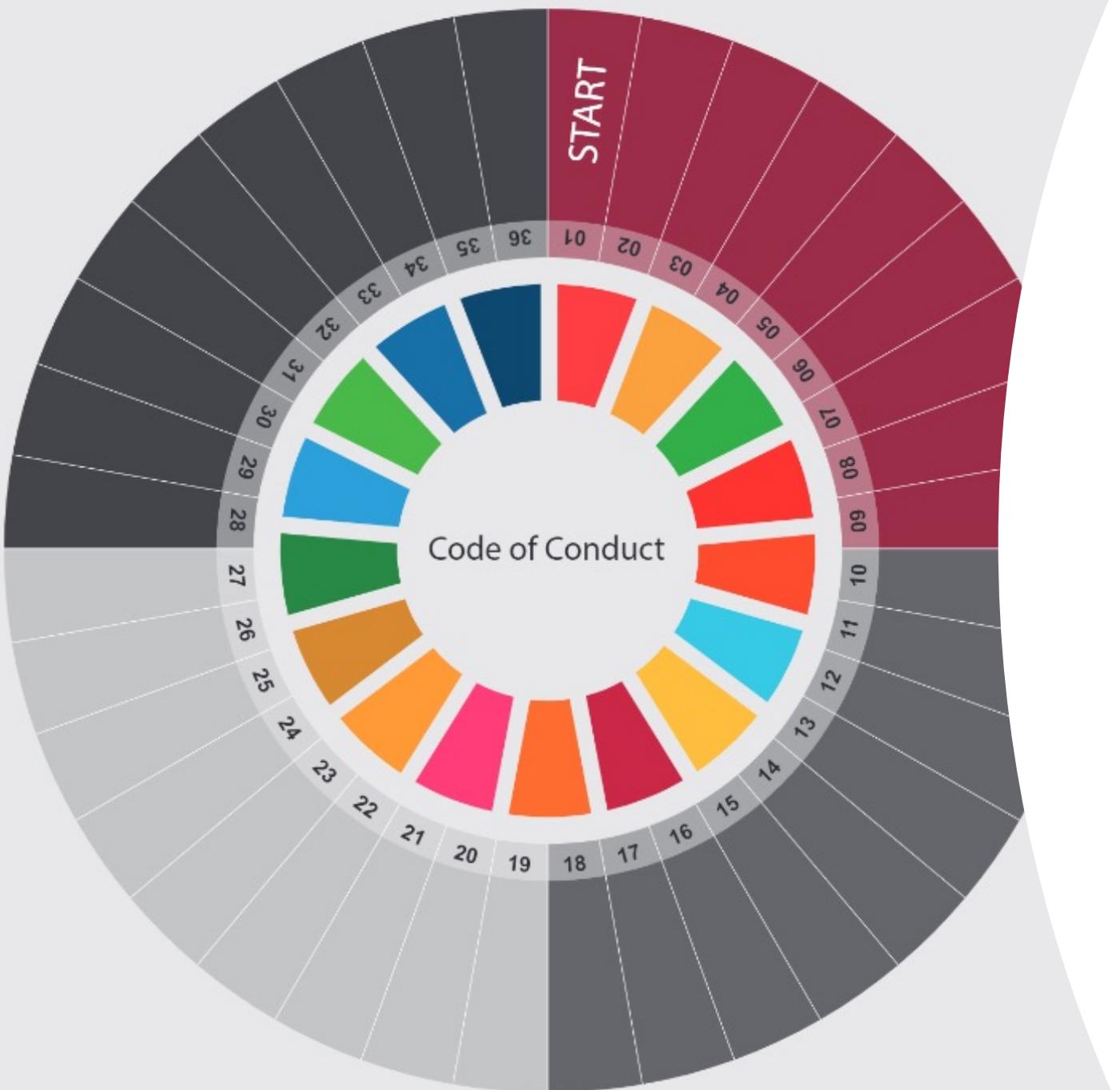


Commitment 1: Communities and people affected by crisis receive assistance appropriate to their needs

1. Your organization is starting a food aid distribution in Botswana, where you work. You are tasked with defining the targeting criteria. What do you do:

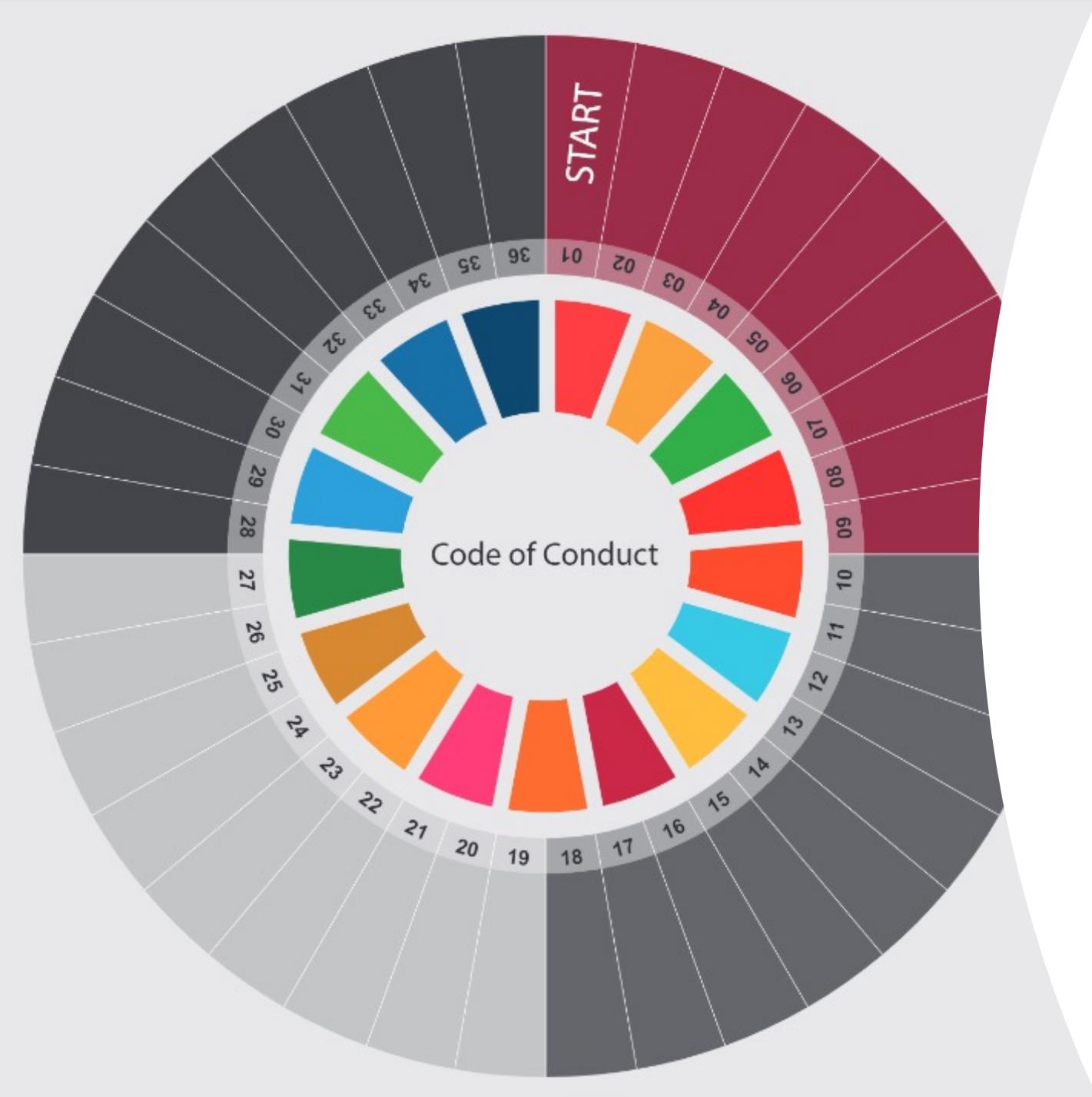
- a) I target the poorest and most undernourished.
- b) I target vulnerable groups.
- c) I set up a meeting with community leaders to obtain their inputs on how to target and understand the social context in the communities.



# Commitment 1: Communities and people affected by crisis receive assistance appropriate to their needs

2. Your NGO is responding to a disaster on the Nicaragua Atlantic Coast. You have not worked here before. You distribute lard and corn-soy-blend. The population does not want the food. What do you do?

- a) I get really annoyed. I thought they needed the food. Apparently, they do not.
- b) I check with local NGO's what they recommend.
- c) I initiate a dialogue with the community leaders in the region to understand why they do not want the food.

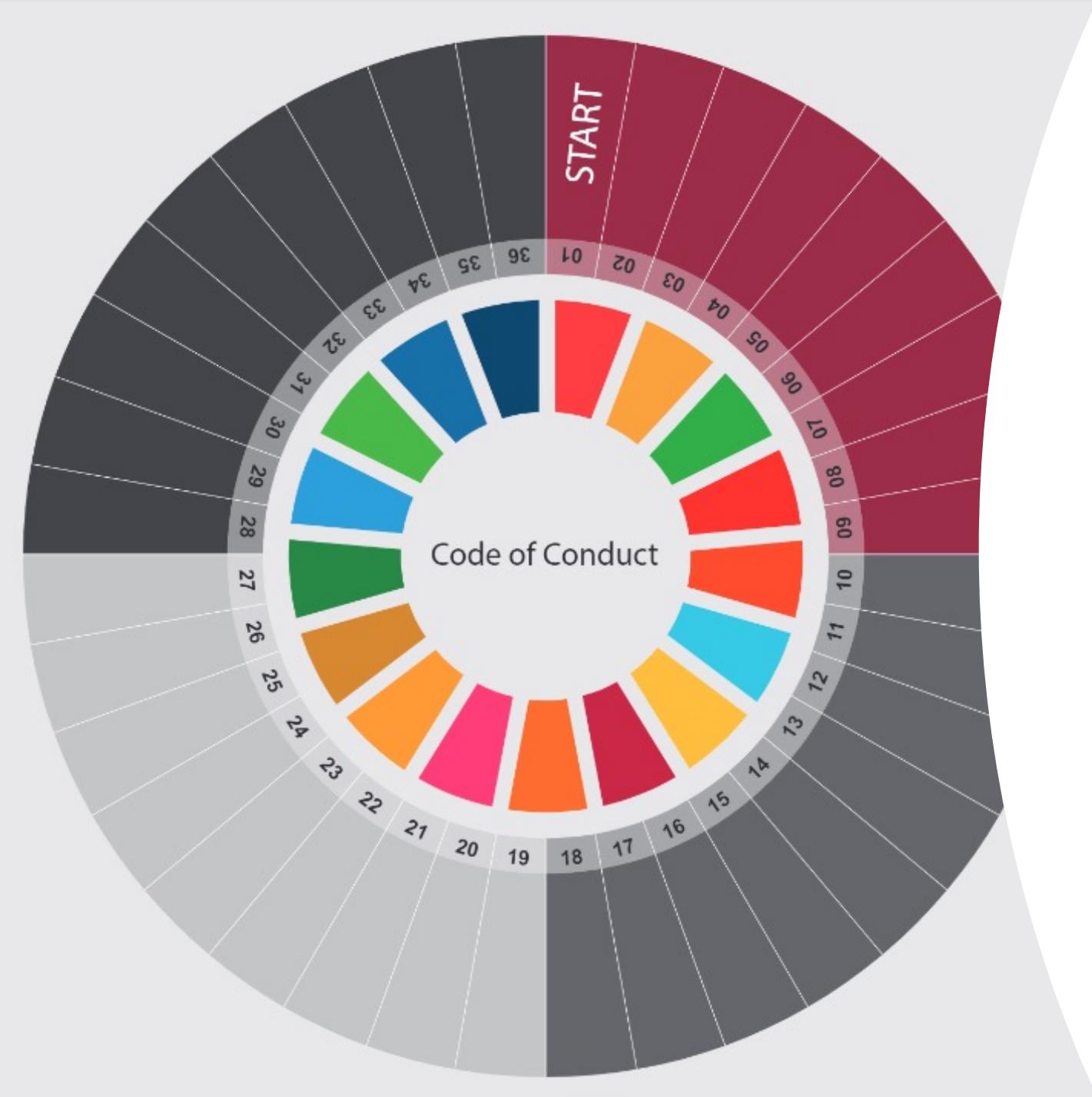


## Commitment 1: Communities and people affected by crisis receive assistance appropriate to their needs

3. You work for a UN agency that has provided food aid to some communities. You find several bags of donated food in the local market.

What do you do?

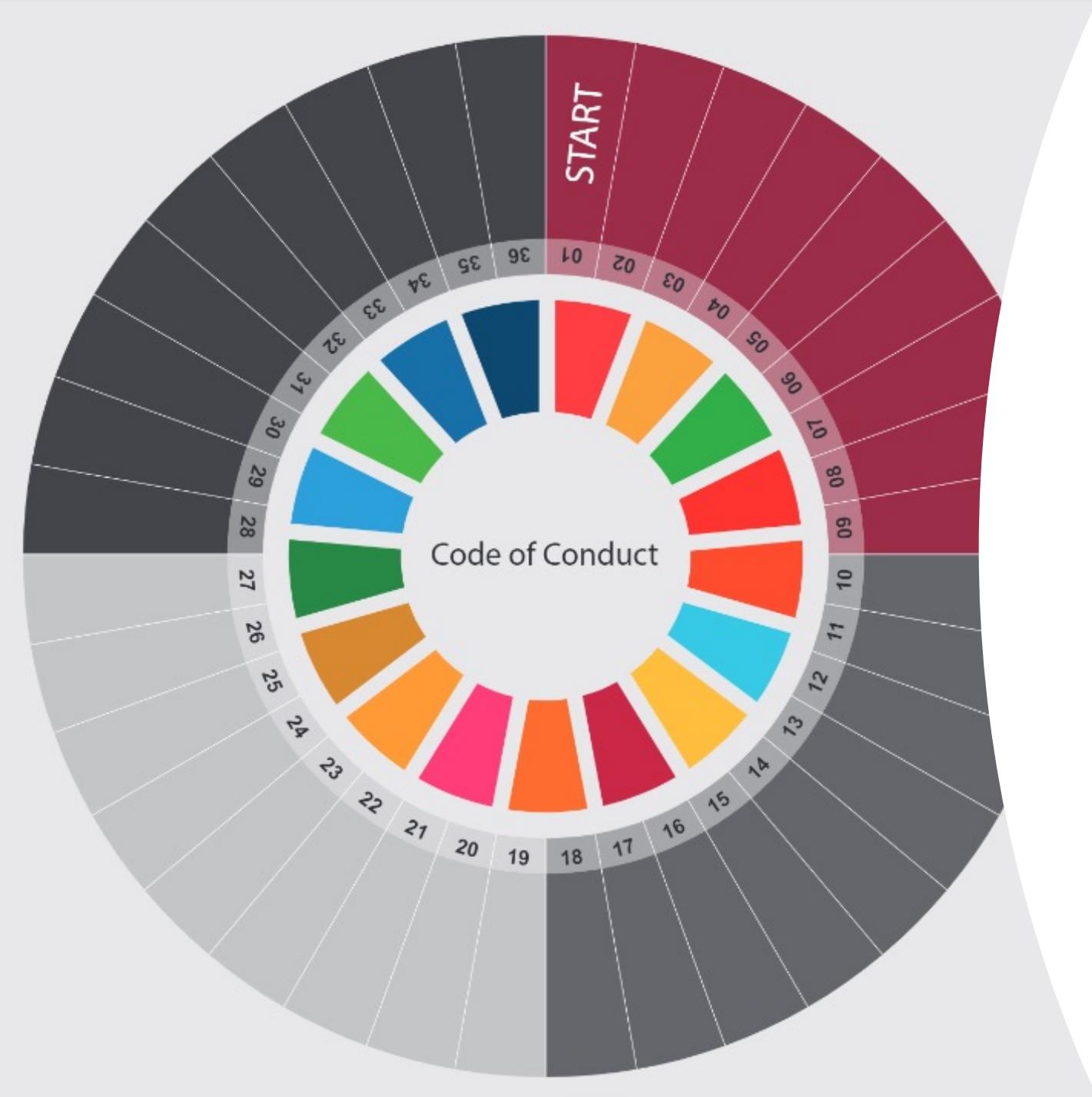
- a) I get really annoyed. I thought they needed the food. Apparently, they do not.
- b) I try to find out which communities the food comes from to delete them from the distribution list.
- c) I initiate a dialogue with the community leaders in the region to understand why the food ends up in the market. Maybe we need to do something differently.



## Commitment 1: Communities and people affected by crisis receive assistance appropriate to their needs

4. You are preparing an emergency relief operation for the NGO you work for. How will you ensure that the assistance provided is appropriate for the affected population?

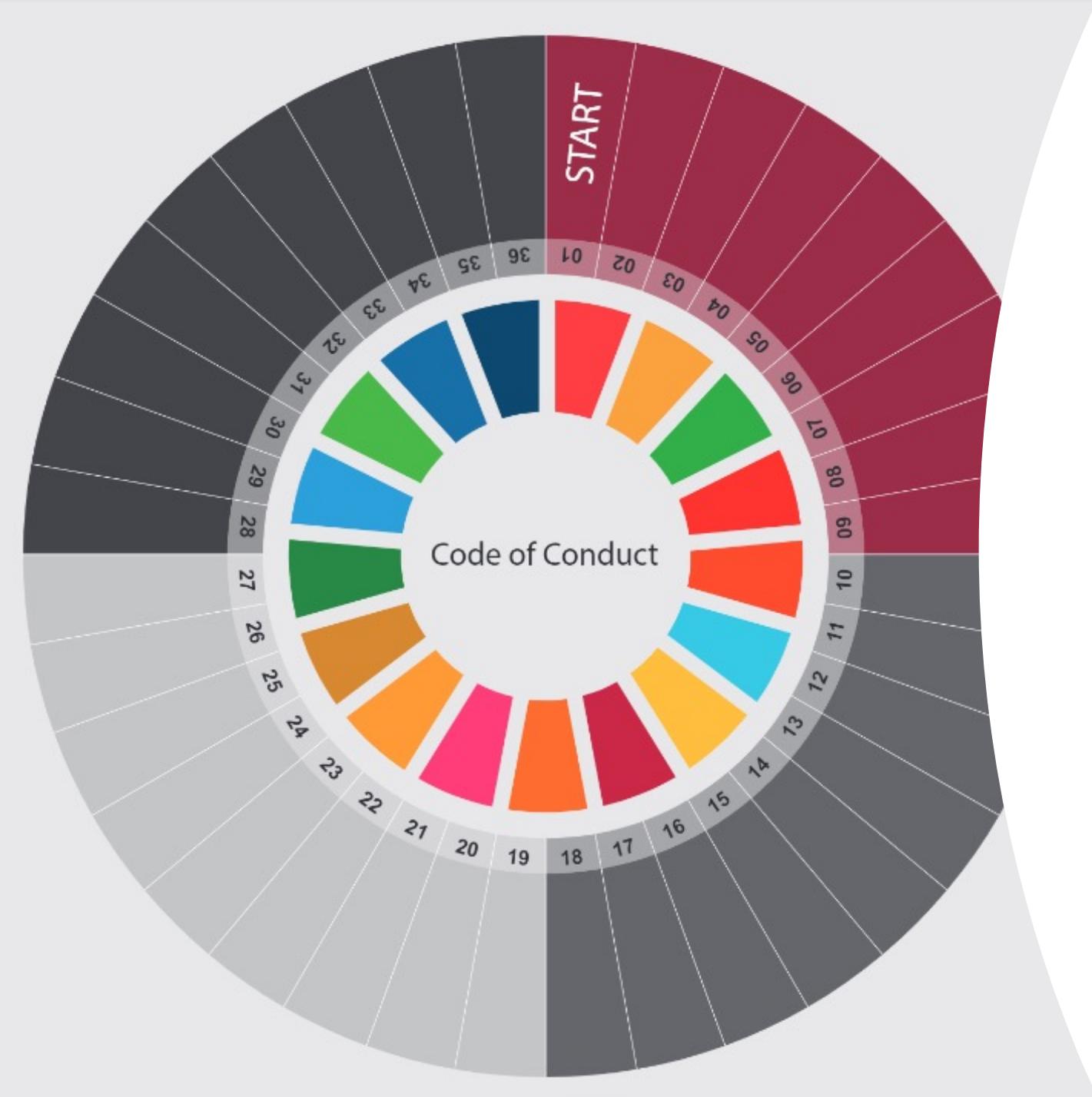
- a) I conduct a needs assessment among the affected population, and account for different factors such as, gender, age, disability etc.
- b) I distribute everything I have at my disposal, and rely on the community to distribute internally.
- c) I wait, and see, which needs will show up, as the disaster progresses.



