



Chapter 1: Minimum Standards Common to All Sectors

How to use this chapter

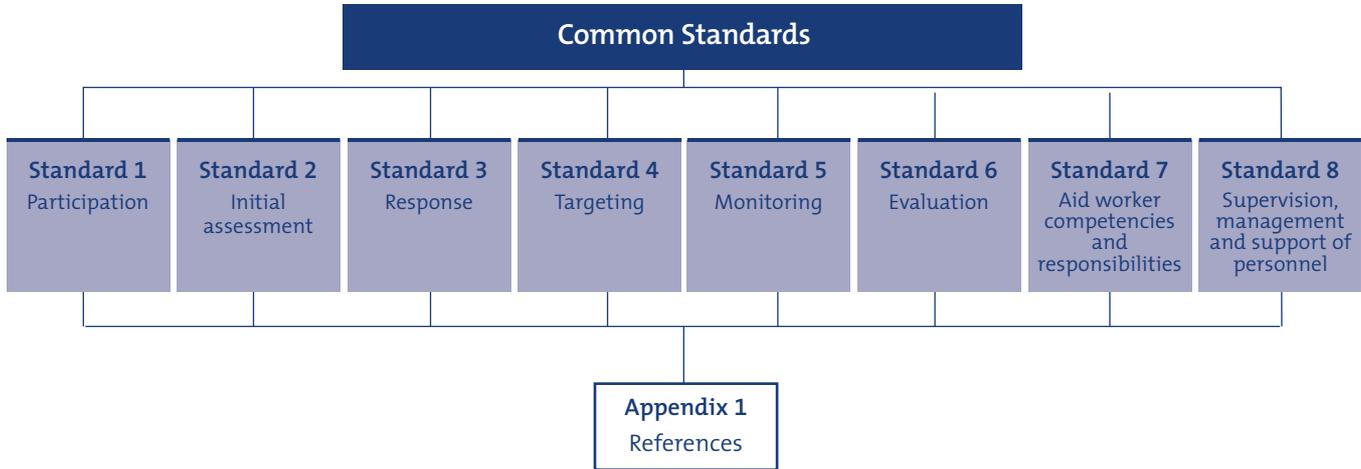
This chapter details eight core ‘process and people’ standards that are relevant to each of the technical sectors. The standards are: 1) participation, 2) initial assessment, 3) response, 4) targeting, 5) monitoring, 6) evaluation, 7) aid worker competencies and responsibilities and 8) supervision, management and support of personnel. Each contains the following:

- *the minimum standards*: these are qualitative in nature and specify the minimum levels to be attained;
- *key indicators*: these are ‘signals’ that show whether the standard has been attained. They provide a way of measuring and communicating the impact, or result, of programmes as well as the process or methods used. The indicators may be qualitative or quantitative;
- *guidance notes*: these include specific points to consider when applying the standards and indicators in different situations, guidance on tackling practical difficulties, and advice on priority issues. They may also include critical issues relating to the standards or indicators, and describe dilemmas, controversies or gaps in current knowledge.

The chapter is followed by a select list of references, which point to sources of information on both general and specific technical issues relating to the standards.

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Introduction

These common standards relate to each of the chapters in this handbook and are integral to all of them. By implementing the standards described here, agencies will support the realisation of the standards outlined in the technical chapters.

Links to international legal instruments

Everyone has the right to life with dignity and respect for their human rights. Humanitarian agencies have the responsibility to provide assistance in a manner that is consistent with human rights, including the right to participation, non-discrimination and information, as reflected in the body of international human rights, humanitarian and refugee law. In the Humanitarian Charter and the *Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief*, humanitarian agencies undertake to make themselves accountable to those they seek to assist. The common standards outline the responsibilities of organisations and individuals when providing protection and assistance.

The importance of the standards common to all sectors

Programmes that meet the needs of disaster-affected populations must be based on a clear understanding of the context. Initial assessments will analyse the nature of the disaster and its effect on a population. The affected people's capacities and available resources should be identified at the same time as assessing their needs and vulnerabilities and any gaps in essential services. No single sector can be considered in isolation from the others, or in isolation from economics, religious and traditional beliefs, social practices, political and security factors, coping mechanisms or anticipated future developments. Analysis of the causes and effects of the disaster is critical. If the problem is not correctly identified and understood then it will be difficult, if not impossible, to respond appropriately.

