

CHS Alliance Operational plan 2018

<p>Objective #1 The sector is commonly using the CHS as the benchmark for quality and accountability and people management</p>			
<p>Assumptions: <i>Feedback from users of the CHS demonstrates its positive impact on people and communities affected by crisis.</i></p>			
<p>Our key role: We use evidence and experience to persuade the sector to adopt the CHS in their policies and practice.</p>			
<p>Output #1.1</p>	<p>Output indicators</p>	<p>Baseline</p>	<p>Activities</p>
<p>The results of the CHS verification options are available to and used by the humanitarian sector</p>	<ul style="list-style-type: none"> - CHS Alliance has published results of CHS verification and data is based on at least 80 organisations. - Launch strategy has been successfully delivered, including presence on social media - 1 webinar and/or in person launch - 4 case studies. - At least 5 print publications and 15 online articles refer to CHS data . - At least 1 article and/or webinar based on CHS verification challenge aid organisations to rethink current practice. - 1 webinar on the links between the CHS and people management 	<ul style="list-style-type: none"> - 19 organisations' verification results are in the database. - 1 learning event in 2016 1 webinar on lessons learned and recommendations on the self-assessment in June 2017 - ALNAP and OCHA have expressed interest in using the results of CHS verification. 	<ul style="list-style-type: none"> - Data collection and visualization of aggregated results of CHS verification exercises. - Analysis, sharing and publication of results. - Data visuals are promoted and customized where possible to accommodate requests. - Results are shared with/published by partners - Use verification data to specifically promote the importance of people management for organizational performance.
<p>Output #1.2</p>	<p>Output indicators</p>	<p>Baseline</p>	<p>Activities</p>
<p>Significant progress in the uptake of the CHS within the UN system/humanitarian architecture is achieved.</p>	<ul style="list-style-type: none"> - Points of contact, joint projects, trainings and general interaction level with OCHA, UNHCR, UNICEF and WFP, donors, academics and NGOs (see objective 2 and 3) - 3 blogs or case studies that relate to the UN are produced. - The CHS is integrated as a reference in 2 Grand Bargain work streams 	<ul style="list-style-type: none"> - UN engagement strategy (to be approved by CHS Alliance board. - Regular contact through IASC AAP task team; started discussions with OCHA on CHS and the HPC; 1 training workshop with WFP - The CHS included in participation revolution recommendations. 	<ul style="list-style-type: none"> - Develop closer relationships and support with the key stakeholders in the UN system (OCHA, UNHCR, UNICEF, WFP) aiming at multiplier effect. - Target enabling factors in the system in order for them to refer to the CHS, in particular the IASC CAAP, the Grand Bargain (Participation work stream), the pooled fund guidelines and the cluster guidelines. - Give visibility to progress taking place in the sector.

