

tearfund DM Capacity Assessment Tool



(Adapted from SHAPE: Strategic Humanitarian Assessment & Participatory Empowerment Framework)

1. Governance and Leadership

Capable humanitarian organisations have a shared sense of values and a strong consensus about what it is striving for. This flows from effective leadership, a coherent strategy, appropriate systems, competent staff and the humility to learn from experience with the aim of continually improving.

(O) Organisational Foundations: Core features that underpin a successful humanitarian response

(H) Humanitarian Capacities: Range of abilities needed to respond to humanitarian crises

(P) Power: Capacity to control and influence

1.1 Vision and Strategy

References: [Core Humanitarian Standards \(CHS\)](#), [Humanitarian Charter](#) and [ICRC/NGO Code of Conduct](#)

<p>Indicator 1.1 O Has a structure that supports the organisation's humanitarian vision, mission and values</p>	<ul style="list-style-type: none"> ● Discuss your organisation's emergency strategy? Is it written down? What are its main themes and priority actions? ● How does the emergency response strategy link to other work your organisation does? ● Is it clear from the organogram who is responsible for humanitarian work? Are there clear links between emergency response and "regular" programmes? ● Is the decision-making process or emergency protocol for humanitarian response clear? Explain how it works. ● What resources does the organisation have on hand for humanitarian work? (e.g. dedicated staff, emergency funds, supplies/equipment)
<p>Indicator 1.1 H Staff commit to the organisation's humanitarian vision and strategy, and understand how these relate to humanitarian principles and standards</p>	<ul style="list-style-type: none"> ● Does your humanitarian strategy link to your organisation's broader strategic plan? How are the two levels related? When was either plan last reviewed? ● What is your organisation's registration status in country of operation? Does your organisation have the necessary permissions to undertake humanitarian programming? ● Are staff familiar with the Red Cross Code of Conduct? Have they taken part in training? Are any aspects of the Code challenging to your work? (e.g. neutrality) ● Are staff familiar with the Core Humanitarian Standards? Have they taken part in training? Are any aspects of CHS challenging to your work? ● How familiar are staff with the organisation's humanitarian mandate? (priority/focus sectors, structure, etc). ● Does the senior management understand, support and advocate for Cash Transfer Programming (CTP)? ● Does the organisation invest in needed planning, resources and systems for CTP? ● Does the organisation have a strategy to effectively manage any changes required for CTP, including empowered focal point(s) for institutionalisation and support to staff.

<p>Indicator 1.1 P Has a humanitarian vision and strategy that allows it to retain its autonomy and make choices consistent with its identity, purpose and values</p>	<ul style="list-style-type: none"> • What is the risk? Discuss a scenario where your organisation could lose its autonomy during an emergency response. • Are the organisation’s donors aware of your emergency strategy? • Does your organisation have a clear position on its role during emergencies? • Have there been examples in the past where your organisation has accepted emergency resources that fell outside the sectors (or locations or target group) where you work?
<h2>1.2 Staff Engagement and Collaborative Management</h2>	
<p>Indicator 1.2 O Has a diverse governing body that meets regularly, provides strategic oversight, monitors overall effectiveness, holds the executive to account and regularly reviews its own performance</p>	<ul style="list-style-type: none"> • Do you have organisational management or a governing body? How were they appointed? • When was the last meeting of the governing body? What was on the agenda? Do all the members on the governing body attend? • Is the governing body sufficiently diverse? Are any perspectives over/under represented on the board? • Are there examples where the governing body has held the organisation’s executive to account? • What has been the most useful guidance that the governing body has given the organisation? What has been the LEAST useful? • Does the organisation’s executive lead by example? What are the executive’s most effective qualities and practices? What are their least effective qualities and practices?
<p>Indicator 1.2 H Staff respect organisational values, acceptable and unacceptable behaviour in line with ICRC/NGO Code of Conduct</p>	<ul style="list-style-type: none"> • What would be examples of unacceptable behaviour? • How do managers review staff performance? Do organisational values come up in these discussions? • Has any training occurred on humanitarian leadership? Or specific orientation to the RC/RC Code of Conduct? • Is humanitarian emergency response structured and clear across organisation and at different levels in order to handle efficient and effective emergency response work? • Do the leadership practices of key staff members impact humanitarian performance? (e.g. delegation) • Do recruitment, induction and management processes require staff to demonstrate an appropriate attitude towards beneficiaries, consistent with a Christian calling of service? (NB: May not be relevant in the case of Resource Organisations) • Does your organisation have policies in place which guard against proselytisation? (NB: May not be relevant in the case of Resource Organisations) • Are management able to delegate authority and decision making in times of crisis and take decisions quickly?
<p>Indicator 1.2 P A culture of open communication is promoted and decision-making processes are transparent and participatory</p>	<ul style="list-style-type: none"> • Define “open communication” or “participatory decision-making”. Does this mean that every decision has to be taken to a vote? That every staff member needs to know everything? • How regularly do teams meet to coordinate work? • How regularly do staff meet with their line managers meet to discuss work related issues? • Are staff consulted in decision-making processes? Are all decisions documented and accessible? (e.g. notifications or memorandum) • Reflecting on a recent emergency response, what was the experience like in terms of team work, individual contributions, effectiveness?
<h2>1.3 Human Resources and Staff Well-being Reference: Core Humanitarian Standards (CHS 8)</h2>	