Response depends on a number of factors, including an organisation's capacity, area(s) of expertise, budget constraints, familiarity with the region or situation and security risks for staff. The response standards detailed here are designed to clarify 'who does what when'. Once an appropriate response has been determined, targeting mechanisms should be established that enable agencies to provide assistance impartially and without discrimination, according to need.

Monitoring systems should be established early in the process to continuously measure progress against objectives and to check on the continuing relevance of the programme within an evolving context. An evaluation, which may be carried out during or at the end of the response, determines the overall effectiveness of the programme and identifies lessons that may improve similar programmes in future.

The quality of humanitarian assistance will depend on the skills, abilities, knowledge and commitment of staff and volunteers working in difficult and sometimes insecure conditions. Sound management and supervision are key elements of an assistance programme and, along with capacity building, can help to ensure that minimum standards of humanitarian assistance are respected. Given the importance of gender and other cross-cutting issues, diversity in human resources should be taken into account when building a team.

The participation of disaster-affected people – including the vulnerable groups outlined below – in the assessment, development, implementation and monitoring of responses should be maximised to ensure the appropriateness and quality of any disaster response. Systematic sharing of knowledge and information among all those involved in the response is fundamental to achieving a common understanding of problems and effective coordination among agencies.

Links to other chapters

It is critical that this chapter be read first, before turning to the relevant technical sector.

Vulnerabilities and capacities of disaster-affected populations

The groups most frequently at risk in disasters are women, children, older people, disabled people and people living with HIV/AIDS (PLWH/A). In certain contexts, people may also become vulnerable by reason of ethnic origin, religious or political affiliation, or displacement. This is not an exhaustive list, but it includes those most frequently identified. Specific vulnerabilities influence people's ability to cope and survive in a disaster, and those most at risk should be identified in each context.

Throughout the handbook, the term 'vulnerable groups' refers to all these groups. When any one group is at risk, it is likely that others will also be threatened. Therefore, whenever vulnerable groups are mentioned, users are strongly urged to consider all those listed here. Special care must be taken to protect and provide for all affected groups in a non-discriminatory manner and according to their specific needs. However, it should also be remembered that disaster-affected populations possess, and acquire, skills and capacities of their own to cope, and that these should be recognised and supported.

The Minimum Standards

Common standard 1: participation

The disaster-affected population actively participates in the assessment, design, implementation, monitoring and evaluation of the assistance programme.

Key indicators (to be read in conjunction with the guidance notes)

- Women and men of all ages from the disaster-affected and wider local populations, including vulnerable groups, receive information about the assistance programme, and are given the opportunity to comment to the assistance agency during all stages of the project cycle (see guidance note 1).
- Written assistance programme objectives and plans should reflect the needs, concerns and values of disaster-affected people, particularly those belonging to vulnerable groups, and contribute to their protection (see guidance notes 1-2).
- Programming is designed to maximise the use of local skills and capacities (see guidance notes 3-4).

Guidance notes

1. Representation of all groups: the participation of disaster-affected people in decision-making throughout the project cycle (assessment, design, implementation, monitoring and evaluation) helps to ensure that programmes are equitable and effective. Special effort should be made to ensure the participation of a balanced representation of people within the assistance programme, including vulnerable and marginalised groups. Participation should ensure that programmes are based on the willing cooperation of disaster-affected people and that they respect local culture, where this does not undermine the rights of individuals. Assistance programmes should reflect the interdependency of individuals, households and communities and ensure that protection elements are not overlooked.