	<ul style="list-style-type: none"> - The CHS is referenced to in the revised IASC CAAP. - At least 2 more HRP refer to the CHS in 2018 . - The CHS is discussed as component in the revision of pooled fund guidelines and cluster guidelines 	<ul style="list-style-type: none"> - Technical expert on GPPI Independent report on the Grand Bargain - The CHS is referred to in the <u>draft</u> IASC CAAP - CHS included in 2017-2019 DRC HRP - Member of IASC AAP/PSEA TT working group on integrating AAP into HPC. 	
Output #1.3	Output indicators	Baseline	Activities
The voice of people affected by crisis, disaggregated by relevant diversity factors is increasingly sought and accounted for by humanitarian organisations.	<ul style="list-style-type: none"> - # donors requesting inclusion of community feedback at various stages of programmes and also request disaggregated data. - # donors who refer to the CHS as part of their grant requirements. - Quality of performance indicator data in self-assessments improves . - 2 case studies and/or tools providing practical insights into successfully conducting surveys and using results. - Project with Ground Truth successfully delivered. - 5 visuals available to promote involvement of people affected by crisis in decisions that affect them. - Satisfaction survey planned /carried out 	<ul style="list-style-type: none"> - Donors have been approached in the context of Grand Bargain pooled funds discussions and through the donors self-assessment tool (DEC, DFAT, Luxembourg, DFID, SIDA consulted and DEC to pilot revised version) - Current discussion with HHI to include AAP related questions in population survey in DRC – potential to use results for further promotions of inclusion of the voice of affected people in monitoring <p>Draft concept note with Ground Truth perception survey (Chad) submitted to SIDA</p>	<ul style="list-style-type: none"> - Promoting with members, donors, the Red Cross/Red Crescent movement and the UN the systematic use of CHS performance indicators, as well as the importance of disaggregated data during MEAL activities. - Request members to submit performance indicators disaggregated by gender when sharing their self-assessment and support them in doing so with reliable data. - Work together with Ground Truth to develop and use perception surveys at the level of the intercluster, aiming to integrate results in humanitarian dashboards and share learning with sector. - Design satisfaction survey.
Output #1.4	Output indicators	Baseline	Activities
CHS Alliance is viewed as a thought leader on issues of quality, accountability and people management at local and international level within the humanitarian sector.	<ul style="list-style-type: none"> - Distribution figures for HAR - At least 4 blog posts to promote the HAR. - # downloads for the HAR. - # references to HAR in online articles and social media - # of people attending HAR launch events. 	<ul style="list-style-type: none"> - Secretariat staff have participated in 3 advisory board, 7 working groups and steering committees and 9 other joint projects in 2016; - The CHS is included as a chapter of the revised Sphere handbook, Sphere currently working on referring the CHS 	<ul style="list-style-type: none"> - Drafting, publication and launch of the Humanitarian Accountability Report (HAR) - Secretariat staff actively participate in relevant groups and advisory boards, where they can make a difference (IASC AAP/PSEA task team, Pooled fund working group, Start Network, Quality Compas, HCHF, ALNAP, Sphere revision,

	<ul style="list-style-type: none"> - # working groups, advisory boards or steering groups to which we participate. - 8 invitations (panelists/ speakers). - The Sphere revision reflects the CHS in all chapters. - 2 blogs on emerging people management issues 	<p>in all chapters, result will be available for comments in draft 2.</p> <p>-</p>	<p>advisory boards: HLA, UNICEF common services, Grand Bargain workstreams,...)</p> <ul style="list-style-type: none"> - Staff of the secretariat and Board members proactively position themselves as speakers or panelists on issues of accountability either in person or through webinars. - Provide technical advice on future thinking around HR/people management issues and that also link to key sectoral agendas such as localisation (e.g. international taxation, project FAIR (fair pay), national staff development, competency based approaches).
Output #1.5	Output indicators	Baseline	Activities
Comms output (brand recognition)	<ul style="list-style-type: none"> -CHS increasingly mentioned in reports, articles, speeches, as well as at conferences, seminars etc. -CHS Alliance frequently invited to speak and participate in relevant summits, conferences and seminars at global, regional and national level -CHS increasingly mentioned on partners' and stakeholders' websites and social media networks -Increased referral traffic (google searches) to CHS Alliance and CHS websites, as well as respective social media channels - 6 human interest stories 	<ul style="list-style-type: none"> -CHS Alliance is invited (but not consistently) to speak at relevant conferences and events (8 in 2017). CHS Alliance's logo does not feature consistently members and partners websites -CHS website and social media channels less regularly updated and monitored than CHS Alliance website and social media channels (traffic to CHS Alliance website peaked in March 2017 with over 8,000 visitors; CHS Alliance Facebook 4,300 likes; CHS Alliance Twitter 4,231 followers; CHS Facebook 1,789; CHS Twitter: 1,156 followers) 	<ul style="list-style-type: none"> -Stakeholder mapping- identify multiplying effect. -Audit of partners' and stakeholders' websites and follow-up to feature CHS Alliance/CHS logos -Production/collection illustrating 'people first' -Social media campaign (key influencers stand behind CHS commitment) -Revision of leaflet and production of one-pager to distribute when meeting with stakeholders and potential donors -Production of multimedia material (set of videos and photographs, focus on the field) -Annual report (focus on quality, environment-friendly production and 'human' interest dimension) -Publication of bi-monthly newsletter -
Objective #2			
The CHS remains relevant in a changing world			
Assumptions: <i>Good collaboration with the CHS stakeholders – CHS Steering Committee, HQAI and other advocates of the CHS</i>			
Our key role: We periodically revisit the CHS (as a CHS Steering Committee member) and its verification scheme on the basis of evidence, experience and the evolving environment.			