<p>Indicator 1.3 O HR policies are followed by staff, budgeted, and include consideration of health and safety issues, leave, safeguarding, gender, disability, an organisational Code of Conduct, compensation and benefits, staff development, diversity and how grievances are handled</p>	<ul style="list-style-type: none"> • Does your organisation have an up-to-date HR policy in place? How do these policies get changed? Does the policy touch on all the individual aspects raised in indicator 1.3 O? • Are staff familiar with the HR policies? Do all staff (even the ones who speak a different language, or cannot read) have access to them? • Are the HR policies affordable to the organisation? • Does the HR policy have any special provisions (e.g. health and safety, danger pay, security procedures) to support staff during a response? • Do you have a remuneration policy? How is staff salary determined? Is the organisation’s remuneration “competitive” with other similar organisations? • Does your organisation have robust safeguarding policies in place and are these actively enforced? Do you have an example of a time when this policy has been used? • Are gender sensitive policies with regard to staff recruitment, management and development institutionalised? • Are disability sensitive policies with regard to staff recruitment, management and development institutionalised?.
<p>Indicator 1.3 H Staff (and volunteers) have clear, realistic work plans, are aware of performance standards, understand what they are accountable for, and receive ongoing feedback and support</p>	<ul style="list-style-type: none"> • Do staff have clear, up-to-date job descriptions? Do these JDs describe roles, competencies or behaviours related to emergency response? • Are staff familiar with their roles/responsibilities during an emergency? • Are there enough staff to get all the work that is planned done? • When was the last time you had a formal job appraisal or performance discussion? Are these regularly scheduled? • Does the organisation provide any kind of support (training, coaching, on-the-job feedback) to improve individual performance?
<p>Indicator 1.3 P Has the management capacity and personnel to deliver a humanitarian response</p>	<ul style="list-style-type: none"> • Reflecting on a recent emergency response experience, was your organisation able to scale-up and scale-down without incident? • How quickly was your organisation up and running in the response? • Are the staff hired for another purpose effective during an “all hands” emergency response? • Are your executive staff well-respected in the humanitarian community for their emergency response skills? What evidence do you have of this? • Does your organisation participate in security forums? How do you monitor security information and how is it disseminated? Who gets security updates?
<p>1.4 Management of Resources Reference: <u>Core Humanitarian Standards</u> (CHS 9)</p>	
<p>Indicator 1.4 O Follows robust, transparent financial policies, systems and procedures that comply with donor requirements to govern the effective and efficient use of money and other resources</p>	<ul style="list-style-type: none"> • How is funding from multiple donors managed? • Does your organisation accept and allocate funds and gifts-in-kind ethically and legally? • Does your organisation maintain clear lines of financial accountability? Separation of authority? • Do you conduct regular audits? Verify compliance with donor and partner financial guidelines? • Does your organisation assess, manage and mitigate risk on an ongoing basis? Discuss an example of a corruption malfeasance risk and how this risk was mitigated. • Does your organisation have robust whistleblowing procedures in the event of fraud, bribery or similar offences.