- 2. Communication and transparency:** the sharing of information and knowledge among all those involved is fundamental to achieving a better understanding of the problem and to providing coordinated assistance. The results of assessments should be actively communicated to all concerned organisations and individuals. Mechanisms should be established to allow people to comment on the programme e.g. by means of public meetings or via community-based organisations. For individuals who are homebound or disabled, specific outreach programmes may be required.
- 3. Local capacity:** participation in the programme should reinforce people's sense of dignity and hope in times of crisis, and people should be encouraged to participate in programmes in different ways. Programmes should be designed to build upon local capacity and to avoid undermining people's own coping strategies.
- 4. Long-term sustainability:** long-term benefits are usually realised during the course of strengthening local capacities to deal with disasters. A disaster response programme should support and/or complement existing services and local institutions in terms of structure and design and be sustainable after the external assistance stops. Local and national governmental organisations have fundamental responsibilities for populations and must be consulted in the longer-term design of programmes when feasible.

Common standard 2: initial assessment

Assessments provide an understanding of the disaster situation and a clear analysis of threats to life, dignity, health and livelihoods to determine, in consultation with the relevant authorities, whether an external response is required and, if so, the nature of the response.

Key indicators (to be read in conjunction with the guidance notes)

- Information is gathered using standardised procedures and made available to allow for transparent decision-making (see guidance notes 1-6).

- The assessment considers all technical sectors (water and sanitation, nutrition, food, shelter, health), and the physical, social, economic, political and security environment (see guidance note 7).
- Through consultation, the assessment takes into account the responses of the local and national authorities and other actors and agencies (see guidance note 7).
- Local capacities and strategies to cope with the disaster, both those of the affected population and the surrounding population, are identified (see guidance note 8).
- Whenever feasible, data are disaggregated by sex and by age (see guidance note 9).
- The assessment is underpinned by the rights of those affected by disasters, as defined by international law.
- The assessment takes into account the responsibility of relevant authorities to protect and assist the population on the territory over which they have control, and also takes into account national law, standards and guidelines applicable where the affected population is found, as they conform with international law.
- The assessment includes an analysis of the operating environment, including factors affecting the personal safety and security of the affected population and of humanitarian staff (see guidance note 10).
- Estimates of population numbers are cross-checked and validated with as many sources as possible, and the basis for the estimate made known.
- Assessment findings are made available to other sectors, national and local authorities and representatives of the affected population. Recommendations are made on the need for external assistance, and on appropriate responses that should be linked with exit or transition strategies (see guidance note 11).

Assessment checklists for individual sectors can be found in the appendices at the end of each technical chapter.

Guidance notes

- 1. Initial assessments** provide the basis for delivering any immediate assistance that may be needed and also identify the areas on which a more detailed assessment should focus. An initial assessment is not an end in itself, but should be seen as a first step in a continuous process of reviewing and updating as part of the monitoring process, particularly when the situation is evolving rapidly, or when there are critical developments such as large population movements or an outbreak of disease. Frequently it may not be possible to adequately address or consult all sectors or groups within the population. When this is the case, it should be clearly stated which groups have been omitted, and efforts should be made to return to them at the first opportunity.
- 2. Checklists:** these are a useful way of ensuring that key areas have been examined, and examples of checklists are provided in appendices to each of the technical chapters of this handbook. Additional information can be found in Appendix 1: References on page 43.
- 3. Timeliness:** an initial assessment should be carried out as soon as possible after the disaster occurs, while addressing any life-threatening or other critical needs. The report should normally be generated within days and its format and content should allow planners and analysts to easily identify priorities and provide sufficient information to rapidly design an appropriate programme. A more in-depth assessment will be needed later to identify gaps in assistance and to provide baseline information.
- 4. Assessment team:** a gender-balanced team, composed of generalists and relevant technical specialists and with clear terms of reference, which seeks to actively involve the population in a culturally acceptable manner, will improve the quality of an assessment. Local knowledge and previous experience of disasters in the country or region are critical.
- 5. Collecting information:** team members should be clear on the objectives and methodology of the assessment and on their own roles before field work begins, and a mix of quantitative and qualitative methods appropriate to the context should normally be used. Some individuals or groups may not be able to speak openly, and special arrangements may be considered to collect sensitive information. Information must be treated with the utmost

care and confidentiality must be ensured. Following the individual's consent, consideration may be given to passing on this information to appropriate actors or institutions. Staff operating in conflict situations need to be aware that information collected may be sensitive, could be misused and could compromise the agency's own ability to operate.

