their programming. Include feedback from the different groups, but also triangulate with information from the needs assessments to check if the provided aid corresponded at expectations. |
| **Commitment 3** | **Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action** |
| **Tools** | 1. ***Logframe + proposal*** 2. ***Code of Conduct*** 3. ***Information protocol*** |
| **Explanation** | This commitment is very much linked to the Do No Harm principle; i.e. the member organization must significantly forecast its proposed actions to ensure that the activities will have their expected outcomes and not be harmful for the affected population. Many harmful actions can be limited if the proposed intervention is based on an assessment that identifies the existing strengths, capacities and resources of the affected people and communities which focuses on building on the existing capacities and self-help initiatives.  Again, why not include the feedback mechanism. Feedback can provide useful insights in how affected people feel the program and activities have impacted on their life.  ***Logframe + proposal***  Reading through the logframe & the proposal is a quick way to determine whether or not DRR has been mainstreamed throughout the project or whether it is a specific project component  ***Code of conduct***  There needs to be a code of conduct in place which is clearly understood by the employees and enforced the employer; i.e. the code of conduct signed by the staff and the staff are monitored to adhere to conduct. It is also important that disciplinary procedures are in place in case of violation of code of conduct. The CoC needs to be also well understood by the right-holders so they can held us to accounts. Therefore, how we communicate the CoC to affected population so they know what is expected and prohibited behavior is an important component of this commitment.  ***Information management protocol***  This refers to a procedures (protocol) which are set up to deal with protection issues regarding sensitive information; i.e. it is important that the act of sharing information about beneficiaries does not put them at risk. This tool should include some provision on photo and information sharing through social networks. |
| **Commitment 4** | **Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them** |
| **Tools** | 1. ***Communication protocol / key messaging*** 2. ***IEC materials*** 3. ***Participation matrix*** |
| **Explanation** | ***Communication protocols/key messaging***  “Communication” refers to all forms of messaging between the crisis affected persons/communities and the implementing partners & ACT members. The communication protocol (or strategy) should outline how and who communicates with the beneficiaries, but also outlines how the member will communicate on behalf of the beneficiaries to the larger public (for fundraising and marketing. Key messages are basically the messages outlining the key components of the project that need to be communicated to the beneficiaries in a clear and succinct manner. Messages on Code of Conduct and Child Protection should be included into these key messages.  ***IEC materials***  IEC (information, education & communication) materials are posters, banners, flyers, etc., which are used to raise awareness within the local communities. They should be translated into the local language and use pictures/drawings as reading is not accessible to all. Ideally, communities should contribute to the design of such materials as they are best placed to know what is appropriate in their community.  ***Participation matrix***  “Participation” refers to the implication of the crisis affected persons/communities in the various stages of the project cycle management. There are different levels of participation and the member organization should set out what level they are attempting to reach with the beneficiary at each stage of the project cycle; with the objective that participation will input into programme design and decision making. Providing feedback or discussing with the crisis affected persons/communities about the Appeal’s outputs is also an essential part of the communication. It is essential that staff and partners are trained on and use a range of relevant participatory techniques and ongoing community dialogue to ensure active inclusion of vulnerable groups and of the affected persons in general. The participation matrix should be linked to a tool allowing disaggregation of the affected population. There might be different levels of participation depending on target group. |
| **Commitment 6** | **Communities and people affected by crisis receive coordinated, complementary assistance** |
| **Tools** | 1. **Meeting minutes** 2. **4W matrix** 3. **MoUs with relevant stakeholders** |
| **Explanation** | This commitment is always reflected in all proposals and Appeals; it stresses the fact that the project must logically fit within a greater humanitarian response/strategy    **Meeting minutes**  The members should be attending relevant coordination meetings such as: clusters, strategic advisory groups (SAGs), community meetings, state actor meetings, etc. Meeting minutes should be kept not only as a check and balances to see whether or not the members strategic objectives are part of a greater humanitarian response but also to be used as proof of attending these coordination meetings. Meeting minutes should include lists of participants to allow improved follow up.  **4w matrix**  In many crisis a 4ws matrix is available specifying the sector specific and geographic gaps. It is important that the members’ activities are aligned with the 4ws so as to avoid duplications and to ensure that the action is complementary and bridging identified gaps.  **Memorandum of understanding (MoU)**  It is often required that the member sign MoUs with relevant stakeholders including local government bodies and implementing partners. These MoUs are proof of coordination between the member and another entity.  **Other questions**   * Are forum members working as part of a consortium with non-member organizations? * Were information management protocols set up for sharing information with others for coordination purposes? * Ensure services/activities feed into and strengthen existing community systems |
| **Commitment 8** | **Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers** |
| **Tools** | 1. **HR protocols** |
| **Explanation** | This commitment has very much to do with the members’ internal procedures, more specifically with regards to the HR protocols and procedures. This implies that the recruitment process is impartial and transparent (evaluation and tests), and that every staff undergo periodic impartial evaluations and feedback. This also means that staff development and staff security are addressed in the HR policies.  This can be checked by looking at the recruitment procedures/tests, ToRs and employee evaluations.  Recruitment procedures must include background checks, including legal. |
| **Commitment 9** | **Communities and people affected by crisis can expect that the organisations assisting them are managing resources effectively, efficiently and ethically.**  **For me, the most difficult commitment to be measured – but to be compliant, it is definitely necessary to look at other components than the financial aspects.** |
| **Tools** | 1. **Financial protocols**   I think that there needs to be more than the financial protocols to measure this commitment – it is also about our impact on the environment (salaries, labor, market prices, availability, environment, etc). |
| **Explanation** | This commitment has very much to do with the members’ internal procedures, more specifically with regards to the financial (and logistics procurements) protocols and procedures. More specifically, the member must be accountable for the expenses proving that the funds were indeed used for the purpose stated in the grant contract.  This can be checked using the following:   * Financial audits * Logistic records * Environmental footprint /product resourcing assessment * Code of conduct (corruption, fraud, conflict of interest, etc.)   For compliance with the CHS standard 9, there needs to be also some assessment on impact of the organisation on the local market, local salaries and prices (regarding the ethical management) as well as assessing the efficiency in regards to logistics. F.ex.measuring if it is more efficient to import goods (time, money, availability) or to use locally available resources (but measuring the negative impact this could have on the local market) |