Output #2.1	Output indicators	Baseline	Activities
CHS Alliance actively promoting uptake of the CHS in the sector More HR directors are leading/championing CHS	Participation in 4 CHS Management Group and 2 CHS Steering Committee meeting 2 blogs from HR directors about the importance of the CHS	3 meetings in 2017 of MG and 2 meetings of SC	-CHS Alliance working closely with SC and MG -Sharing and coordination of CHS Alliance objectives and outputs. -Joint planning for global uptake of CHS including comms. Use the contacts already developed within the HR community to promote the CHS within their organisations
Output #2.2	- Output indicators	- Baseline	- Activities
Feedback and evidence on CHS Alliance tools and services is available and contributes to the development of CHS related services and tools covering quality, accountability and people management.	- Feedback on CHS and CHS guidance notes is organized and stored on H drive. - Annual member survey; feedback during training, ad hoc surveys, and conferences/learning events (at least 300 sources including 30 non members) - A review of existing tools and if needed revisions take place within 6 months of the assessment.	- 250 comments from 25 contributors received on the CHS on the first draft of the Sphere revision - 10 surveys carried between August 2016 and August 2017 (447 responses), - External consultations with the GPPI; self-assessment for donors, development actors and secretariats; ALNAP 2017 annual conference; Sphere handbook revision	- Collection of feedback on CHS and CHS guidance notes, tools and services through annual member survey, ad hoc surveys, conferences, learning events and engagement with members. - Act on relevant feedback to improve tools and services. - Document and store CHS related feedback in view of future revision.
Output #2.2	Output indicators	Baseline	Activities
Links between the CHS and other standards are developed and articulated.	- CHS is promoted by Sphere, Groupe URD and HQAI. - # of joint activities (webinars, publications, cross-posting,...) and statements - Certification data is shared by members and integrated in Tableau visuals. - People are able to distinguish between the CHS and CHS Alliance, and between self-assessment, peer	- Participation in current revision of Sphere handbook and revision of Groupe URD Compas; by CHS management group - Joint display at 2017 ALNAP annual conference w/Sphere and URD. - 10 verified and certified members have results. - No jointly agreed key messages amongst members of CHS Steering Committee to emphasise complementarity	- Develop joint key messages cooperation with Sphere, Groupe URD, and HQAI and integrated in communications and training material - Continue working with Groupe URD to support the development of the CHS Compas. - Joint work is promoted on our social media platforms. - Work with HQAI to maintain clarity on tasks and interoperability between self-assessment, peer review and independent verification.