6. Sources of information: information for the assessment report can be compiled from primary sources, including direct observation and discussions with key individuals, such as agency staff, local authorities, community leaders (of both sexes), elders, children, health staff, teachers, traders and other relevant actors, and from secondary sources, such as existing literature and reports (both published and unpublished), relevant historical material and pre-emergency data. National or regional disaster-preparedness plans also provide an important source of information. Comparing secondary information with direct observation and judgement is crucial in order to minimise potential biases. The methods used for collecting information and the limitations of the resulting data must be clearly communicated to portray a realistic picture of the situation. The assessment report should clearly indicate specific concerns and recommendations expressed by all groups, notably those who are particularly vulnerable.

7. Sectoral assessments: a multi-sectoral assessment may not always be possible in the initial phase of a disaster and may delay action to meet critical needs in specific sectors. When individual sectoral assessments are carried out, extra attention should be paid to linkages with other sectors and to broader contextual and protection issues, in consultation with other actors and agencies.

8. Relationship with host population: the provision of facilities and support for displaced populations can cause resentment amongst the host community, especially where existing resources are limited and have to be shared with new arrivals. In order to minimise tensions, host populations should be consulted and, where appropriate, the development of infrastructure and services for displaced populations should lead also to a sustainable improvement in the livelihoods of the host population.

9. Disaggregation of data is important for various reasons. It enables users of an assessment to check the accuracy of results and allows comparison with earlier studies on the same area. In addition to age, gender, vulnerability, etc., it is useful to include average family size and number of households as

key disaggregated information, as this will help in planning a more appropriate response. In the early stages of a disaster, it may be difficult to disaggregate data by age and gender. However, mortality and morbidity for children under five years old should be documented from the outset, as this section of the population is usually at special risk. As time and conditions allow, more detailed disaggregation should be sought, to detect further differences according to age, sex and vulnerability.

- 10. Underlying context:** the assessment and subsequent analysis should take account of underlying structural, political, security, economic, demographic and environmental issues. Likewise, any changes in living conditions and community structures of both host and displaced populations in relation to the pre-disaster phase should be considered.
- 11. Recovery:** analysis and planning for the post-disaster recovery period should be part of the initial assessment, as external aid can slow recovery if not provided in a way that supports the local population's own survival mechanisms.

Common standard 3: response

A humanitarian response is required in situations where the relevant authorities are unable and/or unwilling to respond to the protection and assistance needs of the population on the territory over which they have control, and when assessment and analysis indicate that these needs are unmet.

Key indicators (to be read in conjunction with the guidance notes)

- Where people's lives are at risk as a result of disaster, programmes prioritise life-saving needs (see guidance note 1).
- Programmes and projects are designed to support and protect the affected population and to promote their livelihoods, so that they meet or exceed the Sphere Minimum Standards, as illustrated by the key indicators (see guidance note 2).
- There is effective coordination and exchange of information among those affected by or involved in the disaster response. Humanitarian

agencies undertake activities on the basis of need, where their expertise and capacity can have the greatest impact within the overall assistance programme (see guidance note 3).

- Organisations, programmes and projects that either cannot address identified needs or are unable to attain the Minimum Standards make any gaps known so that others may assist (see guidance notes 4-5).
- In conflict situations, the assistance programme takes into account the possible impact of the response on the dynamics of the situation (see guidance note 6).

Guidance notes

- 1. Responding to actual need:** humanitarian response must be organised to meet assessed needs. Care should be taken that superfluous items that could interfere with the delivery of essential items are not included in the delivery channels.
- 2. Meeting the Minimum Standards:** response programmes and projects should be designed to close the gap between existing living conditions and the Sphere Minimum Standards. It is nevertheless important to make a distinction between the emergency needs and the chronic needs of an affected population. In many cases, humanitarian needs and the resources that would be required to bring a community, area, region or even country up to the Minimum Standards are far greater than the resources available. An agency cannot expect to bring this about single-handedly and communities, their neighbours, host governments, donors and other local and international organisations all have an important role to play. Coordination among those responding to a disaster situation is essential to address critical gaps.
- 3. Capacity and expertise:** in situations where an organisation is highly specialised, or mandated to respond to particular needs (or groups), it should aim to provide the greatest humanitarian impact possible using its own resources and skills base. Even within the specific limits of an agency's expertise or mandate, however, it is likely that the overall humanitarian need will outstrip its organisational resources. Where the agency finds itself with excess capacity, it should make that capacity known to the wider humanitarian response community and contribute when and where necessary.