<p>Indicator 1.4 H Relevant staff are involved in the design of clear realistic budgets which balance quality, cost and timeliness at each phase of the response</p>	<ul style="list-style-type: none"> • What is the involvement of financial team at the emergency preparedness stage? • How do you come up with programme or project budgets? Who is involved in budget preparation? • How do you raise emergency payments? What support documentation is required and what is the authorization level? • How are logistical concerns/challenges in emergency work addressed? (e.g. transporters, warehousing, rapid procurement, etc.) • In an emergency, what does “value for money” mean to your organisation?
<p>Indicator 1.4 P Ensures that the acceptance of resources does not compromise its independence</p>	<ul style="list-style-type: none"> • Who has your organisation accepted resources from in the past? Have their rules, regulations and expectations been consistent with your own?
<p>1.5 Learning and Change Reference: <u>Core Humanitarian Standards (CHS 7)</u></p>	
<p>Indicator 1.5 O Simple and participatory M&E system includes financial analysis, learning, feedback and complaints informs future programmes and promotes value for money</p>	<ul style="list-style-type: none"> • Do you have an M&E system in place? How is it adapted for emergencies? • Does your organisation do any financial analysis (e.g. cost per) related to its results? • Are your organisation’s M&E findings shared with participants or communities? How do you respond to issues identified by project monitoring? • Do implementation teams discuss M&E findings? What are some examples of how an M&E finding changed how they did something? What is the procedure for changing project/programme focus or activities? • Have you done post-distribution monitoring and evaluation? And how was the community or beneficiaries involved in this process? • Do policies and procedures for M&E account for the specific information needed to analyse response effectiveness and efficiency? Are they in line with CTP good practice and routinely used effectively?
<p>Indicator 1.5 H Reviews progress and challenges in conforming with <u>Core Humanitarian Standards</u>, and applies learning</p>	<ul style="list-style-type: none"> • Is your organisation aware of SPHERE’s <u>Humanitarian Charter</u>? <u>Core Humanitarian Standards</u>? How have you practically used these tools in your programming? • Can you give any examples of how an emergency response activity was changed or modified to better conform to international humanitarian standards. • How do you monitor emergency project progress, outcomes and impact? How do you track outputs against desired change? • Are there examples of standards or expectations that are really hard to implement (e.g. participant involvement in emergency programme planning, or providing timely assistance in an insecure environment)? What do you do in these cases?
<p>Indicator 1.5 P Shares evaluation findings, lessons learned and critical reflections with the wider humanitarian sector</p>	<ul style="list-style-type: none"> • What learning activities do you participate in or conduct for your team? How do you share these learning with other actors? • In recent evaluations were there any critical (i.e. negative) comments that reflected poorly on your organisation? How did you respond?

2. Influence

Effective humanitarian organisations do not work in isolation. They strive to establish and grow positive and constructive relationships to support their work. This calls for staff with relevant skills to negotiate and communicate effectively.