	review and independent verification.	-	
Output #2.3	Output indicators	Baseline	Activities
Emerging sectoral issues and themes are articulated and incorporated into future revision	<ul style="list-style-type: none"> -Bi-monthly publication of blog, case study or article on emerging topic -co-author publications or collaborate on new tools – at least 2 in 2018 -CHS increasingly mentioned by thought leaders in speeches, reports, online posts, other newsletters etc. -Number of followers and engagement on social media channel increases 	<ul style="list-style-type: none"> -Issues covered by blogs and case studies are quite random, ad hoc -We are not systematically keeping track of the cooperation requests or mentions of CHS in speeches, reports etc. 	<ul style="list-style-type: none"> -Consistent monitoring of occurrence of CHS in reports, speeches, online posts, newsletters etc. -Pool of experts/journalists produces innovative, trend-setting content (editorial guidance from comms team) -Explore Partnership (MoU) with other thought leaders in the humanitarian sector. -
Objective #3			
A stronger and larger membership consistently applies the CHS and uses the verification scheme to continuously improve its results			
<i>Assumptions: The CHS Alliance verification scheme and other research confirms the validity of the CHS; Commitments to adopt the CHS at the WHS are acted upon</i>			
Our key role: We support organizations to continuously improve their capacity to continuously improve their capacity to apply the CHS and to verify their results			
Output #3.1	Output indicators	Baseline	Activities
Relevant tools are provided to support early adopters in building their improvement plans based on the findings of their self-assessment (or other verification options).	<ul style="list-style-type: none"> - Self-assessments are available in 4 versions. - # self-assessments using each version. - 3 donors have completed a CHS self-assessment, and learning are shared via a blog or/and webinar. - 1 case study on conducting a CHS peer review has been shared online. - # improvement plans shared 	<ul style="list-style-type: none"> - There is a draft tool for donors (see above); a draft for Secretariat pending inclusion of CHS Alliance self-assessment findings; a draft tool for development about to be tested(including WSA, IFRC, Christian Aid, Brighter Communities and 7 others) - DEC to pilot the donor self-assessment 	<ul style="list-style-type: none"> - Adapt CHS self-assessment tool for secretariats, development/advocacy and donors. - Document and support experiences using peer review. - The annual report and the self-assessment process are used to identify areas where support is most needed. - Regular follow up and interaction with members - We ensure the type of resources matches the expectations (webinar, video, visuals, policy,...) and

	<ul style="list-style-type: none"> - # support sessions on improvement plans. - # relevant discussions on Slack - # number of tools, case studies, blogs developed, and breakdown by CHS commitment, category, language. - At least 2 tools relate to PM - # of members supported on PM issues - Feedback on the quality of resources provided and how accessible they are - Roster/database of experts 	<ul style="list-style-type: none"> - Peer review done by Mercy and COAST, waiting for report and learnings - No requirement to submit the improvement plan - Slack used regularly by Secretariat staff but not so interactive 	<ul style="list-style-type: none"> make it possible for members to rate resources available (like Amazon) - Resources and tools are organized on our website in a user friendly way. Old resources are archived. Signposting experts (certified trainers, consultants, etc.) by expertise area (including PM).
Output #3.2	Output indicators	Baseline	Activities
Building capacity of organisations to deliver the CHS, depending on their needs	<ul style="list-style-type: none"> - At least 500 organisation staff altogether complete our training courses in 2018. - At least 50 staff of national organisations complete targeted CHS ToT workshops (with CAFOD, funding permitting). - Member surveys and/or reports analyses highlight areas for strengthening of our services and suggest relevant activities - Consolidated results of member interaction. - 1 learning event organized on a relevant PM topic based on requests from members. - 6 webinars organized on People Management innovative practice based on member requests. 	<ul style="list-style-type: none"> - 442 individuals successfully completed training through us in 2016 (up from 368 in 2015). 	<ul style="list-style-type: none"> - Training on CHS, ToT, complaints handling, PSEA and investigations; - Working in partnership (Bioforce Sphere, Groupe URD, CAFOD). - Programme with CAFOD to offer CHS ToT to their implementing partners in four countries (funding permitting). - Provide CHS tool that are relevant to collective response and clusters. - Set up framework for member follow up and reporting on interactions. - We have contacts with each one of our full member at least twice a year (through member survey and member portofolio management) in order to follow up on their membership obligations and encourage them to progress - Define our offer of specialist support to members