Commitment 1:  
Communities and people affected  
by crisis receive assistance  
appropriate to their needs

5. As project manager in a small NGO in a developing country, how will you secure funding for the next development project?

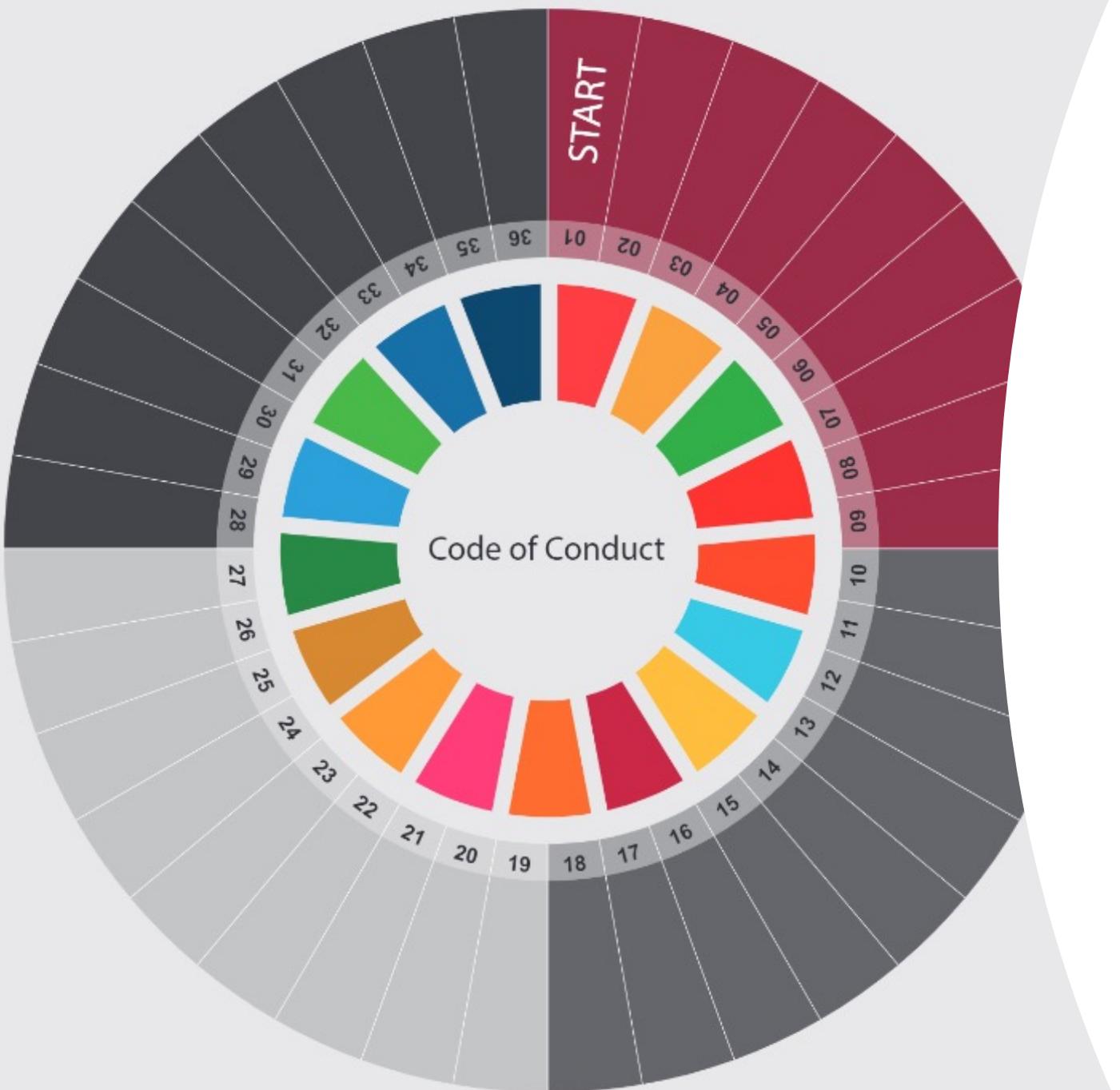
- a) I will try to get funding to get the project started, and secure the rest later.
- b) I will get the full funding for the project before it begins.
- c) I will use people from the areas as volunteers to reduce costs.



Commitment 1:  
Communities and people affected  
by crisis receive assistance  
appropriate to their needs

6. You have conducted a needs assessment in a community for a project. Results differ from the expected. What do you do?

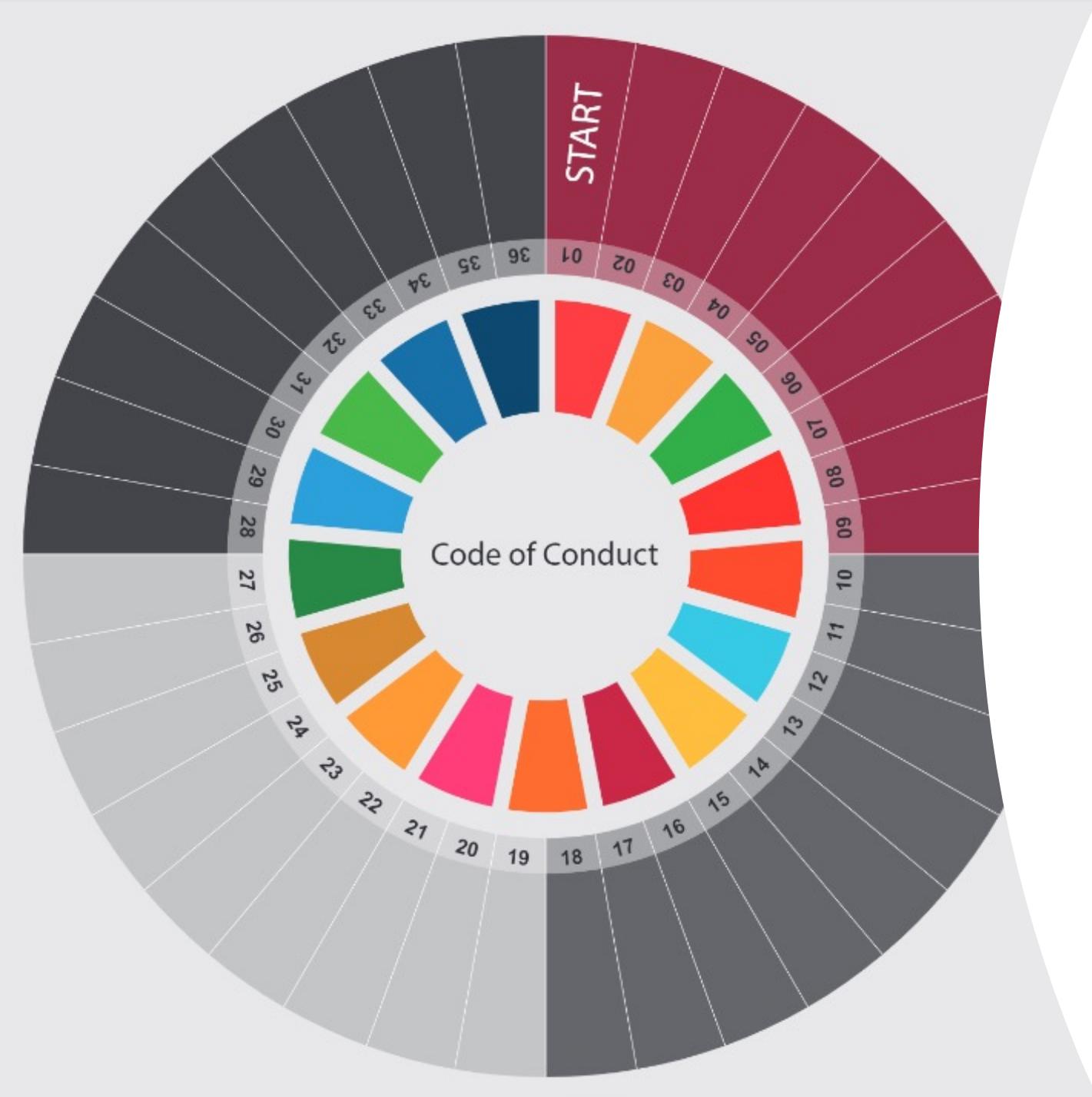
- a) I know the community also needs what I had intended to work on, before the assessment was conducted, and I continue with my original plan.
- b) I change the project I will be working on in the community.
- c) I engage in a dialogue with the community.



## Commitment 1: Communities and people affected by crisis receive assistance appropriate to their needs

7. It seems your project has failed in providing appropriate assistance, how will you ensure this does not happen again?

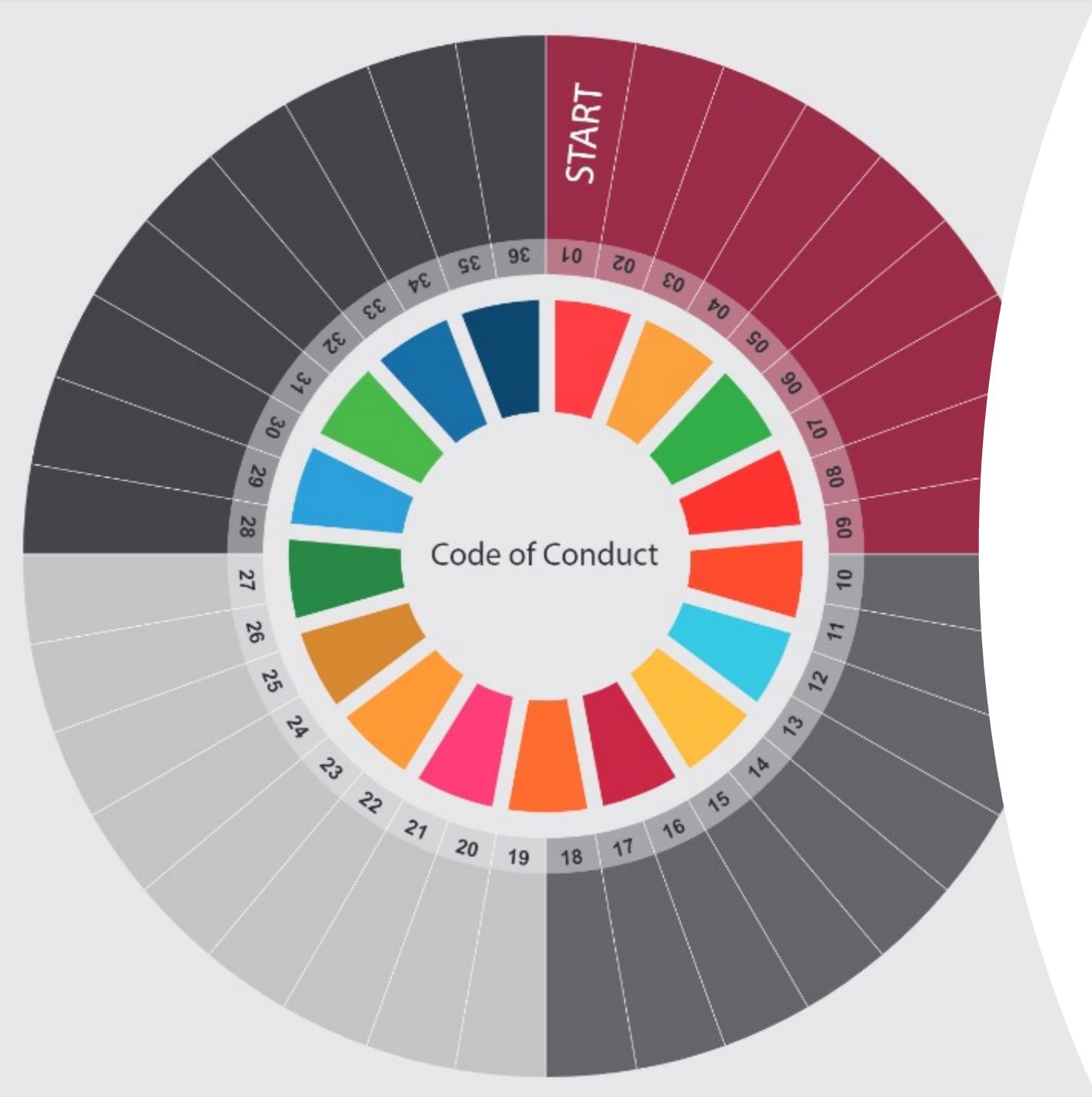
- a) I will evaluate the entire project, to see where it went wrong.
- b) I will re-evaluate our needs assessment.
- c) I will do nothing, because any assistance is better than no assistance.



Commitment 1: Communities and people affected by crisis receive assistance appropriate to their needs

8. You work for a small new NGO that wish to start up a project in poor communities in Nicaragua. You make a needs assessment and it shows that the main need is electricity. What do you do:

- a) I try to find out how we can help the communities get electricity.
- b) I observed during the needs assessment that they need safe water too. That is more important, and I will work on that first.
- c) I tell the communities that they will end up watching TV all day if they get electricity. So, they must come up with another idea.

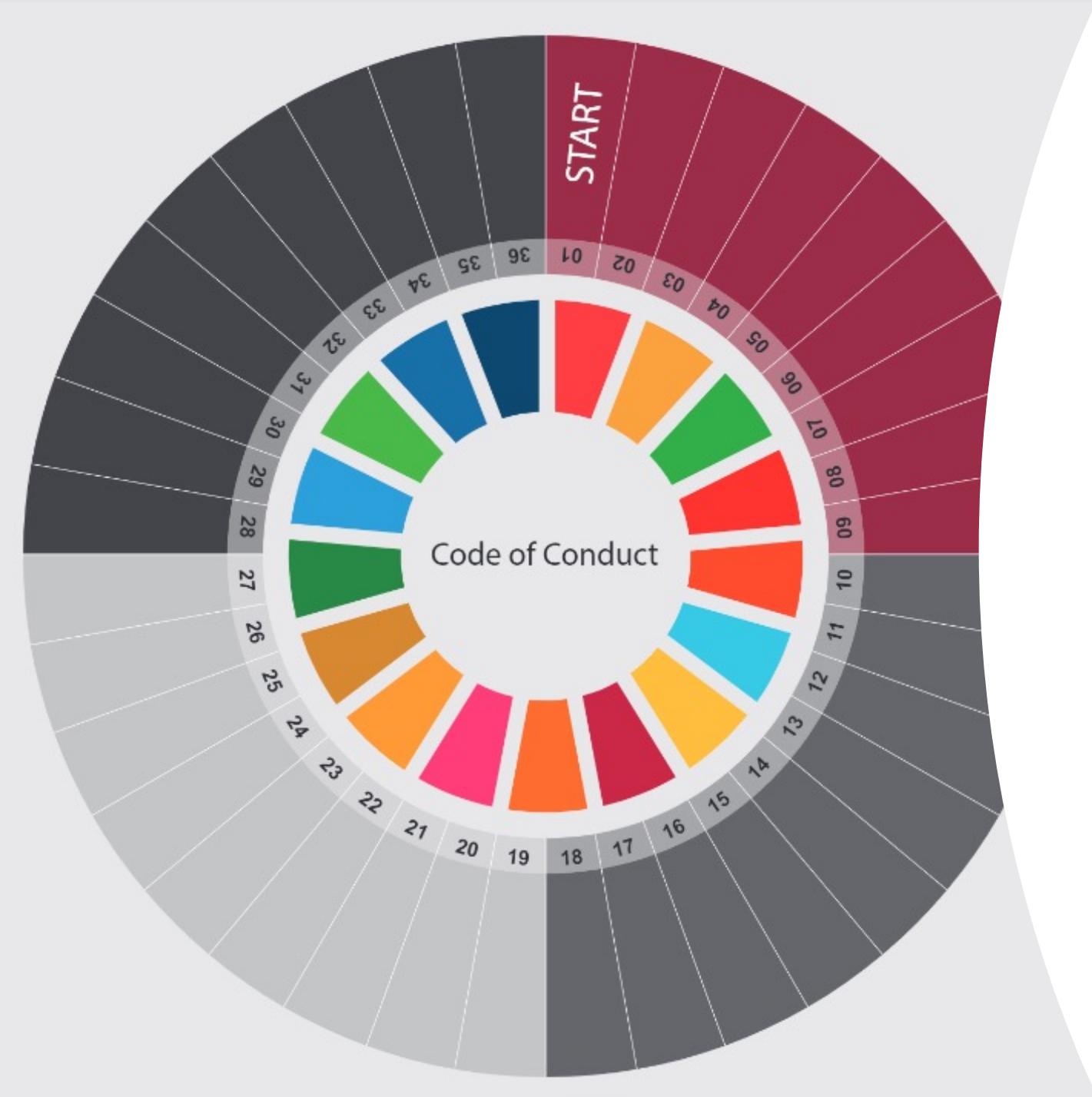


## Commitment 2: Humanitarian response is effective and timely

9. You are a director from headquarters visiting the country office, CO, in Djibouti. The CO has requested funds for drought response. You are on a field visit, everything is green.

What do you do?