2.1 Working with Others Reference: <u>Core Humanitarian Standards</u> (CHS 6)	
<p>Indicator 2.1 O Demonstrates a sustained commitment to coordination and collaboration with others, including national and local authorities, without compromising its humanitarian principles</p>	<ul style="list-style-type: none"> • How does coordination and cooperation between your office and your partners or donors work at both preparedness stage and emergency response stage? • In the most recent emergency response, with whom did you coordinate, and how? • Have you mapped other emergency response actors? Do you have a contact list available? When was it last updated? • Does your organisation have clear policies about working with non-humanitarian actors (e.g. the military, drug companies) based on humanitarian principles and objectives?
<p>Indicator 2.1 H Participates effectively in multi-sector, joint or interagency initiatives such as collaborative assessments, learning, preparedness or response efforts</p>	<ul style="list-style-type: none"> • Does your organisation work together with other organisations on implementation? • Does your organisation contribute to joint assessments? • Does your organisation regularly <i>contribute</i> to cluster meetings? (i.e. more than just attend) • Does your organisation participate in humanitarian consortia? (i.e. groups of organisations that agree to work together in emergency preparedness and response) • Are you involved in any humanitarian emergency related joint advocacy initiatives?
<p>Indicator 2.1 P Advice and contributions to decision-making and debate are called for by the humanitarian community</p>	<ul style="list-style-type: none"> • Is there a wider country level humanitarian preparedness and response coordination mechanism in place? If so describe how your organisation is involved? Are there meetings to which your organisation is not invited? • How often is your organisation quoted? Can you give some examples? • Has there ever been an example where the meeting could not start because your organisation had not yet arrived? • Can you think of any examples where your organisation's advice has influenced another? Give some examples. • How do you share and receive information before, during, and after an emergency? How often? And from/to whom?
2.2 Advocacy	
<p>Indicator 2.2 O Has the strategy, personnel, skills and knowledge, as well as the resources necessary to promote good influencing work on critical humanitarian issues</p>	<ul style="list-style-type: none"> • How does your organisation understand its role in influencing other actors about what is happening? Do you have an advocacy strategy? • Does your organisation have a communication or advocacy focal person in an emergency? • Do you have a policy or instructions on collecting evidence or communications materials? (e.g. do you ask permission before taking pictures? Do you explain what the photos might be used for?) • Do you have established links with local media to communicate messages and improve acceptance of work? (e.g. newspapers/radio/TV) • Does your organisation have staff with specific skills that are useful in influencing (e.g. case study techniques, photography)

<p>Indicator 2.2 H Ability to recognise key humanitarian issues affecting local community, and recommend feasible approaches to address them</p>	<ul style="list-style-type: none"> • Are your staff encouraged to raise their concerns about what they are seeing in the field? Does your organisation have a systematic way of dealing with concerns and recommendations that come out of it? • Does your organisation practice any sort of root cause analysis on a systematic basis? • Are your staff familiar with the power mapping (who are the power holders and what the barriers to power are) technique? • Are staff encouraged to take photos/videos? Are there good examples of how these materials were used to raise issues with others about humanitarian concerns? • How does your organisation document your concerns?
<p>Indicator 2.2 P Championing of key issues that affect local communities has led to changes in thinking on relevant issues, has changed policies, or has resulted in new resource streams becoming available</p>	<ul style="list-style-type: none"> • Have any of your staff been interviewed by the international media during an emergency? What did they have to say? • Has your organisation sought-out the international media to share your observations? • Has there been any discussion of the use of social media by your organisation? In your context what social media channels are available? • Give an example of one issue critical to your target group that is not sufficiently addressed. Has your organisation catalysed a wider discussion of this issue? How?
<h2>2.3 Resource Mobilisation</h2>	
<p>Indicator 2.3 O Has in place the relationships, strategies, personnel and procedures to generate successful programme concepts and funding proposals</p>	<ul style="list-style-type: none"> • Which key donors are you in contact with? How do you maintain regular contact with key donors? Do you have a designated donor focal person? • Does your organisation participate in coordination groups with donors? Give an example of such a coordination group, and its agenda. • Do you have pre-prepared proposal concepts or templates ready in order to rapidly respond? • How does your organisation make its value for money case? Can you confidently explain and justify your costs? • What is your “unique selling point” to donors? Are you recognized for this unique contribution?
<p>Indicator 2.3 H Capability to mobilise resources for a timely and appropriate humanitarian response</p>	<ul style="list-style-type: none"> • Is there a fundraising strategy in place? Does it have a focus on emergencies? • Have you received any training on fundraising? • During your last emergency response, did the money come on time? Were there any snags in the funding procedures? • Was the type of resources received during this recent response appropriate for what your organisation needed to do? • Have you managed to secure funding without external support?
<p>Indicator 2.3 P Sufficient, flexible and diversified resources exist to ensure organisational sustainability and effectiveness</p>	<ul style="list-style-type: none"> • Who competes with your organisation for donor funding? • How does your organisation decide on what funding opportunities to pursue? What is your “go/no go” procedure? • Is your organisation pre-qualified to receive emergency response funding by any donors? • Is your organisation sought-out by donors following an emergency to submit proposals? • Does your organisation have policies and procedures in place to comply with international procurement standards (e.g. ECHO, HRF, OFDA)?