	<ul style="list-style-type: none"> - 4 case studies evidencing HR/people management good practice. 		
Output #3.3	Output indicators	Baseline	Activities
Building and supporting the pool of trainers on the CHS.	<ul style="list-style-type: none"> - Our CHS ToT graduates go on to train at least 2000 individuals themselves in 2018; - Community of practice in operation for CHS Alliance approved trainers, plus two webinars/meetings offered for them, and two newsletters sent out; - The pool of approved trainers grows by 10% in 2018. - Our approved trainers deliver at least two workshops on our behalf. 	<ul style="list-style-type: none"> - Altogether, in 2015 & 2016, our CHS ToT graduates went on to train more than 4000 people. - At present, we do not offer a community of practice, or webinars or newsletters, for approved trainers; - There were 50 individuals in the pool of approved trainers in August 2017. - Currently, no official CHS Alliance training is delivered solely by consultants. 	<ul style="list-style-type: none"> - Ongoing remote support is offered to training graduates as they implement what they have learned; - Impact survey is sent to training graduates and their managers; - At least five graduates of our training courses are mentored to become CHS Alliance approved trainers by conducting training under our direct supervision; - Pool of CHS Alliance approved trainers are supported through meetings, webinars, newsletters and an online community of practice; - Pilot delivery of our training through consultants who are CHS Alliance approved trainers, with our support and oversight.
Output #3.4	Output indicators	Baseline	Activities
The CHS Alliance complaints mechanism is well-publicised and offers an effective service.	<ul style="list-style-type: none"> - The Complaints Committee & the CHS Alliance Board confirm that they are satisfied with the way all complaints were handled in 2018; - Information on the complaints mechanism has been shared via the newsletter and the website, and the webpage on the complaints mechanism has been revised; <p>At least five members have publicised the CHS Alliance complaints mechanism.</p>	<ul style="list-style-type: none"> - The Complaints Committee has been meeting regularly and is active and supportive; - Meetings will be chaired by a CHS Alliance Board member from Sept 2017 onwards; - Four complaints were received in 2016, of which three were outside the scope of the mechanism and one was investigated. Two complaints have been received so far in 2017, of which one was outside the scope of the mechanism, and one was followed up with the organization in question. 	<ul style="list-style-type: none"> - We receive and deal with complaints in accordance with the process and timescales stated in the Complaints Policy; - The Complaints Committee meets once every six months in 2018; - CHS Alliance staff receive training on how to deal with a complaint; - We provide members with information and sample publicity materials on the CHS Alliance complaints mechanism; - We publicise the complaints mechanism ourselves via our website and our newsletter; - We improve the information available on our website regarding the complaints mechanism.

Output #3.5	Output indicators	Baseline	Activities
A larger and more representative membership.	<ul style="list-style-type: none"> - The number of member organisations increases by 10% in 2018; - We gain at least five new members from the following regions: Africa, the Pacific, the Middle East and Latin America/Caribbean; - Regional events on CHS Alliance membership are offered in at least two different regions during the year. - Joint membership initiatives are on the increase - Increasing number of champions 	<ul style="list-style-type: none"> - As of 1 September 2017, we have 100 members who have paid their fees. - The headquarters of these member organisations are located as follows: Europe 118, Asia 59, Africa 34, North America 20, Pacific 16, Middle East 5, Latin America/Caribbean 10. - 63 National - 111 International (+82 INGO affiliates). 	<ul style="list-style-type: none"> - We improve the information available on the website on the benefits of being a CHS Alliance member, and the process to follow to become one; - We raise the profile of membership through holding regional events those interested in membership in at least two different regions in 2018; - We receive and process new applications for membership effectively and in a timely manner. - -Champions network, with early adopters and strongly engaged members advocating for the CHS (ready-to-use multimedia material placed on Trello or similar sharing platform) - -CHS Alliance offers visibility to membership relevant member initiatives (website, social media channels, member update) - -CHS Alliance shares relevant information with members (mail-outs and bi-monthly member updates) -Improvement of membership section on website (based on need-based consultation with members)
Output #3.6	Output indicators	Baseline	Activities
Members are more engaged.	<ul style="list-style-type: none"> - The number of member organisations participating in activities of the CHS Alliance (governance, training, events, communities of practice, partnerships, verification, etc) increases by 25% during 2018. - 70% of CHS Alliance members report in a timely manner on their commitments and in particular the 	<ul style="list-style-type: none"> - 128 (77%)of our 166 full members (including global networks) had engaged with the Alliance in at least one way between Jan-Aug e.g. completing self-ass or attending on of our events). - 99 of these(59%) had engaged in more than one way. - 107 annual reports submitted. 	<ul style="list-style-type: none"> - Staff members make contact, by phone or skype, with each of their members in their portfolio at least once every six months. - Information on how organisations can maximise the benefits of their membership is publicised and easily accessible on the website. - An annual survey of the members guides us on their priorities and issues, and ensures we have the relevant up-to-date contacts for each organization. - We offer events for members in at least two different regions during 2018.