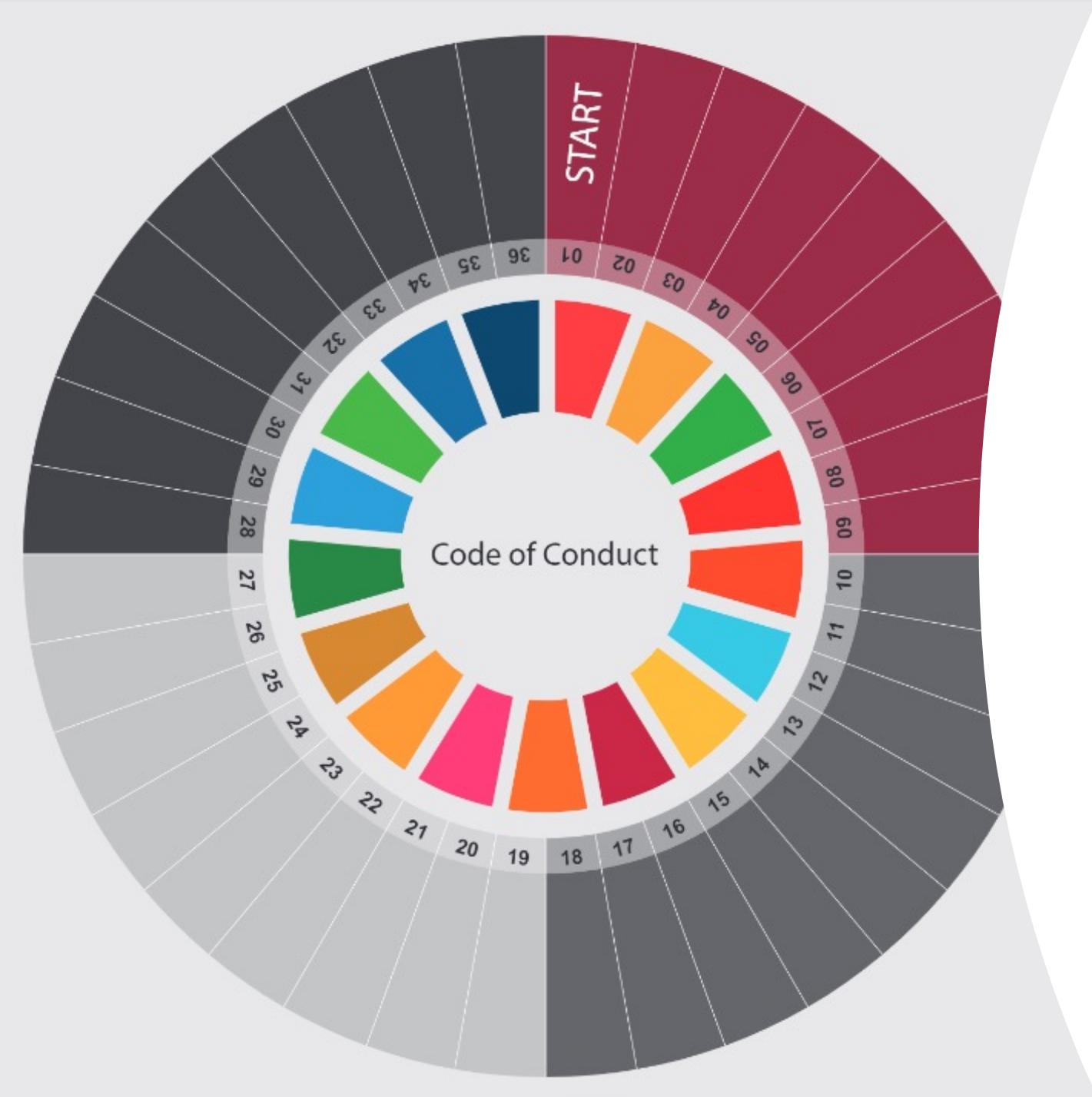
- a) Question the country director, about why they ask for drought money, when there, obviously, is no drought?
- b) Play along, but tell headquarters to turn down the COs request for drought response funding?
- c) Ask the CO staff, why they need a drought response, when everything seems so green?



## Commitment 2: Humanitarian response is effective and timely

10. How do you plan for your assistance to a community to be as effective as possible?

- a) I examine what the community needs, and how to best get assistance there in an effective manner.
- b) I make a risk analysis and use the results to time the assistance and elaborate early warning systems and contingency plans.
- c) I do nothing, we have provided assistance many times before and know the procedure.

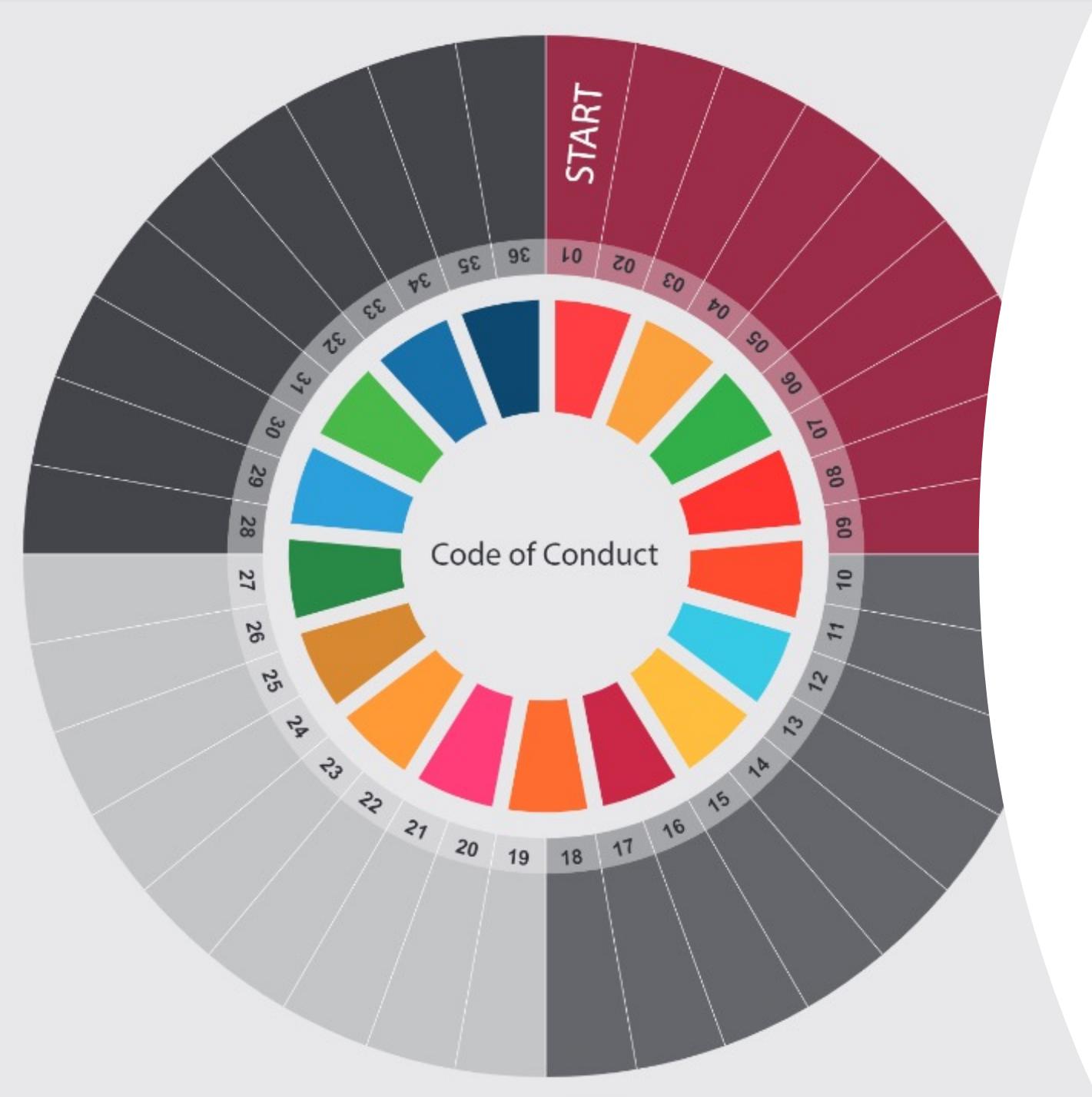


## Commitment 2: Humanitarian response is effective and timely

11. You are planning a development project in the rural highlands of Mexico, where you want people to grow vegetables for the international market instead of opium poppy.

How do you plan?

- a) I check the plant requirements and compare to the conditions in the highlands.
- b) I make an analysis of the logistics of getting the poppy seed to the market.
- c) I invite a colleague who has worked with poppy plants in another country to help me get started.

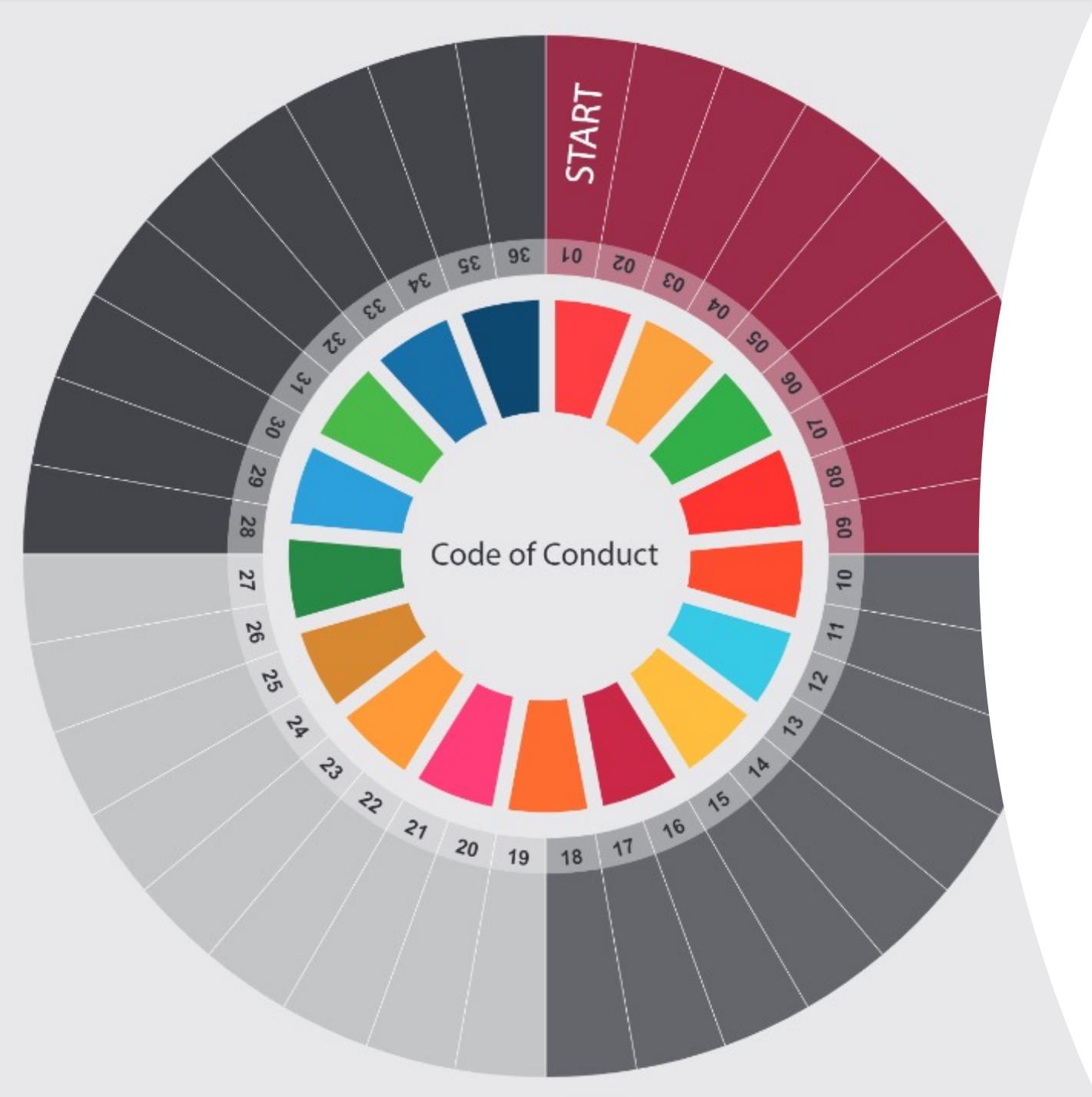


## Commitment 2: Humanitarian response is effective and timely

12. As a project manager, how will you ensure that the assistance your organisation is providing will arrive at the right place at the right time?

- a) I trust that the preparation and planning of my colleagues is enough.
- b) I will double check whether seasonality, conflict, and weather patterns have been considered.
- c) I do not really think it is my responsibility, so I will not do anything in particular.



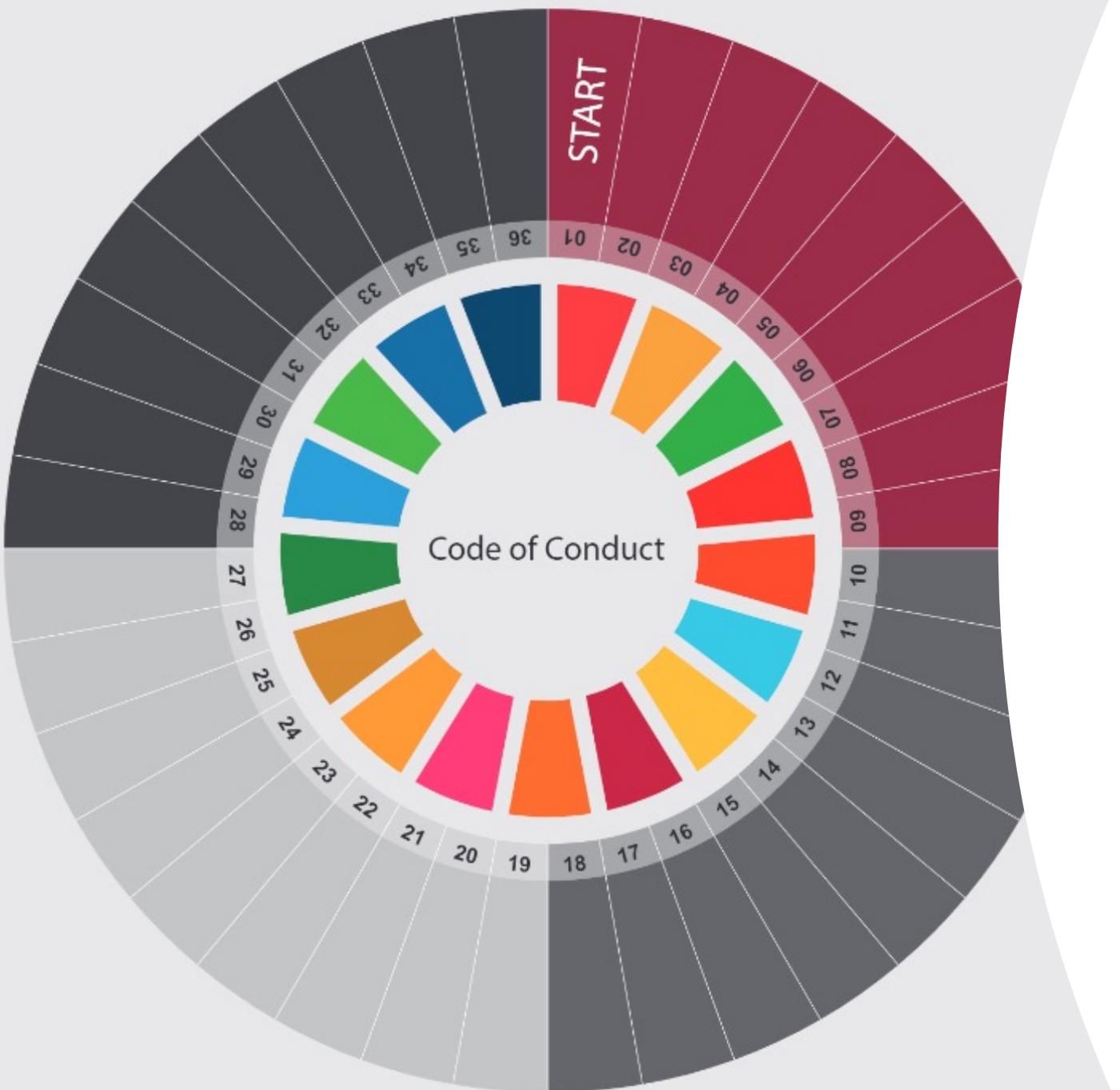


## Commitment 2: Humanitarian response is effective and timely

14. The leaders of a community, where you are implementing a disaster response keep asking you, how your project will strengthen them.

What do you do?

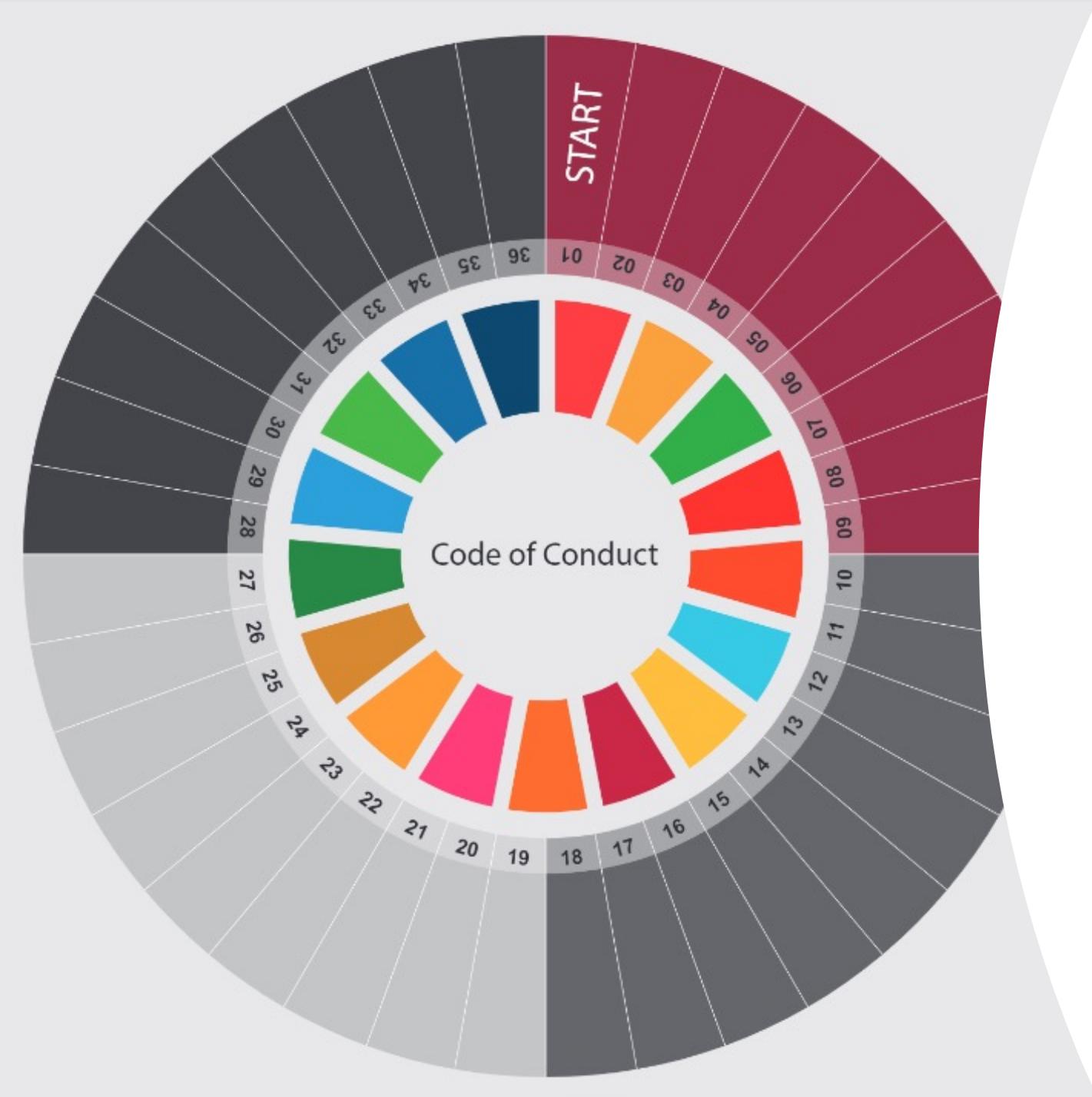
- a) Tell them the project will not strengthen them as such, but it will keep them alive.
- b) Tell them I do not know, but invite them to identify areas, where the project can strengthen them, with us.
- c) Get annoyed, what do they imagine. This is an emergency response.