3. Preparedness and Response

Effective organisations anticipate, prepare for, and respond to humanitarian situations in a relevant, effective, efficient and impactful manner. Their action is based on communication, participation and feedback from affected communities.

3.1 Preparedness	
<p>Indicator 3.1 O Invests in training staff and developing procedures in preparation for emergencies</p>	<ul style="list-style-type: none"> ● Does your organisation have an Emergency Preparedness Plan in place? When was it prepared? Has it ever been revised? Is it consistent with the cluster’s standard technical guidelines? ● Does your organisation have emergency funds, stockpiles of emergency items? ● Have suppliers, transporters, “warehousers” been pre-identified and verified? ● Does your organisation have a staff register or database that would help it quickly identify skills or risks during an emergency? ● Does a [staff] security plan exist to protect staff and assets? Does it get regularly reviewed? Are staff aware of the security plan? Do they abide by it? ● Does your organisation have competency in one or more specialist fields useful in emergencies (eg: Cash/NFI distribution, WASH, temporary shelter, camp management etc)? ● Does your organisation have Standard Operating Procedures in place for the procurement, storage and distribution of relief goods? ● Does your organisation have documented procedures in place for: <ul style="list-style-type: none"> ● Procurement, supply chain, contracting (Market assessment, procurement plans, supplier database) ● Warehousing and stock ● Fleet; transportation for staff and materials ● Assets and resources (asset registers) ● Estate: Locations, office and accommodation ● Logistics team ● Does your organisation have access to vehicle(s), computer(s), phones and other essential assets to enable it to respond swiftly and to communicate with others? ● Are there systems in place to recruit and retain qualified staff with required CTP competencies? Can you effectively meet staffing needs for CTP in both normal and emergency situations?
<p>Indicator 3.1 H All relevant parts of the organisation are involved in developing, testing and reviewing emergency preparedness plans</p>	<ul style="list-style-type: none"> ● Has your organisation ever conducted emergency simulation exercise? ● Have you supported communities to develop community Emergency Preparedness Plans? ● How do new staff get oriented to the organisation’s emergency procedures? Does the HR system allow for rapid recruitment and “on-boarding” of staff? Does the organisation have special categories for short-term emergency personnel? ● Do financial staff have emergency guidelines that simplify or short-cut procedures to expedite payments? Would you consider these procedures appropriate or compliant? ● Give some examples of how your organisation does things differently with its administration during an emergency response.