- 4. Making gaps known:** while humanitarian agencies prefer to demonstrate programme successes and positive evaluations of ongoing initiatives to help fund future programmes, they must nevertheless be prepared to promptly acknowledge gaps in their capacity to meet basic needs.
- 5. Sharing information:** organisations identifying critical needs should make them known to the wider community as quickly as possible, to enable those agencies with the most appropriate resources and capacity to respond. Wherever possible, recognised terminology, standards and procedures should be used to help others mobilise their responses more quickly and more effectively. The use of standard survey formats and associated guidelines, agreed among the host government and agencies at country level, can help significantly in this regard.
- 6. Maximising positive impact and limiting harm:** conflict and competition for scarce resources often lead to increased insecurity, misuse or misappropriation of aid, inequitable distribution or diversion of aid. Understanding the nature and source of conflict helps to ensure that aid is distributed in an impartial way and reduces or avoids negative impact. In conflict-affected settings, an analysis of the actors, mechanisms, issues and context of the conflict should be carried out prior to programme planning.

Common standard 4: targeting

Humanitarian assistance or services are provided equitably and impartially, based on the vulnerability and needs of individuals or groups affected by disaster.

Key indicators (to be read in conjunction with the guidance notes)

- Targeting criteria must be based on a thorough analysis of vulnerability (see guidance note 1).
- Targeting mechanisms are agreed among the affected population (including representatives of vulnerable groups) and other appropriate actors. Targeting criteria are clearly defined and widely disseminated (see guidance notes 2-3).

- Targeting mechanisms and criteria should not undermine the dignity and security of individuals, or increase their vulnerability to exploitation (see guidance notes 2-3).
- Distribution systems are monitored to ensure that targeting criteria are respected and that timely corrective action is taken when necessary (see guidance notes 4-5).

Guidance notes

- 1. The purpose of targeting** is to meet the needs of the most vulnerable, while providing aid efficiently and in a way that minimises dependency.
- 2. Targeting mechanisms** are the ways in which assistance is made available impartially and without discrimination, according to need. Options include community-based targeting, administrative targeting, self-targeting, and combinations of these methods. Agency workers should be aware that self-targeting can sometimes exclude certain vulnerable groups. To ensure that the disaster-affected population is consulted and is in agreement with the targeting decisions, a representative group of women and men, boys and girls and people from vulnerable groups should be included in the consultation process. In conflict situations, it is essential to understand the nature and source of the conflict and how this might influence administrative and community decisions about targeting assistance.
- 3. Targeting criteria** are usually linked to the level or degree of vulnerability of a community, household or individual, which in turn are determined by the risks presented by the disaster and the coping capacity of the recipients. Individual dignity may be unintentionally undermined by improper targeting criteria and mechanisms and appropriate measures must be taken to avoid this. Some examples include:
 - administrative and community-based targeting mechanisms may ask for information about an individual's assets. Such questions may be perceived as intrusive and can potentially undermine social structures.
 - households with malnourished children are often targeted for selective food assistance. This may undermine people's dignity since it may encourage parents to keep their children thin so that they continue to receive selective rations. This can also apply when general rations are provided.

- where assistance is targeted through local clan systems, people who fall outside such systems (e.g. displaced individuals) are likely to be excluded.
- displaced women, girls and boys may be exposed to sexual coercion.
- people suffering from HIV/AIDS may be exposed to stigma. Confidentiality should be observed at all times.