### Commitment 3: Humanitarian response strengthens local capabilities and avoids negative effects

15. You are preparing for a project in an area susceptible to recurrent storms. What would be a good goal for the project?

- a) The goal will be to move the people living in the affected area, to a less dangerous place.
- b) The goal will be to strengthen local capacity to deal with dangerous storms.
- c) The goal is simply to provide emergency relief to the affected people.

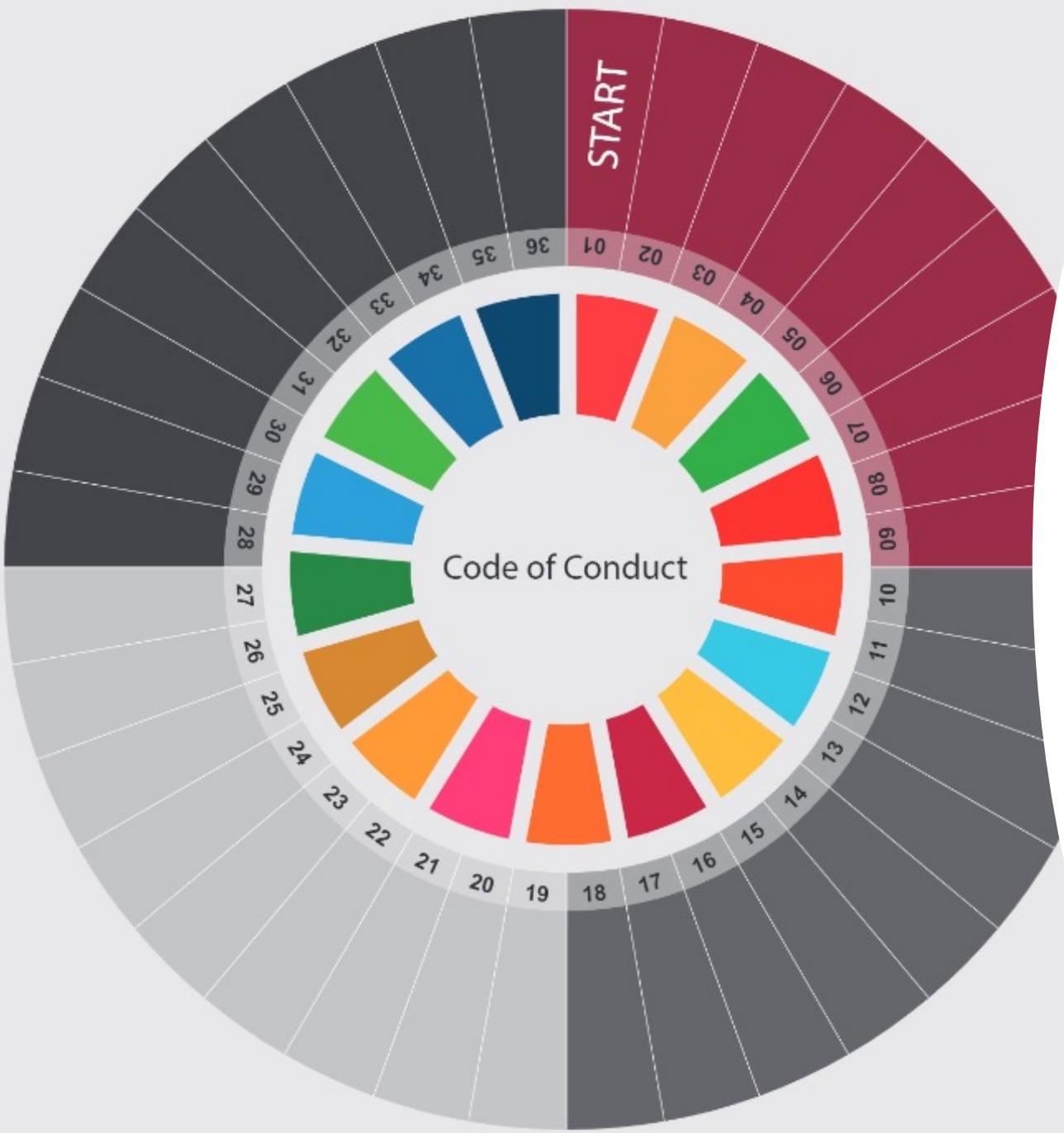


## Commitment 3: Humanitarian response strengthens local capabilities and avoids negative effects

16. You just learned that a project you have completed, has inadvertently affected local customs negatively.

What will you do?

- a) Evaluate what went wrong and ensure that the knowledge learnt will be implemented next time.
- b) I will apologize to the affected community.
- c) I will do nothing. The benefit from the project are higher than the benefits from the customs.

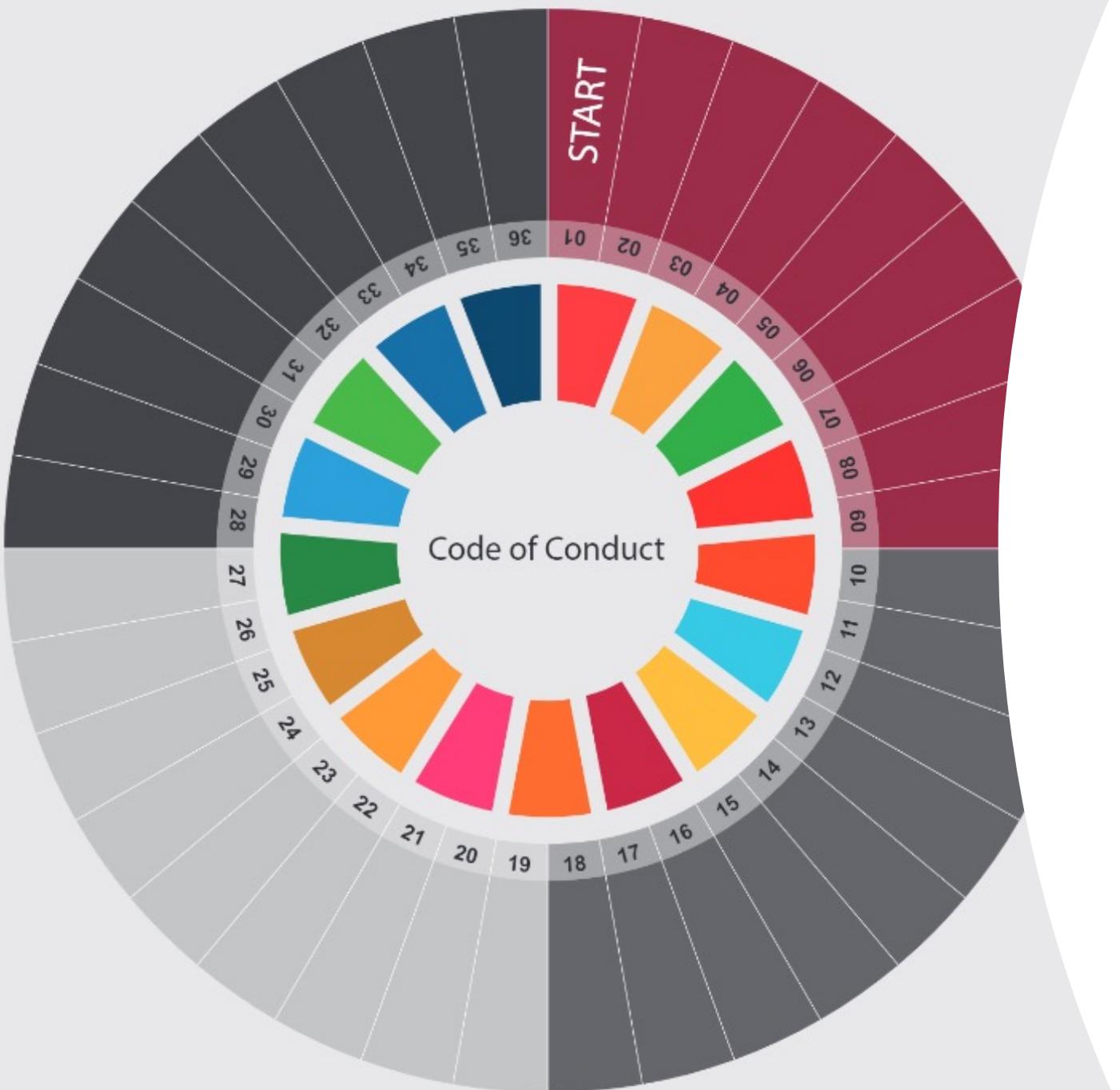


### Commitment 3: Humanitarian response strengthens local capabilities and avoids negative effects

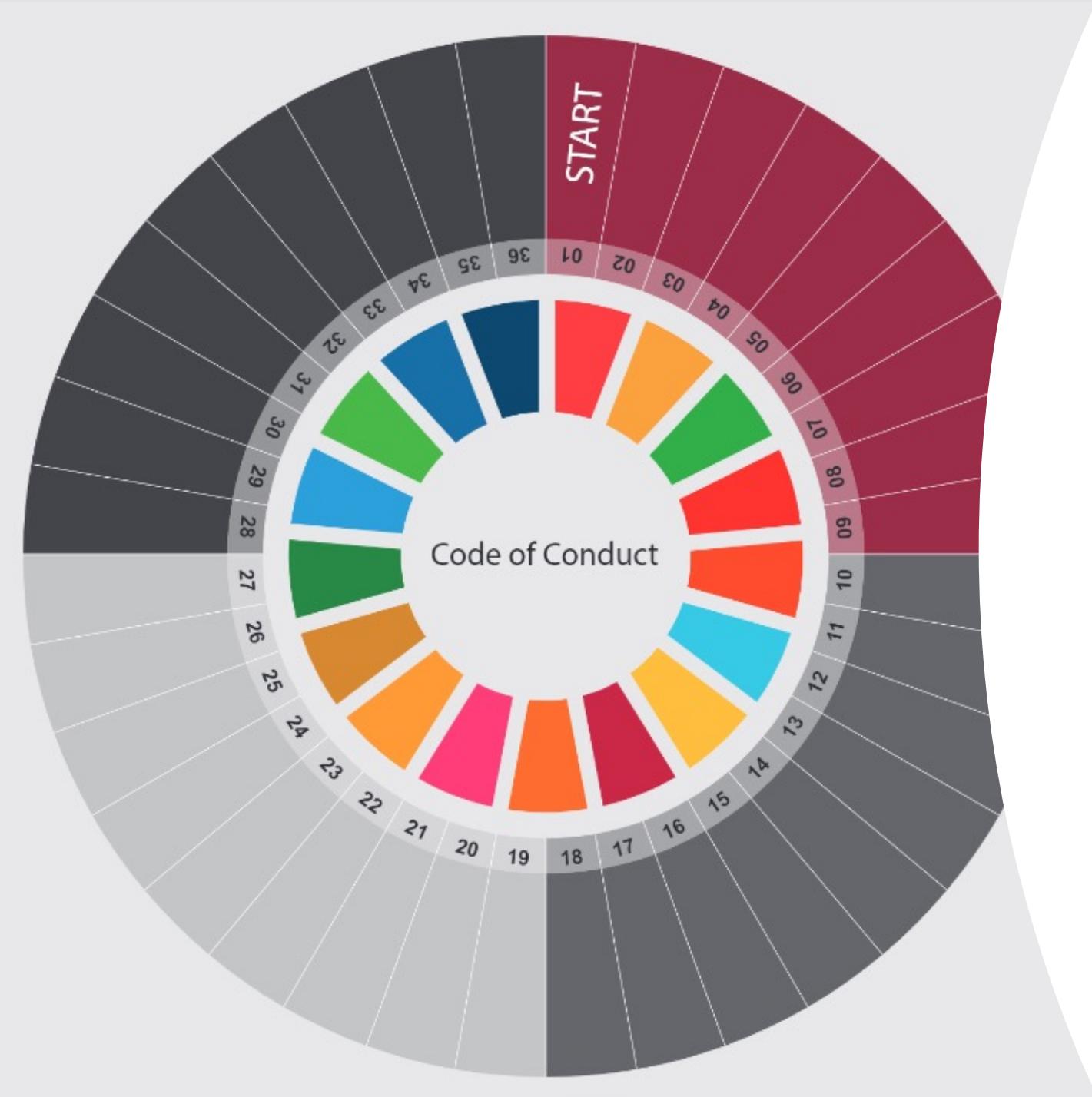
17. You just got a new job working for an organisation that promotes women’s rights in rural villages in Afghanistan. You do not have much experience yet.

What do you do:

- a) I set up meetings with women from the communities.
- b) I set up meetings with women and men from the communities.
- c) I set up a meeting with the community leaders.



Commitment 4:  
Humanitarian  
response is based on  
communication,  
participation and  
feedback

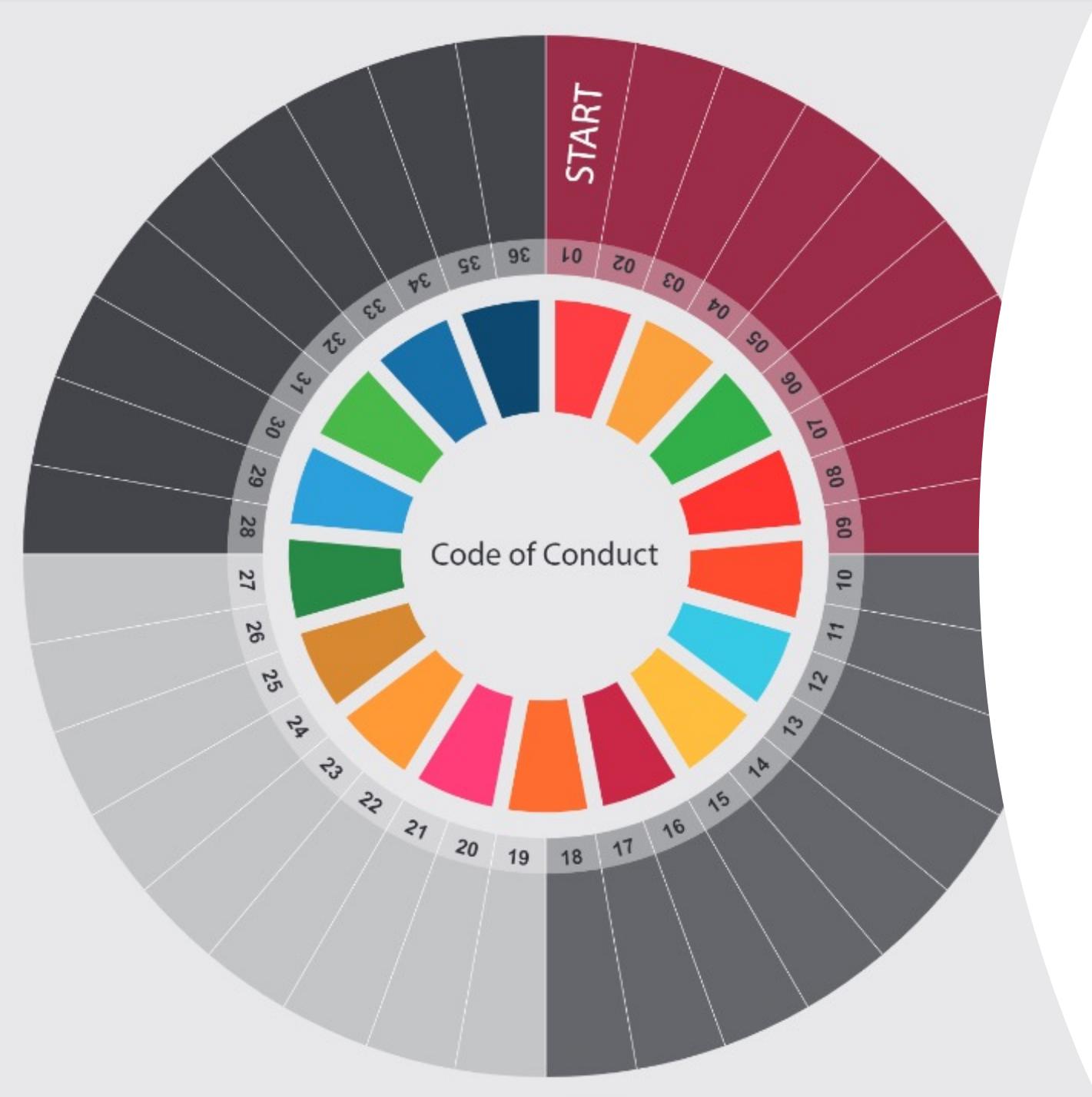


Commitment 4: Humanitarian response is based on communication, participation and feedback

18. You work as food security specialist for a UN organisation and have been asked to design a new food security programme in Haiti.

What are your first steps?

- a) This is my area of expertise, and I write a short proposal.
- b) I look for evaluation reports, in mine and other organisations, to ensure I incorporate previous successes and avoid failures.
- c) I visit some of the communities in question.