	<ul style="list-style-type: none"> Do management, programme, finance, logistics and other staff have the necessary knowledge, skills and experience to effectively design, implement and monitor CTP as needed? Are your organisation's financial systems adapted to suit CTP with controls appropriate to the amount of transfer and the degree of risk? Are these systems in line with CTP good practice and routinely used effectively?
<p>Indicator 3.1 P The key contextual information it provides is influential in setting the humanitarian agenda</p>	<ul style="list-style-type: none"> What mechanism do you have to monitor on-going or seasonal hazards? How is information shared at different levels of organisation if any hazard is to occur? How does your organisation's Emergency Preparedness Plan (if it has one) link or fit to wider national or local contingency plan/emergency preparedness plan? Is the assistance that is provided during an emergency based on the actual needs and capacities of the communities and people affected? Or is it provided because the resource has been made available for distribution? Do community level risk reduction plans include linkages with local government plans?
<p>3.2 Appropriate and Relevant Response Reference: <u>Core Humanitarian Standards</u> (CHS 1)</p>	
<p>Indicator 3.2 O Programmes are adaptable to changing needs, capacities and context</p>	<ul style="list-style-type: none"> Do your programme plans use SMART indicators? If an emergency took place in another part of the country where you are not presently working, what would happen? Have there been examples of this? How do you assess the capacity of other actors in responding to emergencies? Has your organisation renegotiated project agreements to adapt them to a changed emergency context? Does your organisation use relevant technical standards to assess its programmes? Do you have access to how the clusters in your country have defined these technical standards? Is your organisation familiar with Tearfund Quality Standards? Are these incorporated into programming?
<p>Indicator 3.2 H Responses are designed, budgeted and implemented quickly based on an impartial assessment of the needs, risks, vulnerabilities and capacities of different groups</p>	<ul style="list-style-type: none"> Do you have an assessment toolkit? How does it incorporate humanitarian standards? What kinds of assessment tools is your organisation skilled at using? (e.g. Emergency market mapping and analysis, nutritional surveys, household economy assessments, "Do No Harm", gender analysis etc.) Are staff trained to conduct rapid assessments or provide useful situation reports in the event of a disaster? How do you consult people affected by a disaster? How do you triangulate assessment information? Does your organisation use programme information from other humanitarian agencies to inform its analysis, selection of geographical area and response plans. Is anyone in the organisation trained in the use of KOBO? Are your organisations policies and procedures to determine the most appropriate response in line with CTP good practice? Are they routinely used effectively including needs and market assessment, feasibility and risk analysis and response options analysis? Are your organisations policies and procedures for programme design and implementation using CTP modalities in line with CTP good practice and routinely used effectively, including calculation of transfer amounts, selection of delivery mechanisms & service providers, beneficiary targeting & privacy, and distribution tracking?
<p>Indicator 3.2 P</p>	<ul style="list-style-type: none"> Are communities engaged to discuss safety considerations in relation to the response (risk of harassment, insecurity, violence)?

<p>Communities with whom it works (including marginalised and disadvantaged groups) play a leading role in setting the humanitarian strategy at every stage of the response</p>	<ul style="list-style-type: none"> • What type of assessments do you engage in before, during and after an emergency? • Do consultations occur with an inclusive range of people (sex, age, vulnerable group)? • What do you do when you find that what the community wants is not something that your organisation can provide? • How does your organisation balance its assessment of community capacity with their expectations?
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3.3 Effective and Timely Response Reference: Core Humanitarian Standards (CHS 2)

<p>Indicator 3.3 O Delivers activities, outputs, outcomes to achieve a timely impact</p>	<ul style="list-style-type: none"> • What kinds of project planning tools do you use in your planning? • Does your organisation deliver on its planned activities in a timely manner? • Do you write your commitments down? • Have there ever been instances in the past when your commitments (to partners, donors, local authorities or communities) did not match with your organisational capacity to deliver? Was this a bad thing? What happened? • Does your organisation do contingency planning? How? Give some examples. • How does your organisation define “impact”? Do you monitor this in any way during a humanitarian response and during its aftermath?
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<p>Indicator 3.3 H Timely assessments result in timely decisions which are acted upon without unnecessary delay according to <u>Core Humanitarian Standards</u>, cluster guidelines and internationally accepted indicators</p>	<ul style="list-style-type: none"> • Do you have pre-prepared assessment checklists? • How does your organisation define “timely”? Do you have performance standards such as a commitment to complete an assessment within so many hours, or some other metric? • How does your organisation engage with humanitarian clusters? • When conducting assessments, does your organisation use internationally accepted indicators and standards? (e.g. <u>SPHERE</u> minimum standards) • Has your organisation had any experiences where the assessment was done, but a long delay occurred before it was acted upon?
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<p>Indicator 3.2 P* (*common indicator with <u>Appropriate and Relevant Response</u>)</p>	
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3.4 Response Avoids Negative Effects Reference: Core Humanitarian Standards (CHS 3)