	<p>implementation of their verification option</p> <ul style="list-style-type: none"> - The proportion of members reporting and complying with all obligations has increased by 15%. - At least 80 % of full members has completed one of the CHS verification options - Every member going through verification has received a detailed report, including benchmarking. 		<ul style="list-style-type: none"> - Expand the reach of our HR contacts to include national NGOs
Output #3.7	Output indicators	Baseline	Activities
Experiences from users of the CHS, together with learning and data generated by the options of the verification scheme generate evidence that can be used to support peer learning and advocate for changes in policy and practice.	<ul style="list-style-type: none"> - Number of self-assessment uploaded on the CHS results database - Number of Tableau dashboards shared with members - Use of dashboards and visuals throughout our communication. - Initial linkage between application of CHS and satisfaction of people affected by crisis can be examined. - Activity on slack 	<ul style="list-style-type: none"> - Currently 9 self-assessment uploaded (and 10 verification and certification) - Dashboards will be shared once 25 organisational inputs are reached - Dashboards and visuals used for member reports 	<ul style="list-style-type: none"> - A database consolidating results from the options of the verification scheme allows to easily enter data, analyse it and generate visuals to inform our strategy and workplan. - The outcome and impact of application and verification of the CHS on the effectiveness of humanitarian action are assessed and results used to shape local policy and practice. - Communicate and grow the community of practice amongst members through blog, storytelling, sharing of good practices and success stories with the use of social media, slack, newsletter, member update bilateral communication, webinars etc. - Measure progress of members who will already do their second self-assessment in 2018
Objective #4: CHS Alliance internal objective			
Ensure the Alliance is sufficiently resourced and has robust structure/systems/policies/ in place to ensure that it can deliver on its strategy.			
Output #4.1	Output indicators	Baseline	Activities
Governance	<ul style="list-style-type: none"> - Statutes revised - Board elections in May 2018 - 7 (re) elected board members - 4 year strategy on track 	<ul style="list-style-type: none"> - 3 board committee are in place with specific ToRs - 4 board meetings per year - 2018-2021 strategy approved by the Board 	<ul style="list-style-type: none"> - 2 face to face board meetings and 2 virtual meetings - General Assembly virtual meeting in May - Finance Risk and Audit committee meetings and 4 Membership and Nominations Committee take place according to ToRs

	- Income, budget and expenditure monitored		
Output #4.2	Output indicators	Baseline	Activities
Funding	- Operational budget covered by Alliance income - Funding secured for 2 projects	- 7 government donors; membership fees and cost recovery funding the Alliance	- Narrative and financial donor reporting. - Ad hoc project proposal submitted where activities contribute to Alliance 2018- 2021 strategy
Output #4.3	Output indicators	Baseline	Activities
Operations and Internal controls	- Successful annual audit - Narrative and financial reporting on operational plan - Operational plan and budget approved by the Board	- Internal control system plan approved by the Board - 7 staff in Geneva and 7 staff in London - Staff satisfaction survey overall positive but highlighted job insecurity and increased stress due to workload.	- Ensure appropriate systems and technology in place - Implementation of operational plan - Measuring staff satisfaction annually, discuss results and plan for change if necessary