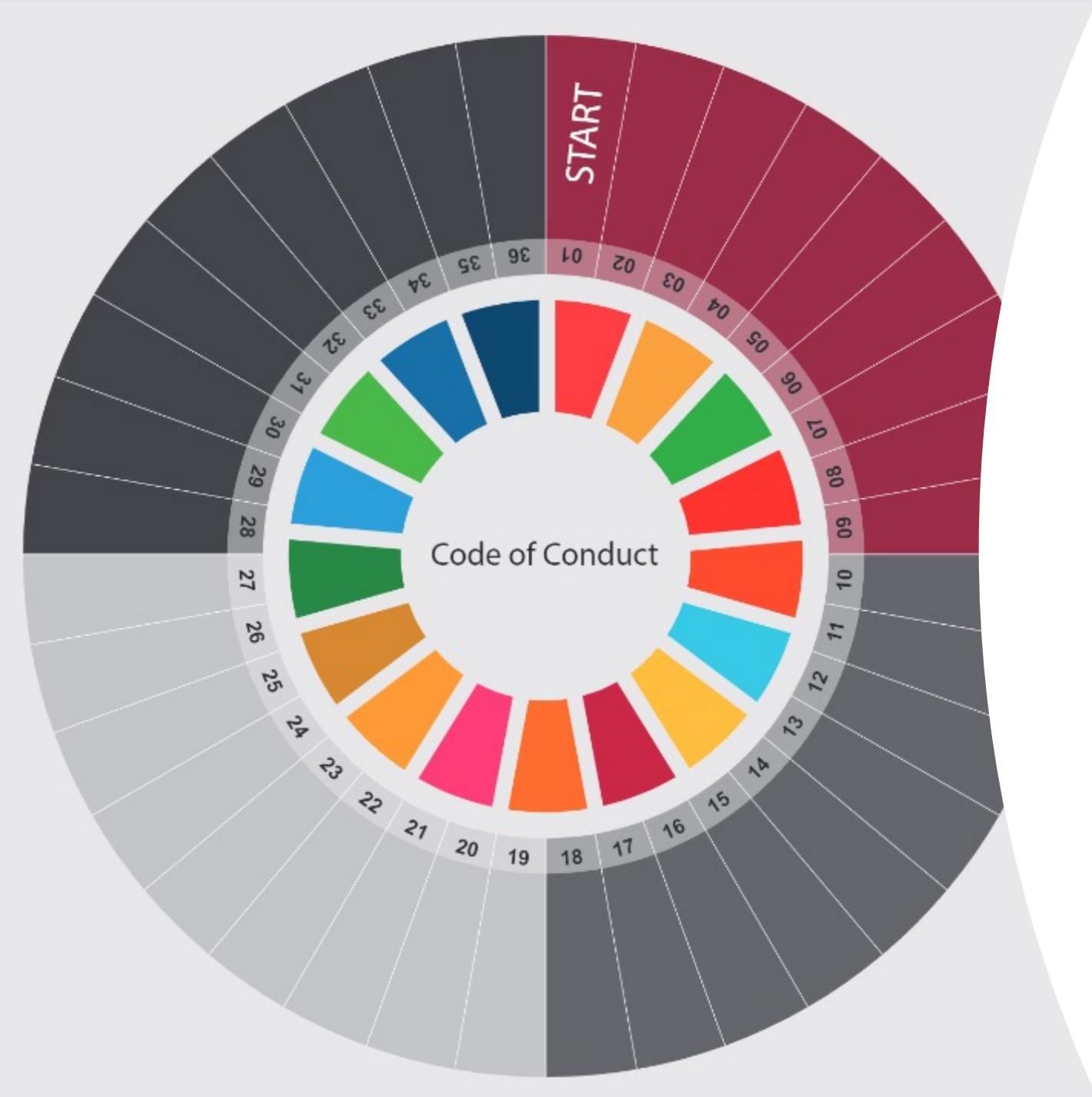


## Commitment 4: Humanitarian response is based on communication, participation and feedback

19. You are working on a health project, prevention of virus spread, in Philippines. Your job is to communicate about preventions strategies to small isolated communities.

How do you do that?

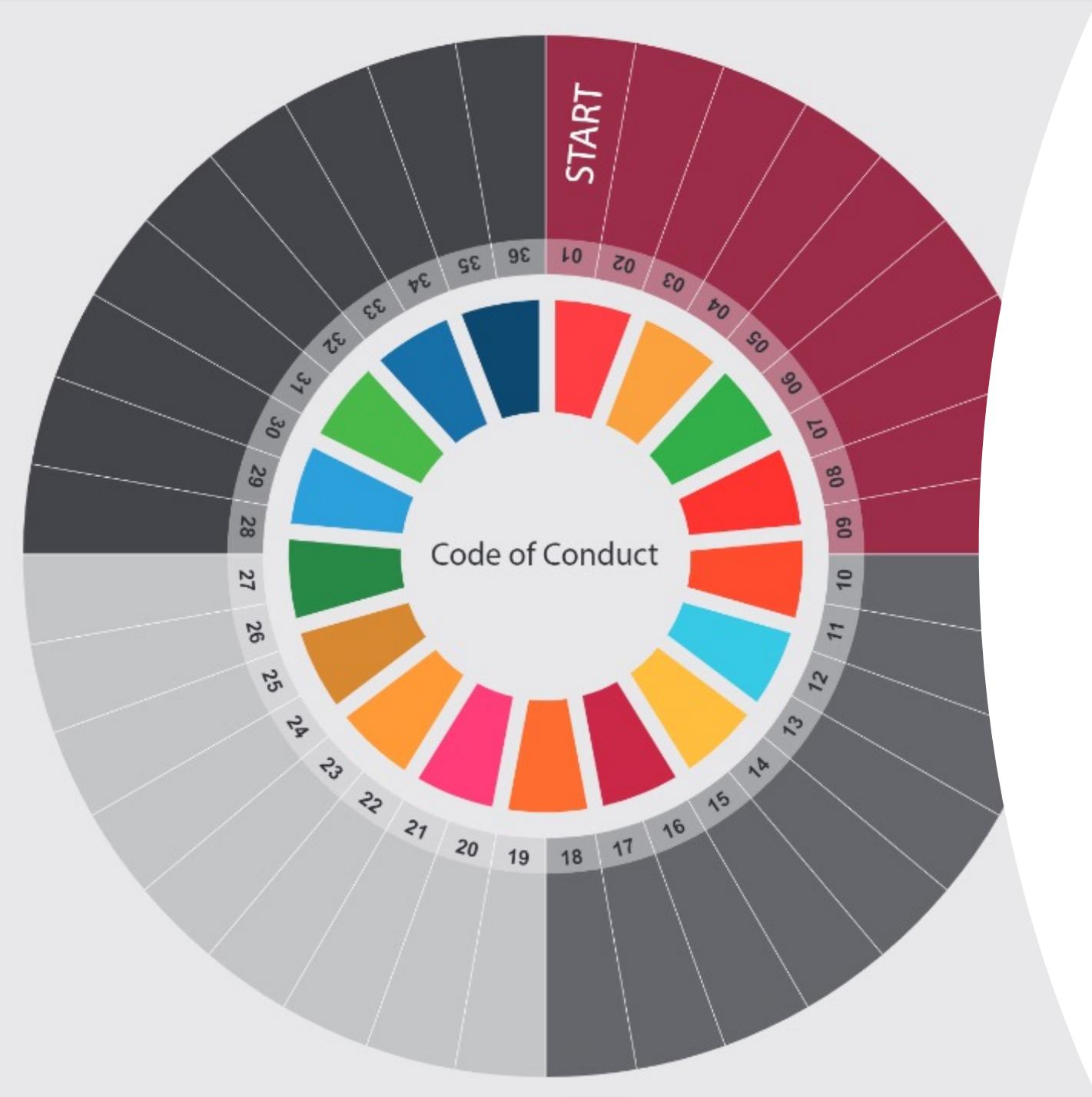
- a) I send an e-mail to the health post.
- b) I write down the prevention strategies, print, and pin them on the wall of the health post.
- c) I ask a colleague to make pictograms of the strategies and present them to the community leaders in a meeting.



Commitment 4: Humanitarian response is based on communication, participation and feedback

20. You are working on a well in Ghana, how will you get the local community's feedback on your work and presence in the community?

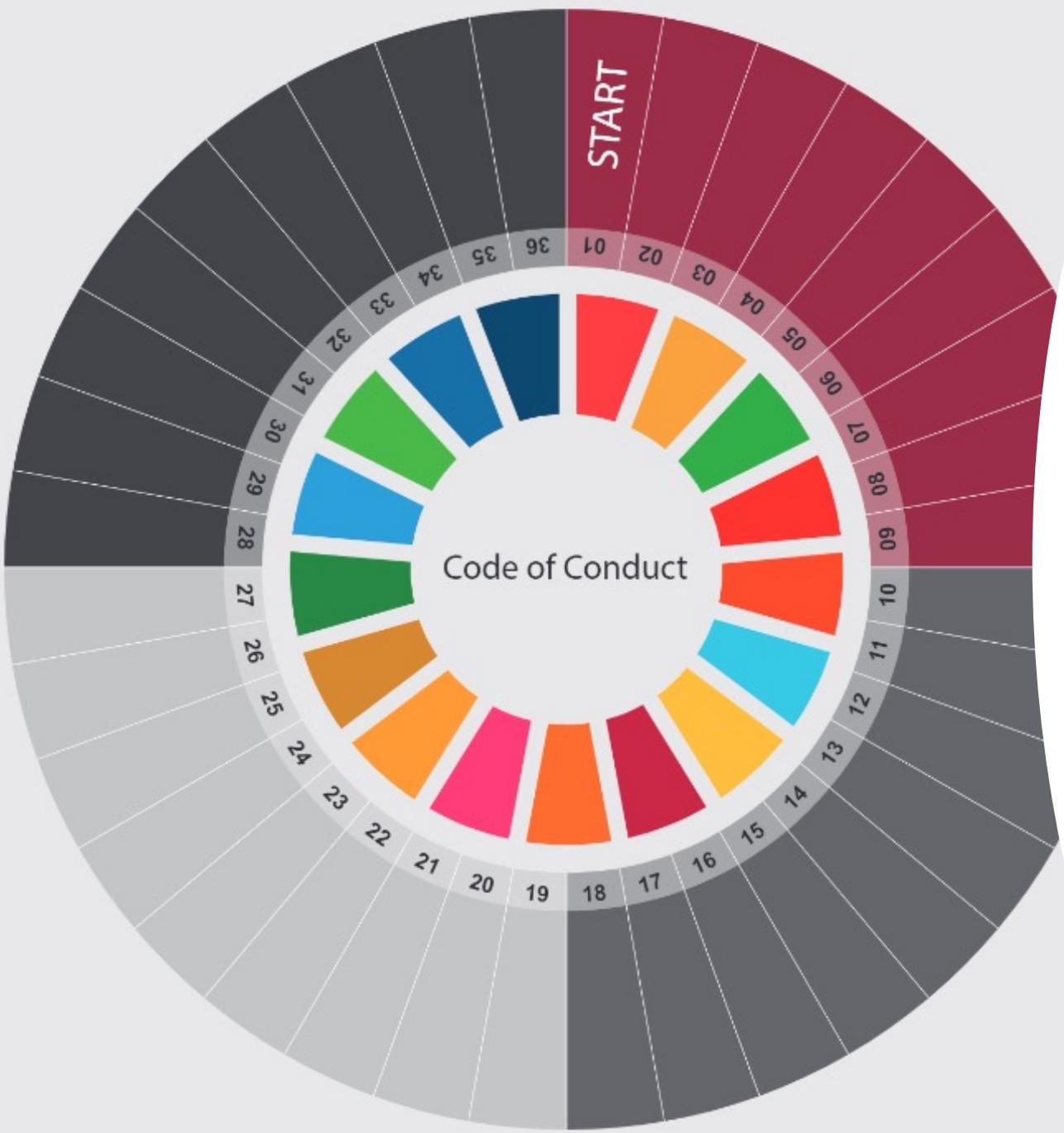
- a) By having regular meetings with the people in the community.
- b) By using questionnaires.
- c) I do nothing, the project is already based on a needs assessment.



## Commitment 4: Humanitarian response is based on communication, participation and feedback

21. Your organisation installs solar panels to be used for telephone charging in a rural community in Uganda. You have done it several times before but now a colleague questions your method. What do you do?

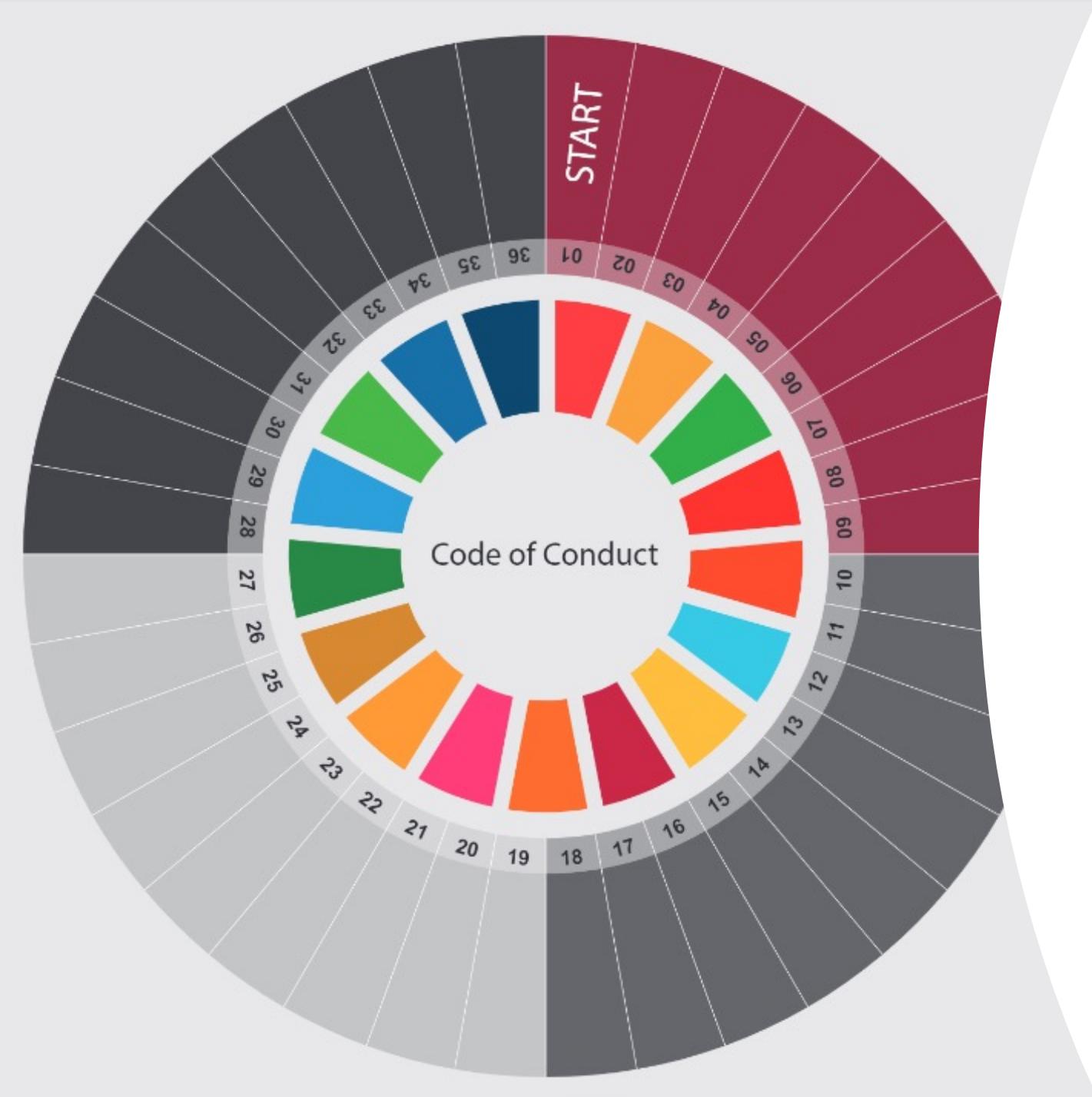
- a) We have always chosen the communities and installed the solar panels ourselves. It works well and I see no reason to change.
- b) I will check with the communities how they would like it to be done.
- c) I will double check on how many of the solar panels we have installed are still up and running and let that guide me.



## Commitment 4: Humanitarian response is based on communication, participation and feedback

22. As part of an emergency response you are overseeing a project that will build shelters (housing really). How will you go about it?

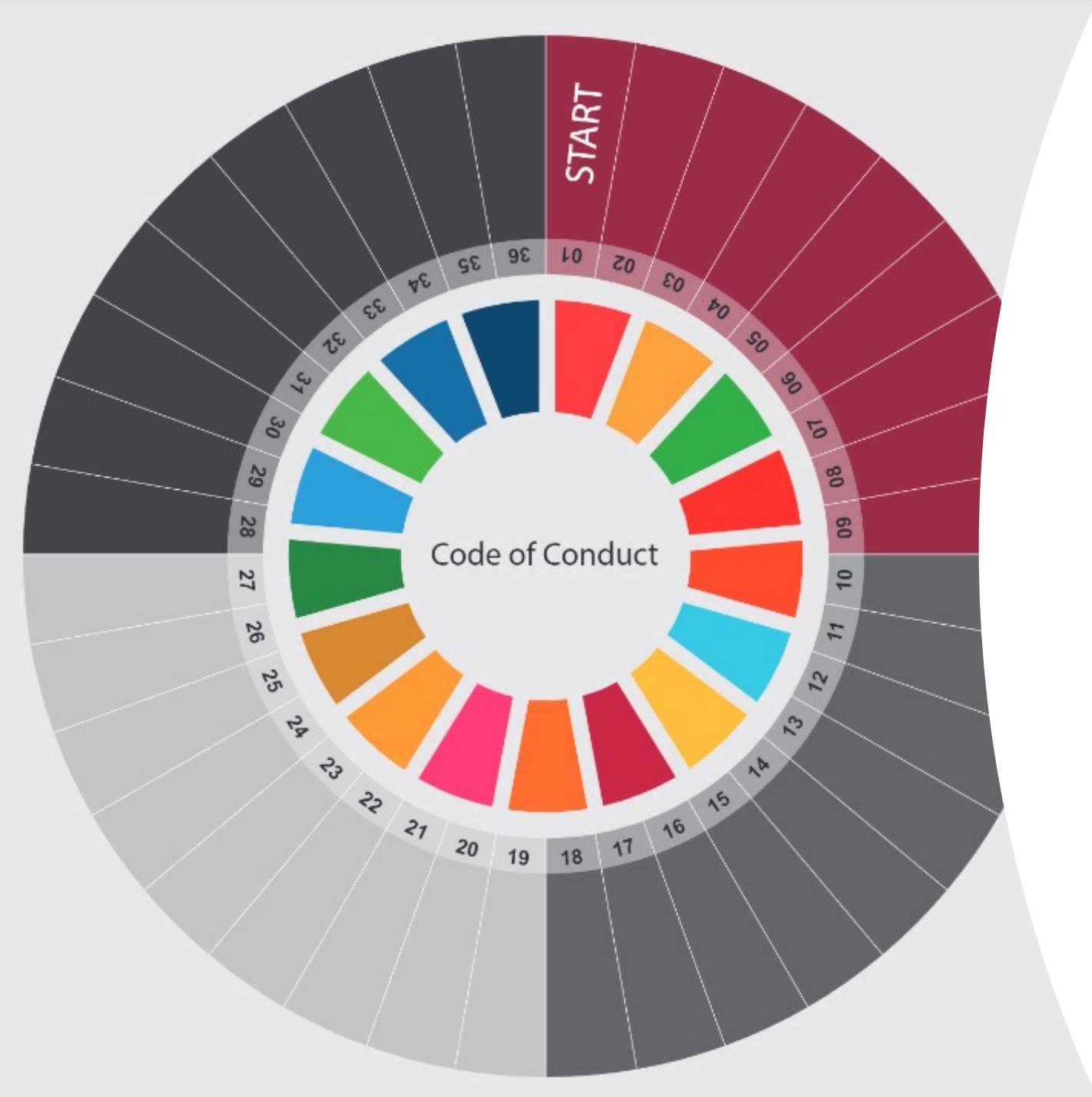
- a) My organisation has built many shelters and has good guidelines I can just follow.
- b) I will check with local artisans how to go about it.
- c) I always check international developments to see if there's anything new. Especially sustainability and recycling have my interest.