<p>Indicator 3.4 O Policies, strategies and guidance are designed to prevent programmes having any potential or actual negative effects. When negative effects are identified, the programme adjusts to mitigate them</p>	<ul style="list-style-type: none"> • What steps does your organisation take to enable local leadership? In a response, what responsibilities are they given? • Is there any discussion in your organisation about the “unintended consequences” of the work you are doing? (e.g. endangering people, creating conflict or opportunities for abuse) • What is the link between the work your organisation does in development activities with how it responds to an emergency? • How would an emergency response potentially affect a community’s resilience to future crisis? Is there any example in your organisation’s experience of this situation? What happened? • What are the risks to crisis-affected people if their personal information is made public? What policies have been put in place by your organisation to safeguard the confidentiality of personal information?
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	<ul style="list-style-type: none"> ● In conflict environments, does your organisation apply conflict sensitive approaches and/or protection principles (e.g. Do No Harm, ALNAP Protection Tool)? ● Does your organisation have a strategic process in place for anticipating future changes in the external context (e.g. implications of technology change, climate change, urbanisation, HIV/AIDS,/ pandemics/ epidemics)
<p>Indicator 3.4 H Sustainability, impact on long-term development and the exit strategy are defined at the outset of the response</p>	<ul style="list-style-type: none"> ● Of the following characteristics, describe the one where your organisation the strongest? The weakest? <ul style="list-style-type: none"> – Promoting early recovery – Respecting helpful cultural, spiritual and traditional practices – Increasing communities' decision making power and ownership – Using environmentally sustainable materials and socially responsible business – Helping people overcome and recover from the effects of abuse – Reducing risk and improve resilience – Promoting self-help, solidarity and ownership by the affected community – Supporting local markets – Preventing or mitigating physical or psychological harm – Incorporating International Humanitarian Law and use humanitarian standards, indicators and guidelines – Environment issues addressed through sustainable resource management and climate change adaptation ● Has your organisation experienced situations where the emergency response had a negative effect on a development activity you were engaged with? What did you do?
<p>Indicator 3.2 P* (*common indicator with <u>Appropriate and Relevant Response</u>)</p>	
<p>3.5 Communication, Participation and Feedback References: <u>Core Humanitarian Standards</u> (CHS 4 and 5)</p>	
<p>Indicator 3.5 O Inclusive representation, participation and engagement of people and communities are ensured at all stages of the work</p>	<ul style="list-style-type: none"> ● How were beneficiaries selected in humanitarian operation? Do you have criteria for their selection? How did you communicate these criteria to other groups in the community? ● How do you consult with disaster-affected people at different period during the course of emergency work? What tools do you use? How do you ensure that different parts of the community (including the most vulnerable and marginalised) take part? ● How is information (project and organisational) shared with disaster affected people and other stakeholders? What languages do you use? What media?
<p>Indicator 3.5 H Communities and people affected by crisis are consulted to provide feedback on their level of satisfaction with the quality and effectiveness of assistance using languages,</p>	<ul style="list-style-type: none"> ● What humanitarian quality standard does your organisation use? ● Do crisis-affected people receiving assistance understand what their entitlements are under your programme? ● Give an example of how your organisation acted on feedback from crisis-affected people? Was this change communicated to the “complainants”? Give another example of where nothing could be done about the feedback. How this was communicated?

formats and media that are easily understood and culturally appropriate for that community	
Indicator 3.5 P Organisational culture exists where complaints are welcomed, taken seriously and acted upon according to defined policies and processes	<ul style="list-style-type: none">● How do your staff communicate to beneficiaries that they have the right to complain?● Do you have a Complaints Handling Mechanism (CHM) to allow beneficiary & non-beneficiaries to express their voice about your humanitarian operation? Describe how it works.● Does your organisation have safeguarding policies and a Code of Personal Conduct that protects people from sexual abuse, corruption, exploitation and other violations of human rights? Has it ever been acted upon and disciplinary action taken against a confirmed case?● Is your organisation certified? By whom? What humanitarian quality standard does it use?