4. Access to and use of facilities and services: people's use of facilities and goods provided are affected by many factors, such as access, security, convenience, quality and whether they are appropriate to needs and customs. Access may be particularly constrained in situations of armed conflict, and by factors such as corruption, intimidation and exploitation (including for sex). Wherever possible, factors that limit the use of facilities should be dealt with through community mobilisation or revisions to the programme. It is essential to ensure that consultation before and during programme implementation includes adequate discussion with women, children and other vulnerable groups, for whom the constraints on use are likely to be greatest.

5. Monitoring errors of exclusion and inclusion: when a targeting system fails to reach all of the vulnerable people in need following a disaster, individuals or groups can quickly develop critical needs. Provision should be made for updating and refining targeting and distribution systems to achieve more effective coverage.

Common standard 5: monitoring

The effectiveness of the programme in responding to problems is identified and changes in the broader context are continually monitored, with a view to improving the programme, or to phasing it out as required.

Key indicators (to be read in conjunction with the guidance notes)

- The information collected for monitoring is timely and useful, it is recorded and analysed in an accurate, logical, consistent, regular and transparent manner and it informs the ongoing programme (see guidance notes 1-2).

- Systems are in place to ensure regular collection of information in each of the technical sectors and to identify whether the indicators for each standard are being met.
- Women, men and children from all affected groups are regularly consulted and are involved in monitoring activities (see guidance note 3).
- Systems are in place that enable a flow of information between the programme, other sectors, the affected groups of the population, the relevant local authorities, donors and other actors as needed (see guidance note 4).

Guidance notes

- 1. Use of monitoring information:** disaster situations are volatile and dynamic. Regularly updated information is therefore vital in ensuring that programmes remain relevant and effective. Regular monitoring allows managers to determine priorities, identify emerging problems, follow trends, determine the effect of their responses, and guide revisions to their programmes. Information derived from continual monitoring of programmes can be used for reviews, evaluations and other purposes. In some circumstances a shift in strategy may be required to respond to major changes in needs or in the context.
- 2. Using and disseminating information:** information collected should be directly relevant to the programme – in other words, it should be useful and acted upon. It should also be documented and made available proactively as needed to other sectors and agencies, and to the affected population. The means of communication used (dissemination methods, language, etc.) must be appropriate and accessible for the intended audience.
- 3. People involved in monitoring:** people who are able to collect information from all groups in the affected population in a culturally acceptable manner should be included, especially with regard to gender and language skills. Local cultural practices may require that women or minority groups be consulted separately by individuals who are culturally acceptable.

4. Information sharing: monitoring and evaluation activities require close consultation and cooperation across sectors. For example, during a cholera epidemic, information should be continually shared between water and sanitation agencies and health agencies. Coordination mechanisms such as regular meetings and the use of notice boards can facilitate this exchange of information.

Common standard 6: evaluation

There is a systematic and impartial examination of humanitarian action, intended to draw lessons to improve practice and policy and to enhance accountability.

Key indicators (to be read in conjunction with the guidance notes)

- The programme is evaluated with reference to stated objectives and agreed minimum standards to measure its overall appropriateness, efficiency, coverage, coherence and impact on the affected population (see guidance note 1).
- Evaluations take account of the views and opinions of the affected population, as well as the host community if different.
- The collection of information for evaluation purposes is independent and impartial.
- The results of each evaluation exercise are used to improve future practice (see guidance note 2).

Guidance notes

1. Establishing criteria: evaluating humanitarian assistance programmes is not an easy task since disasters are characterised by rapid changes and a high degree of uncertainty. While qualitative methods are more likely to capture the intricate nature of disaster responses, those evaluating such programmes should be prepared to use different methods and compare and weigh the results to arrive at valid conclusions.

2. Subsequent use of information: evaluations should result in written reports, which are shared to contribute to transparency and accountability, and which allow for lessons to be learned across programmes and agencies that lead to improvements in humanitarian policies and practices.

Common standard 7: aid worker competencies and responsibilities

Aid workers possess appropriate qualifications, attitudes and experience to plan and effectively implement appropriate programmes.