## Commitment 4: Humanitarian response is based on communication, participation and feedback

23. You have an idea for a project that will increase resilience to climate change in communities, where your NGO already works. There is a new funding opportunity and you want to apply. You present the idea to the communities. They are not interested. What do you do:

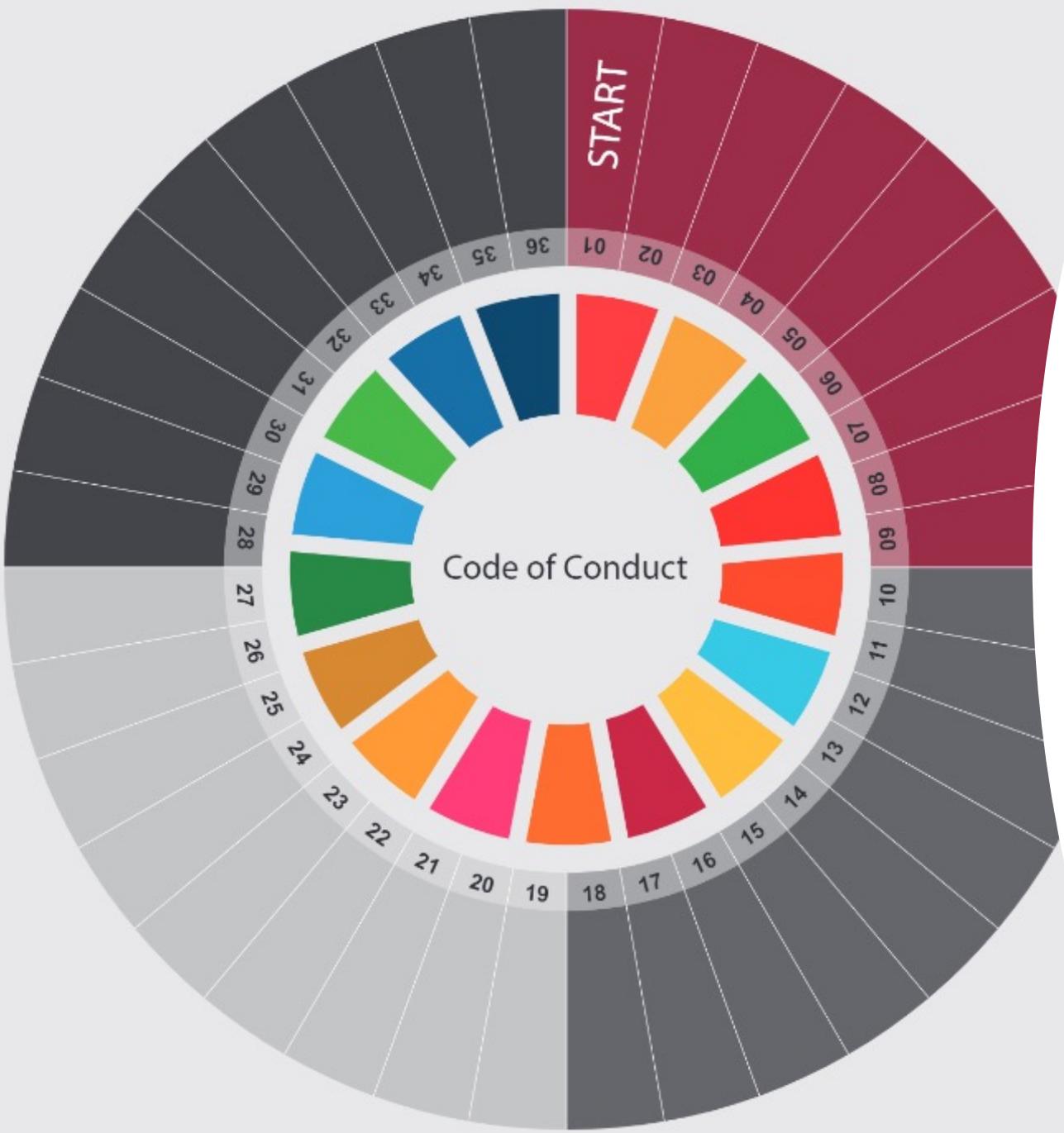
- a) I let go of the idea, even though I think it would help them tremendously.
- b) I apply. I have the information I need, and I know they need the project.
- c) I analyse their reasons for not wanting the project, reformulate my idea, and try to present it again.



## Commitment 5: Complaints are welcomed and addressed

24. You work for a small NGO starting up a new project in Ecuador. A friend from another NGO tells you, they establish complaints mechanisms in the communities, where they work. What do you do?

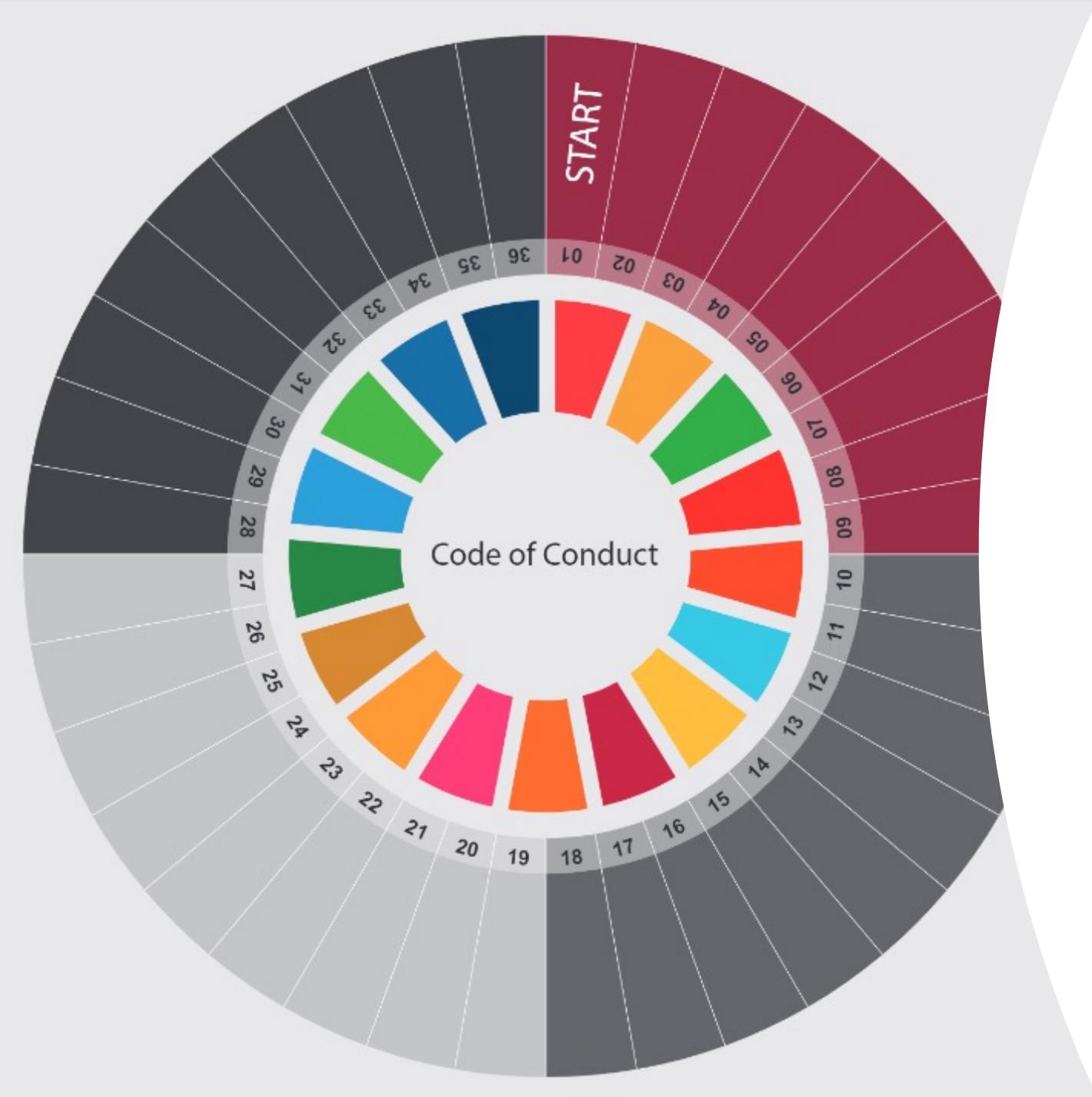
- a) Nothing. I wonder why they complicate things for themselves.
- b) I try to find out more about, how and why they do it.
- c) I ask my colleagues in the field to consult in the communities if it is needed.



# Commitment 5: Complaints are welcomed and addressed

25. As you prepare for a longer operation in a crisis area, how do you prepare for addressing complaints by the people you will be aiding?

- a) I will make sure we share the link to our website with the community members. Then they can write the organisation if they have complaints.
- b) I will do nothing, they are not paying us, and besides we are helping them.
- c) I will develop a feedback mechanism with the community members.

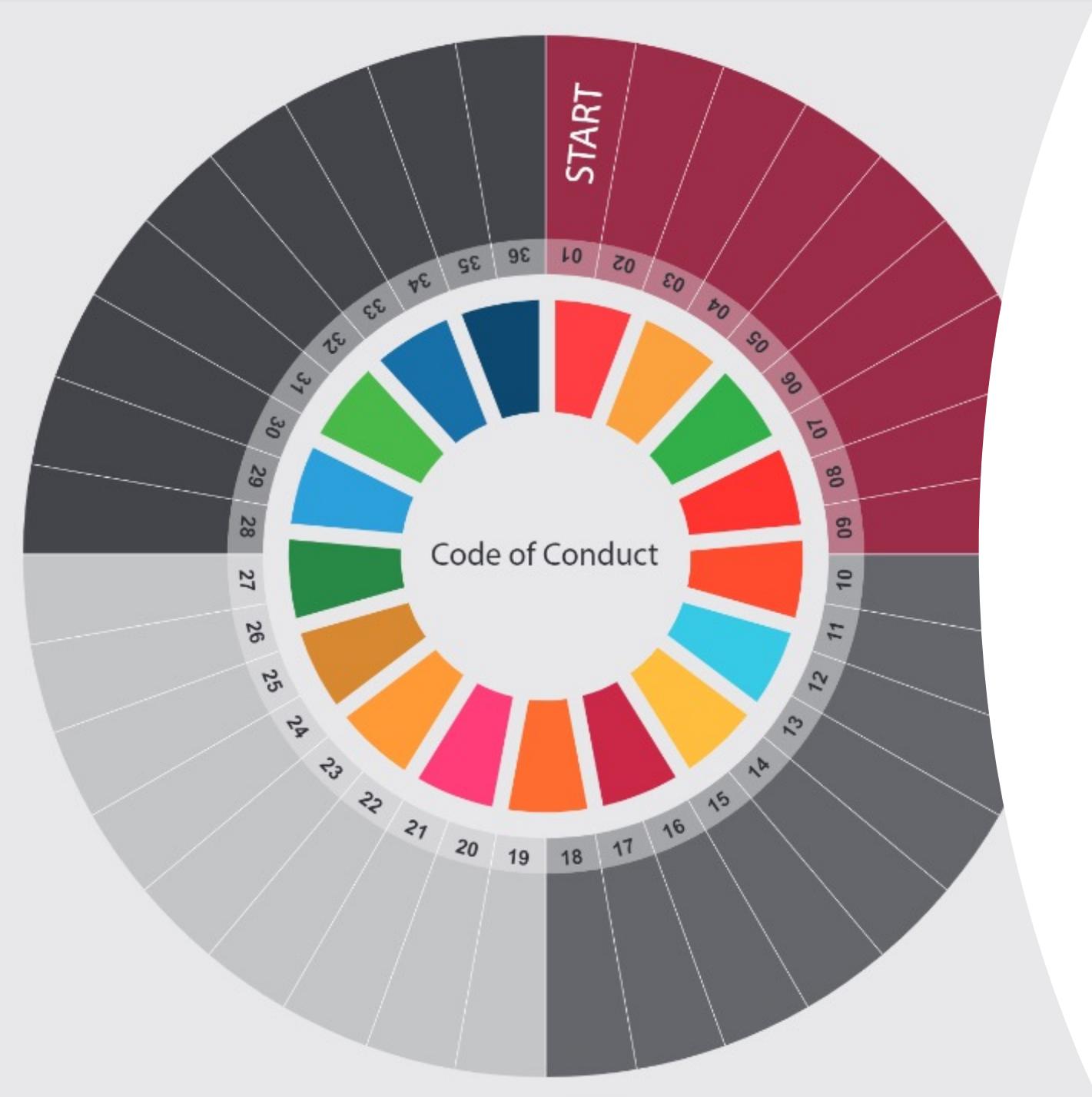


## Commitment 5: Complaints are welcomed and addressed

26. You are the country director of an NGO in Bolivia and you are based in La Paz. One of your staff based in Potosi keeps insisting you implement a complaints mechanism for the project.

What do you do?

- a) Tell him we do not need that. We have worked in the area for years and people know who to go to.
- b) Visit Potosi and talk to the staff member and try to find out, why he thinks it is so urgent.
- c) I let the staff go. He keeps insisting on having things his way.

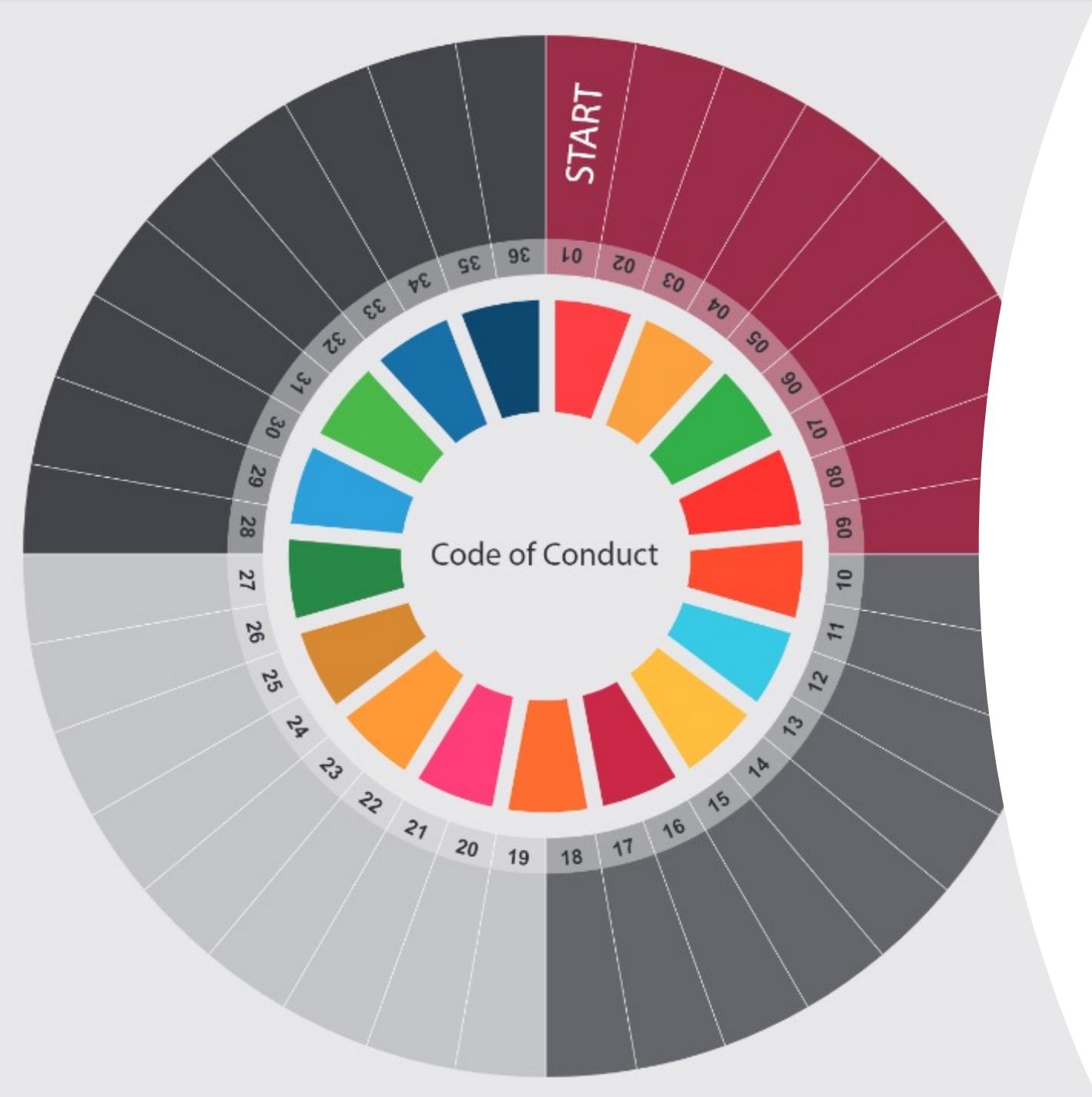


## Commitment 6: Humanitarian response is coordinated and complementary

27. There is a disaster situation evolving in Guatemala, where you work. It is in a region, where you have not had projects in the last 10 years. You know other NGO's work in the area.

What do you do?

- a) I know the region from earlier and rapidly put together a proposal.
- b) I contact the other NGO's to hear what they are doing.
- c) I contact the relevant local authorities to hear what their needs for support are.

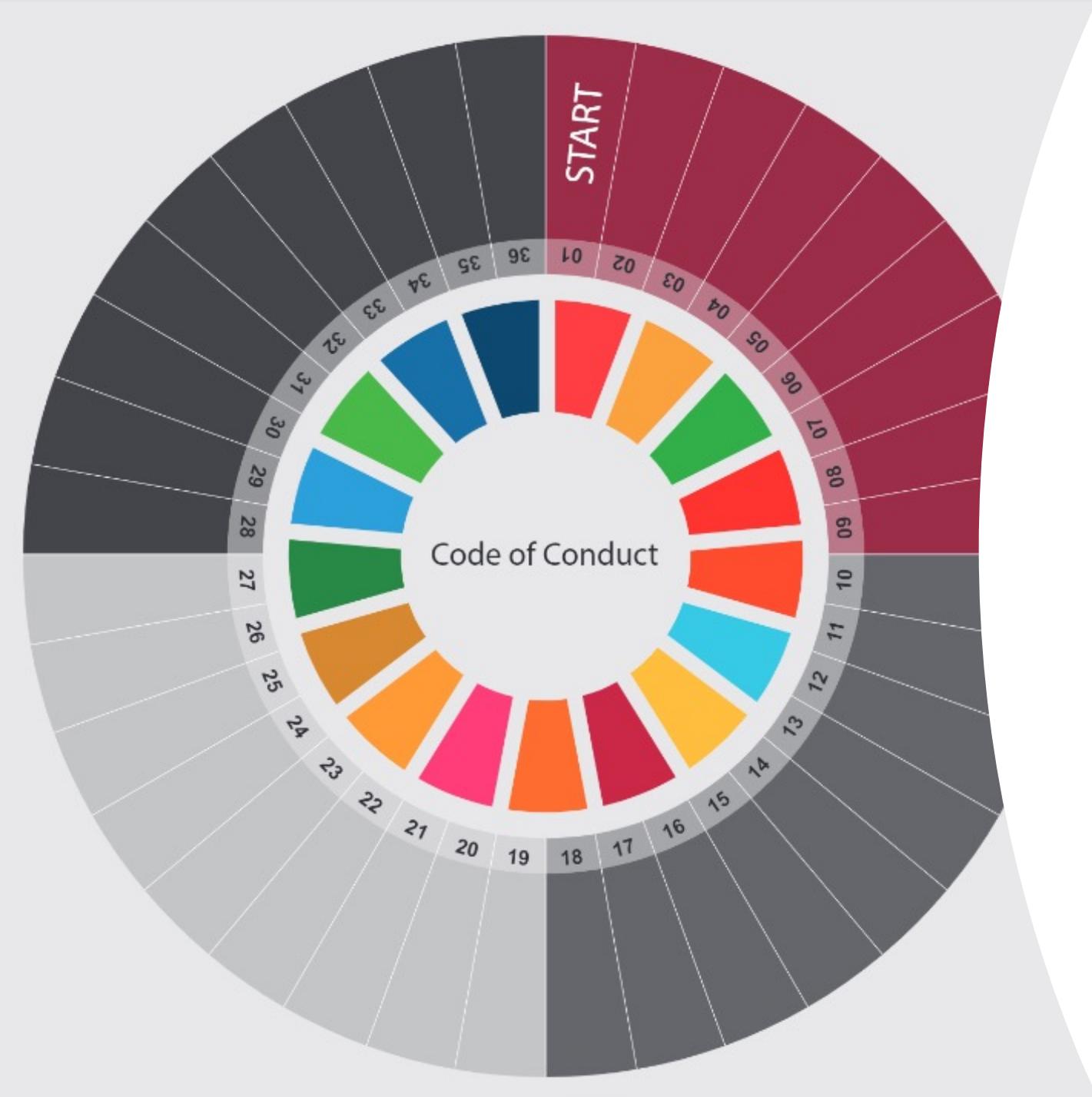


## Commitment 6: Humanitarian response is coordinated and complementary

28. You are starting up a new agricultural project in Columbia.

What do you do?

- a) My first action is to contact local authorities to coordinate with them.
- b) My first action is to prepare a presentation to the NGO network we are members of, to coordinate with them.
- c) My first action is to visit the communities, where we wish to work.

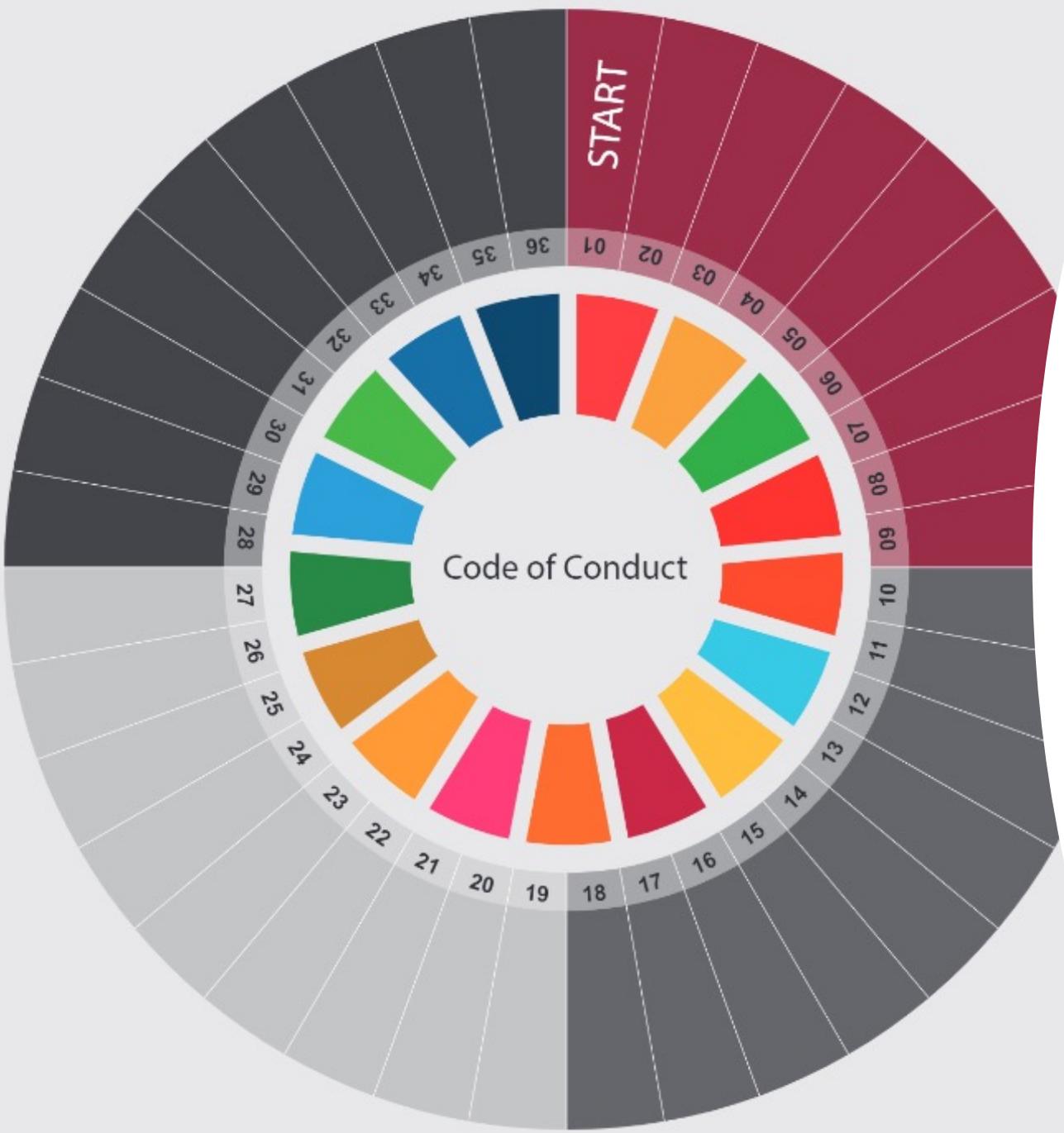


## Commitment 6: Humanitarian response is coordinated and complementary

29. You are undertaking an evaluation of your active project, and discover that your work is overlapping with the work of other organisations.

What do you do?

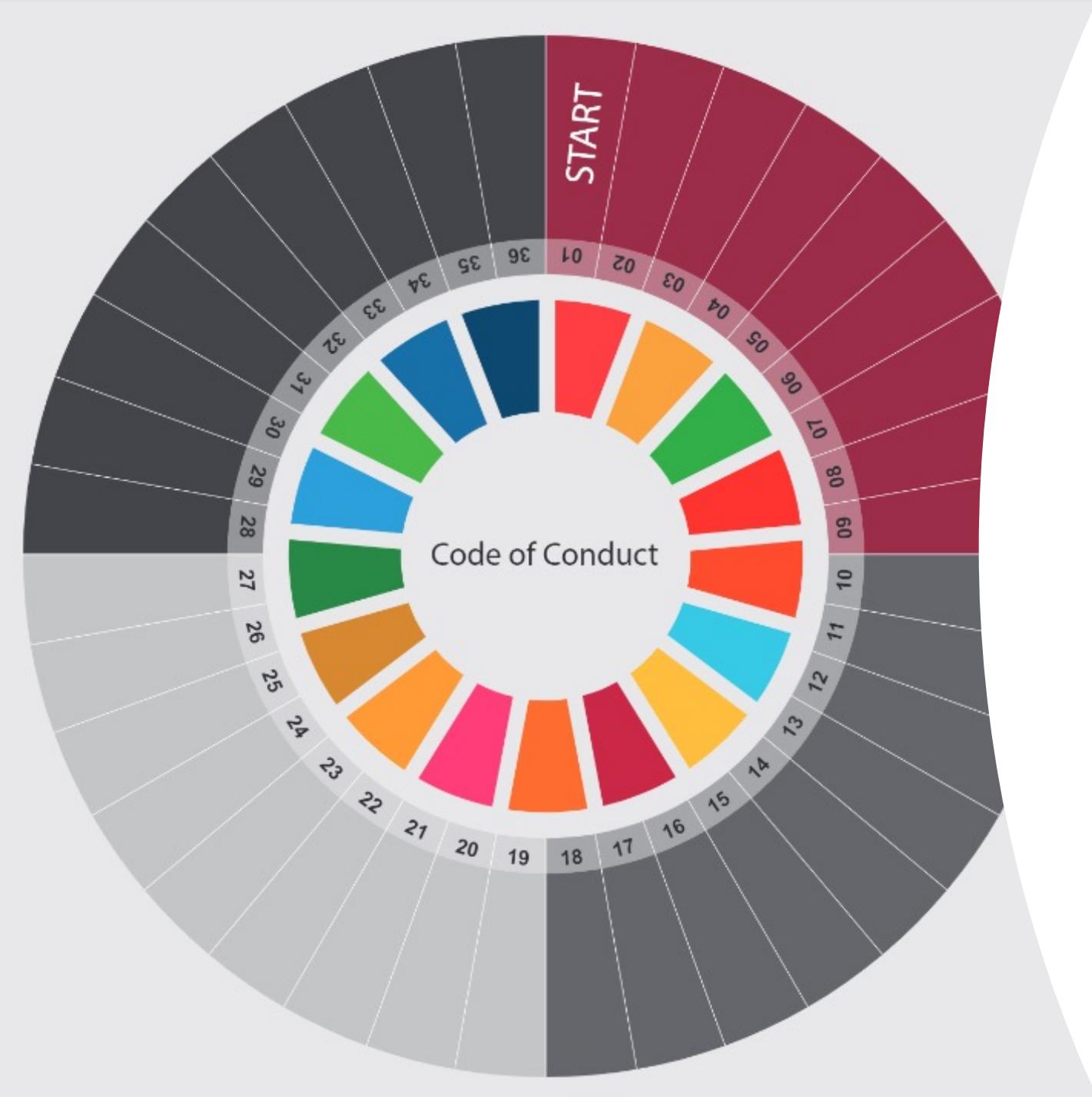
- a) The project is already underway, and it is too late to change anything now.
- b) I contact the others, and try to coordinate, so that more needs can be met.
- c) I will contact the local authorities and try to find out what is happening.



## Commitment 6: Humanitarian response is coordinated and complementary

30. A new bid has come out, relevant for the western dry part of the country, where you work, where needs are considerable. Other NGO's work there already. What do you do?

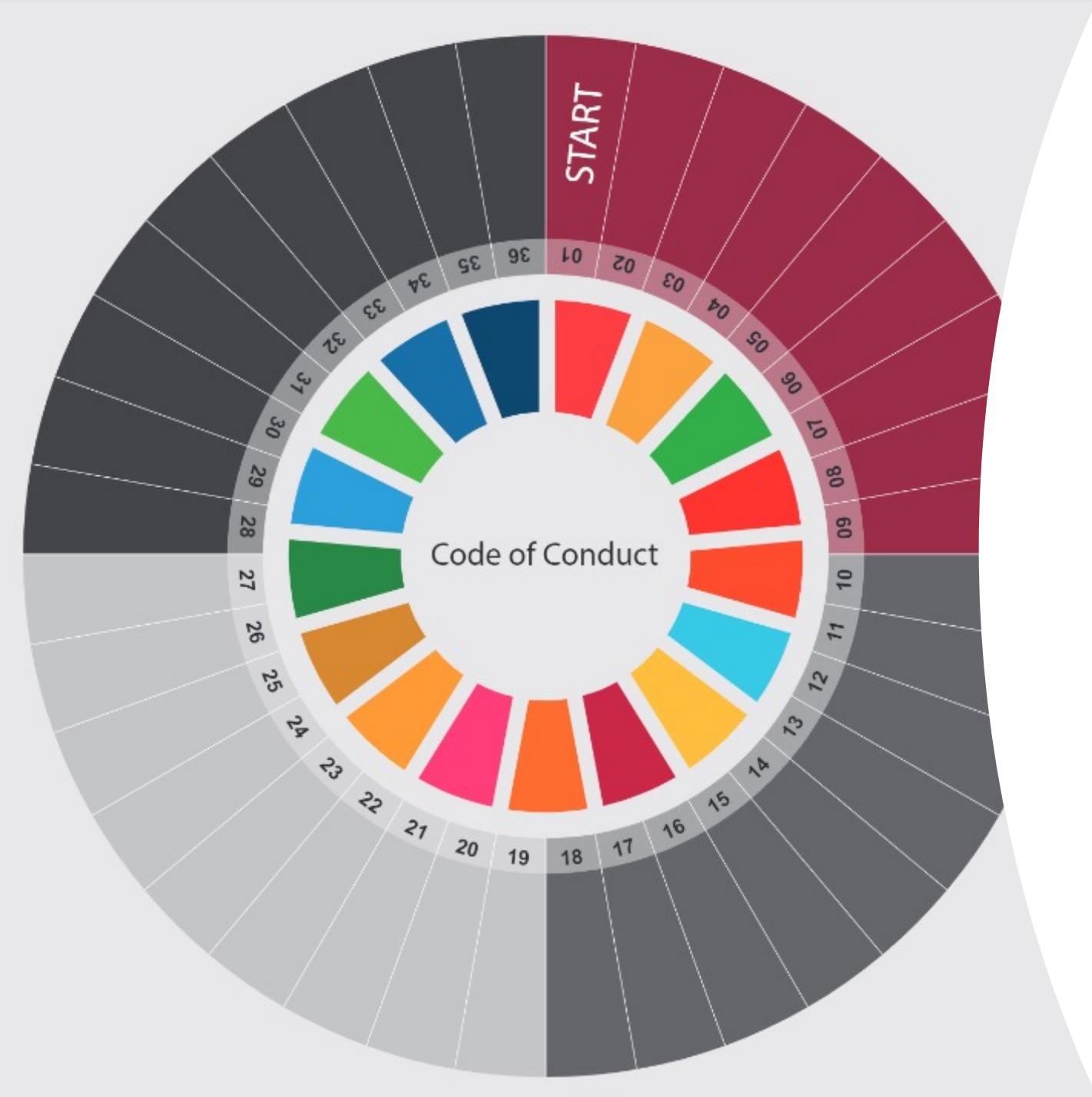
- a) I consult local authorities about next steps.
- b) I write a proposal and submit it to the donor. Coordination takes too much time and my organisation needs the money.
- c) I contact the other NGO's and ask if they want to elaborate a joint proposal.



## Commitment 6: Humanitarian response is coordinated and complementary

31. You have coordinated a big joint survey where various NGO's and UN agencies participated. You never promised anybody the survey database, even though you know some expect it. It turns out the results are not supporting your strategic focus. What do you do with the database?

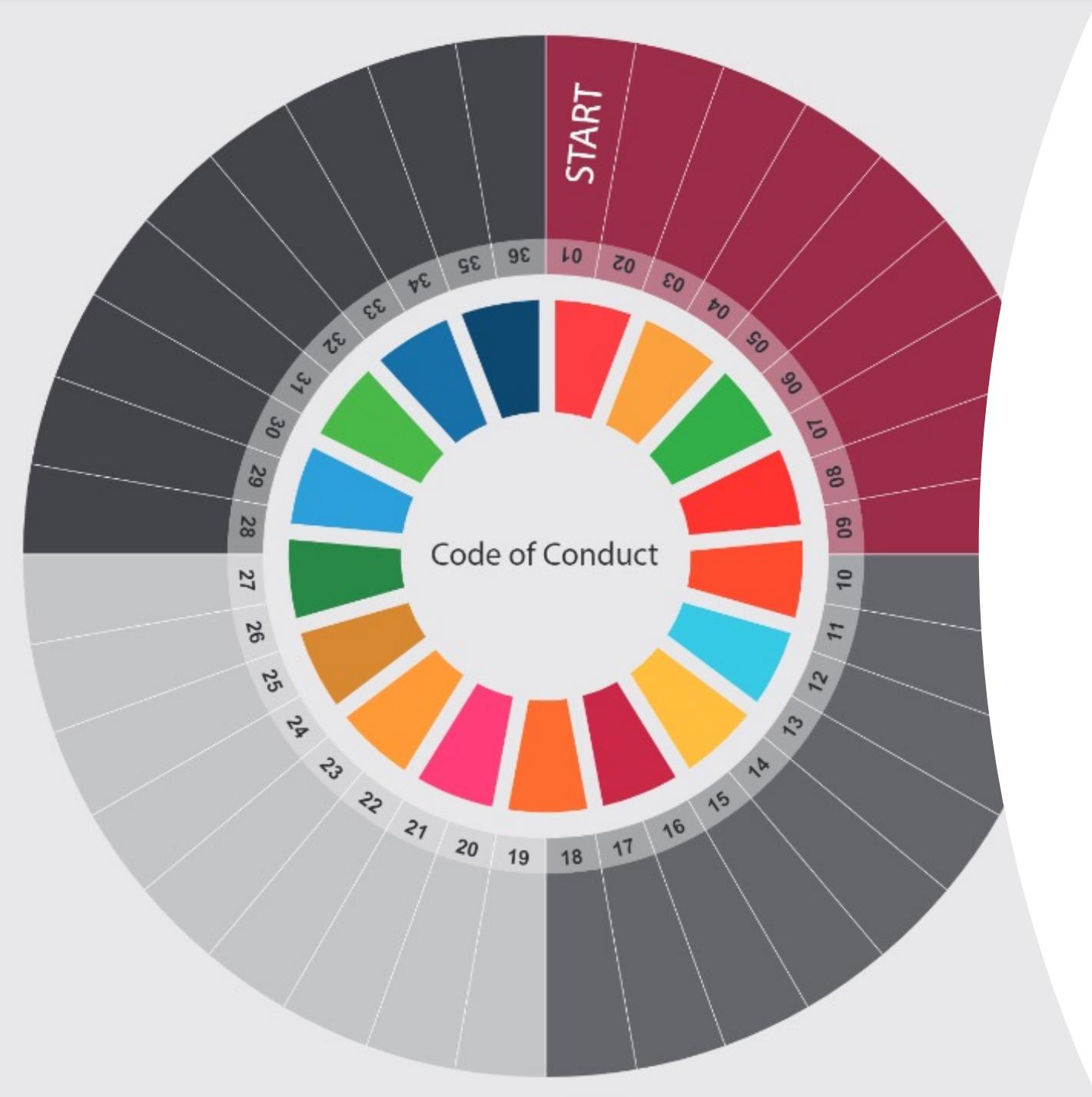
- a) I share it. The data are not really mine, not theirs, but belong to the people we interviewed. They deserve the data are used as much as possible to make good analysis.
- b) I limit the sharing to selected figures and tables.
- c) I tell the other organisations the database got corrupted and that there is no data left.