Key indicators (to be read in conjunction with the guidance notes)

- Aid workers have relevant technical qualifications and knowledge of local cultures and customs, and/or previous emergency experience. Workers are also familiar with human rights and humanitarian principles.
- Staff are knowledgeable about the potential tensions and sources of conflict within the disaster-affected population itself and with host communities. They are aware of the implications of delivering humanitarian assistance, and pay particular attention to vulnerable groups (see guidance note 1).
- Staff are able to recognise abusive, discriminatory or illegal activities, and refrain from such activities (see guidance note 2).

Guidance notes

1. Staff need to be aware of the extent to which crimes of violence, including rape and other forms of brutality against women, girls and boys, can increase during times of crisis. Fear of harassment and rape forces women into forming alliances with soldiers and other men in positions of authority or power. Young males are vulnerable to forced conscription into fighting forces. Staff and field partners should know how to refer women, men and children seeking redress for human rights violations, and be familiar with procedures for referring survivors of rape and sexual violence for counselling, medical or contraceptive care.

2. Staff must understand that responsibility for control over the management and allocation of the valuable resources involved in disaster response programmes puts them and others involved in their delivery in a position of relative power over other people. Staff must be alert to the danger that this power may be corruptly or abusively exercised. Staff should be aware that women and children are frequently coerced into humiliating, degrading or exploitative behaviour. Sexual activity cannot be required in exchange for humanitarian assistance nor should aid workers be party to any such forms of exchange. Activities such as forced labour and illicit drug use and trading are also prohibited.

Common standard 8: supervision, management and support of personnel

Aid workers receive supervision and support to ensure effective implementation of the humanitarian assistance programme.

Key indicators (to be read in conjunction with the guidance notes)

- Managers are accountable for their decisions and for ensuring adequate security and compliance with codes/rules of conduct as well as support for their staff (see guidance note 1).
- Technical and managerial staff are provided with the necessary training, resources and logistical support to fulfil their responsibilities (see guidance note 2).
- Staff working on programmes understand the purpose and method of the activities they are asked to carry out, and receive subsequent feedback on their performance.
- All staff have written job descriptions, with clear reporting lines, and undergo periodic written performance assessment.
- All staff are oriented regarding relevant health and safety issues for the region and environment in which they are to work (see guidance note 3).
- Staff receive appropriate security training.

- Capacity-building systems for staff are set up and these are subject to routine monitoring (see guidance notes 4-5).
- The capacity of national and local organisations is built up to promote long-term sustainability.

Guidance notes

- 1. Managers at all levels** have particular responsibilities to establish and/or maintain systems that promote the implementation of programmes, of relevant policies, and to ensure compliance with rules/codes of conduct. Some humanitarian agencies already have codes or rules that relate to staff and institutional conduct with respect to issues such as child protection or sexual exploitation and abuse. As the importance of such rules is widely recognised, many humanitarian agencies are in the process of developing codes of conduct. Managerial accountability for ensuring compliance is a crucial aspect in the success of such codes.
- 2. Humanitarian agencies** should ensure that their staff are qualified and competent, and properly trained and prepared, before assignment to an emergency situation. When deploying emergency teams, agencies should seek to ensure that there is a balance of women and men among staff and volunteers. Ongoing support and training may be necessary to ensure that staff can fulfil their responsibilities.
- 3. All staff** should receive appropriate briefings on security and health issues, both prior to their deployment and when they arrive on-site. They should receive vaccinations and malaria prophylaxis medications (where needed) prior to deployment. Upon arrival, they should receive information aimed at minimising security risks, and should also be briefed on food and water safety, prevention of HIV/AIDS and other endemic infectious diseases, medical care availability, medical evacuation policies and procedures, and workers' compensation.
- 4. Special efforts** should be made to promote diversity within the various levels of an organisation.
- 5. Capacity building** is an explicit objective during the rehabilitation phase following a disaster. It should also be undertaken, to the extent possible, during the disaster/relief phase itself, especially when this is protracted.

Appendix 1

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Thanks to the Forced Migration Online programme of the Refugee Studies Centre at the University of Oxford, many of these documents have received copyright permission and are posted on a special Sphere link at: <http://www.forcedmigration.org>

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