## Commitment 6: Humanitarian response is coordinated and complementary

32. You have conducted a needs assessment in 20 communities with other NGOs. Whom is your top priority for sharing the results?

- a) The other NGO's.
- b) My bosses.
- c) The people in the communities, where the assessments were conducted.

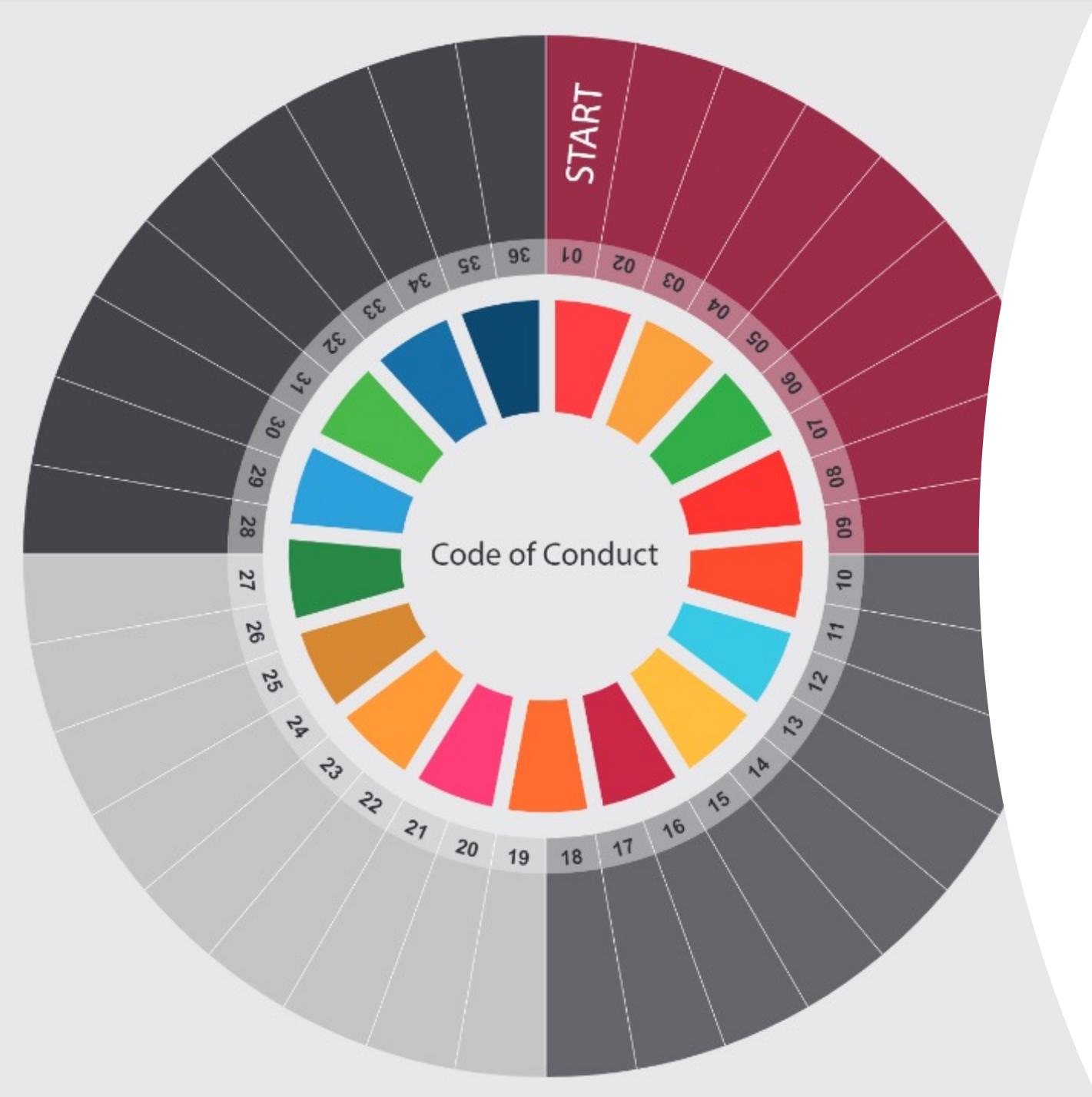


## Commitment 7: Humanitarian actors continuously learn and improve

33. You oversee monitoring and evaluation, M&E, in an organisation and you have a feeling your unit is a silo with no constructive links into the rest of the organisation.

What do you do?

- a) Nothing, donors are happy with our reports, and that is the most important thing.
- b) Address it, again, in the management team.
- c) Set up a meeting with the project team to understand their project cycle to be able to identify where your unit's input can contribute to continuous improvements in programme design and implementation.

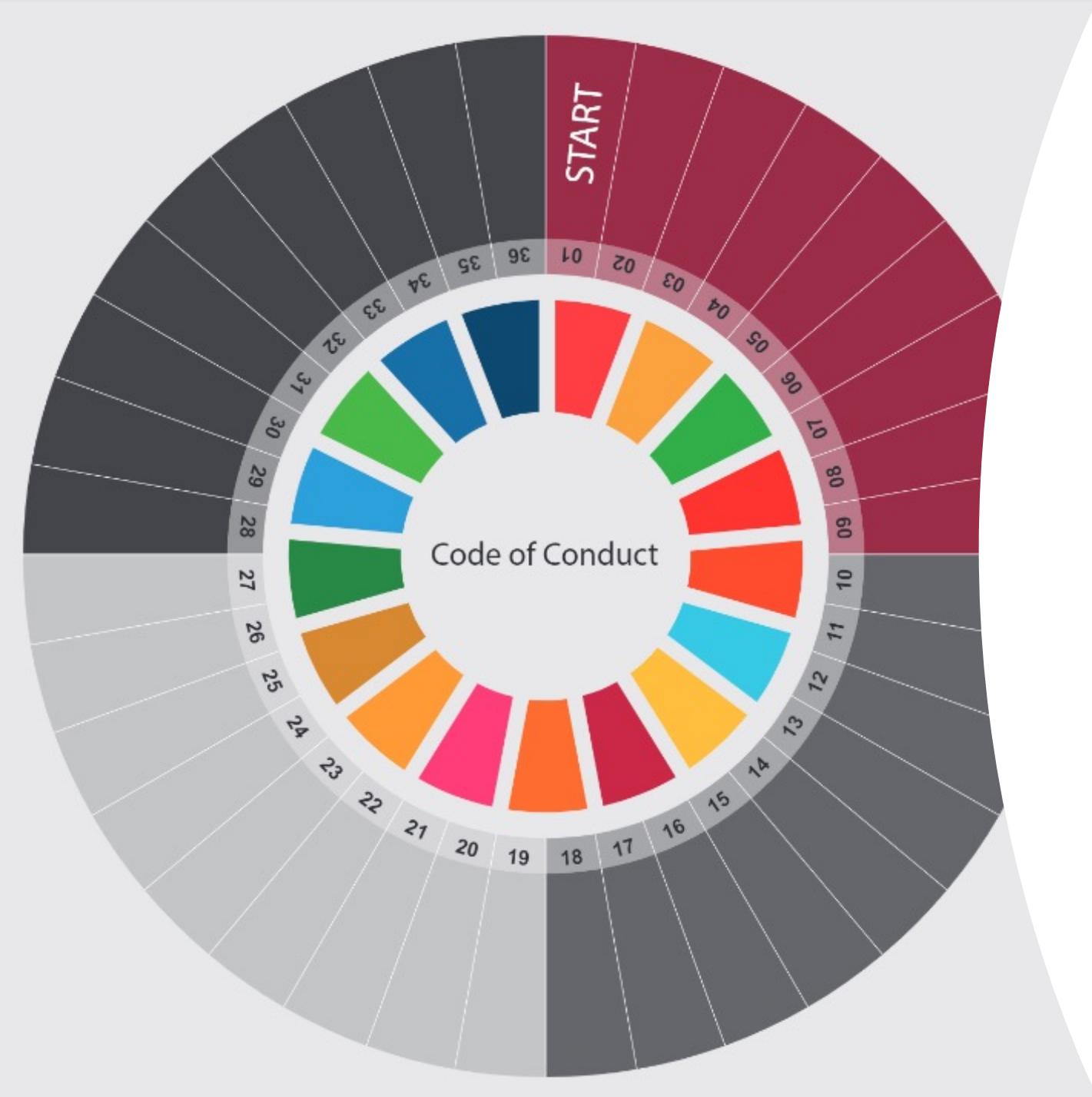


## Commitment 7: Humanitarian actors continuously learn and improve

34. You have been working in a country office with a UN organisation for +20 years, and you see the 'old ways' of doing things are re-emerging. Not all the approaches proved to be good.

What do you do?

- a) Dig out the old evaluation reports and share them with my colleagues.
- b) Arrange a meeting with my country director to share my concerns and plan for how we systematically incorporate lessons learned (also the old ones) in our programming.
- c) Nothing, maybe they work this time around.



## Commitment 7: Humanitarian actors continuously learn and improve

35. You are an international expert in wells, based in Denmark, where you also come from. You are flying in to drill boreholes for wells in a developing country. A local engineer comes up and tells you, your strategy will not work due to local circumstances.

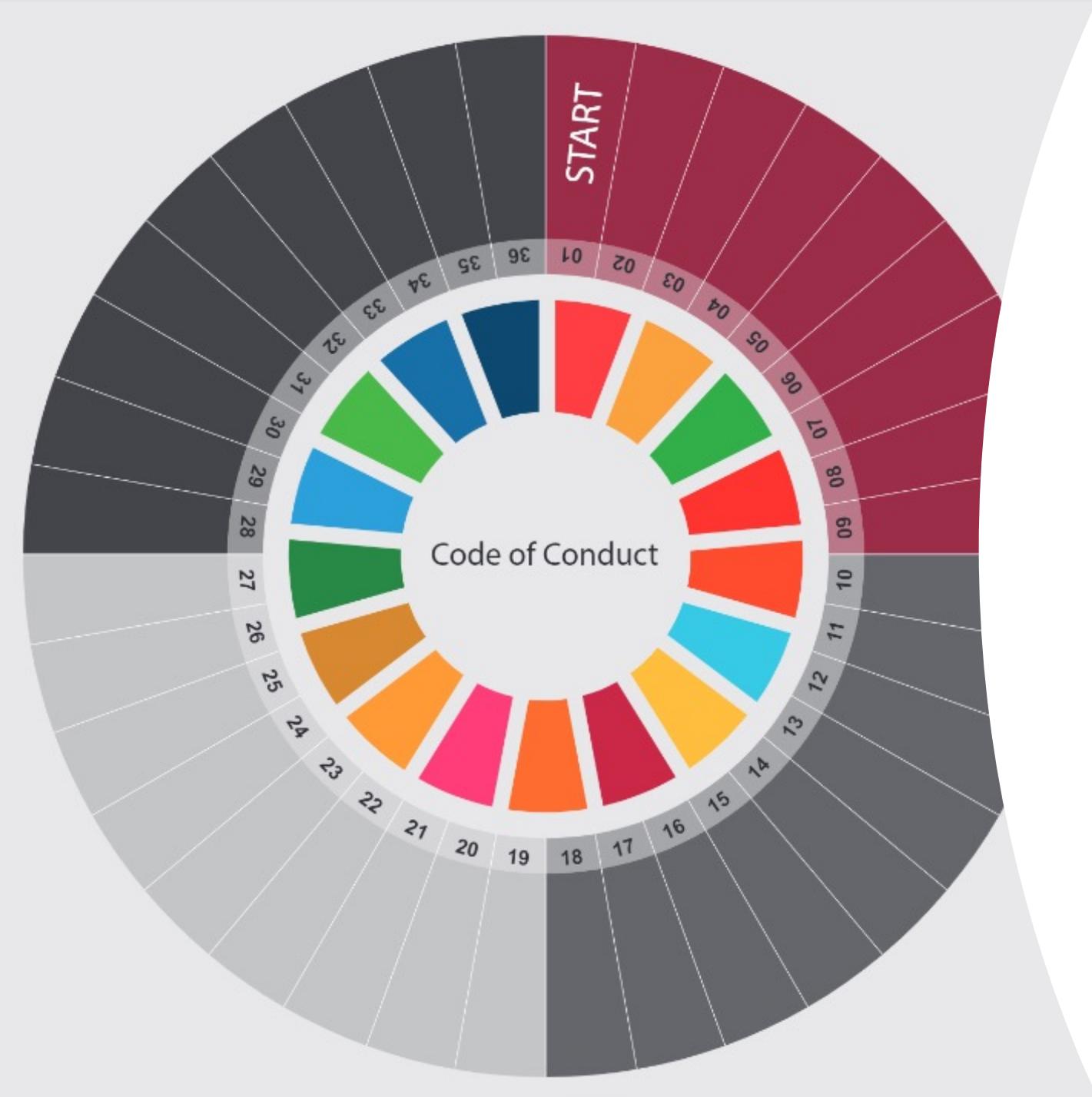
What do you do?

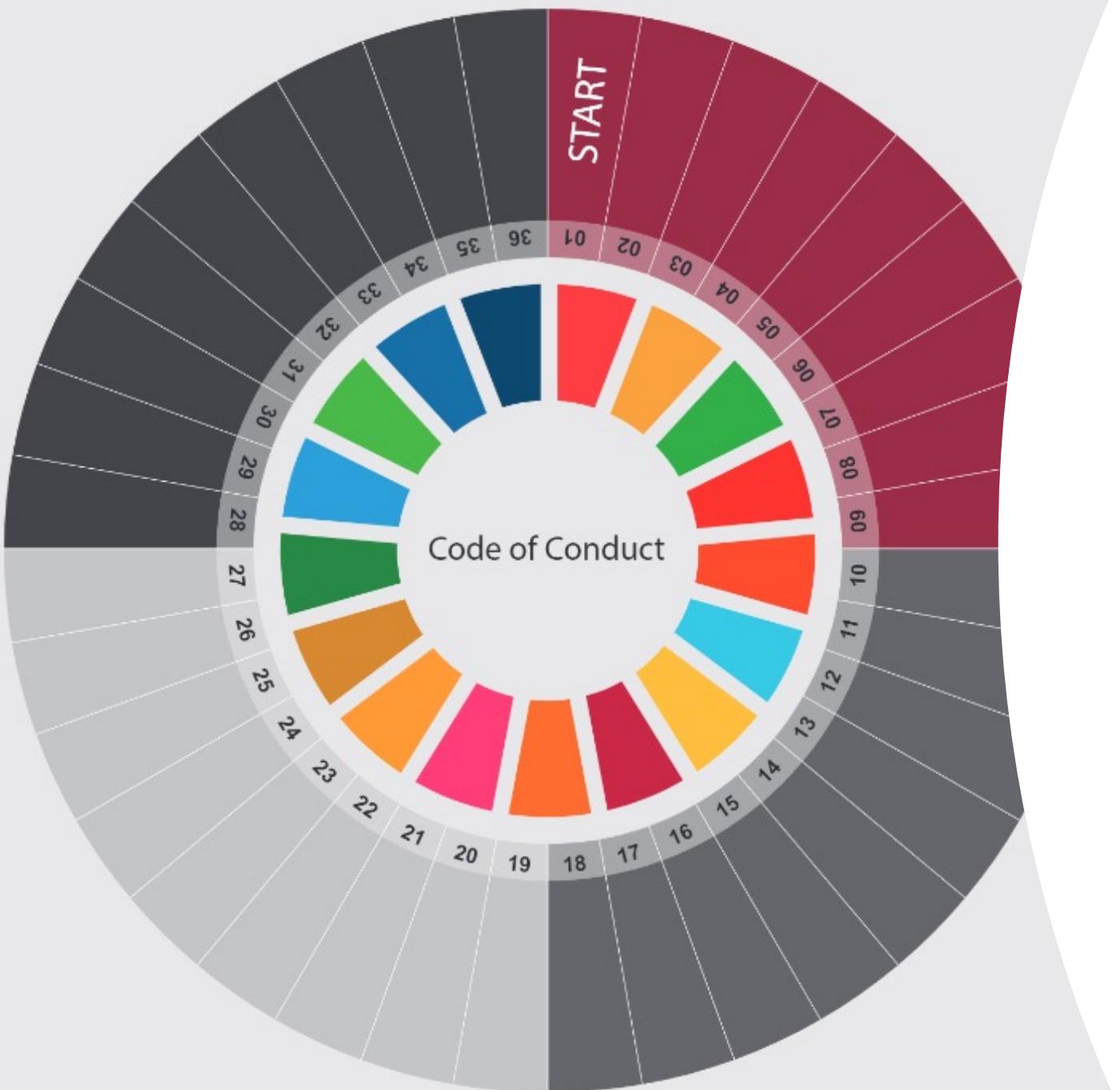
- a) Listen to the recommendation, even though it will delay the project, and I then will not be around for the actual drilling.
- b) Have a meeting the engineer to find out what the problems with my approach are.
- c) Continue. I have done this for years and know my business.

## Commitment 8: Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers

36. You are sending several first-time volunteers out on a development program in Sri Lanka, what will you do before sending them of?

- a) Their drive and ambition will make sure they do fine.
- b) Train them properly in the tasks they are assigned to.
- c) Give them holistic training in development work.



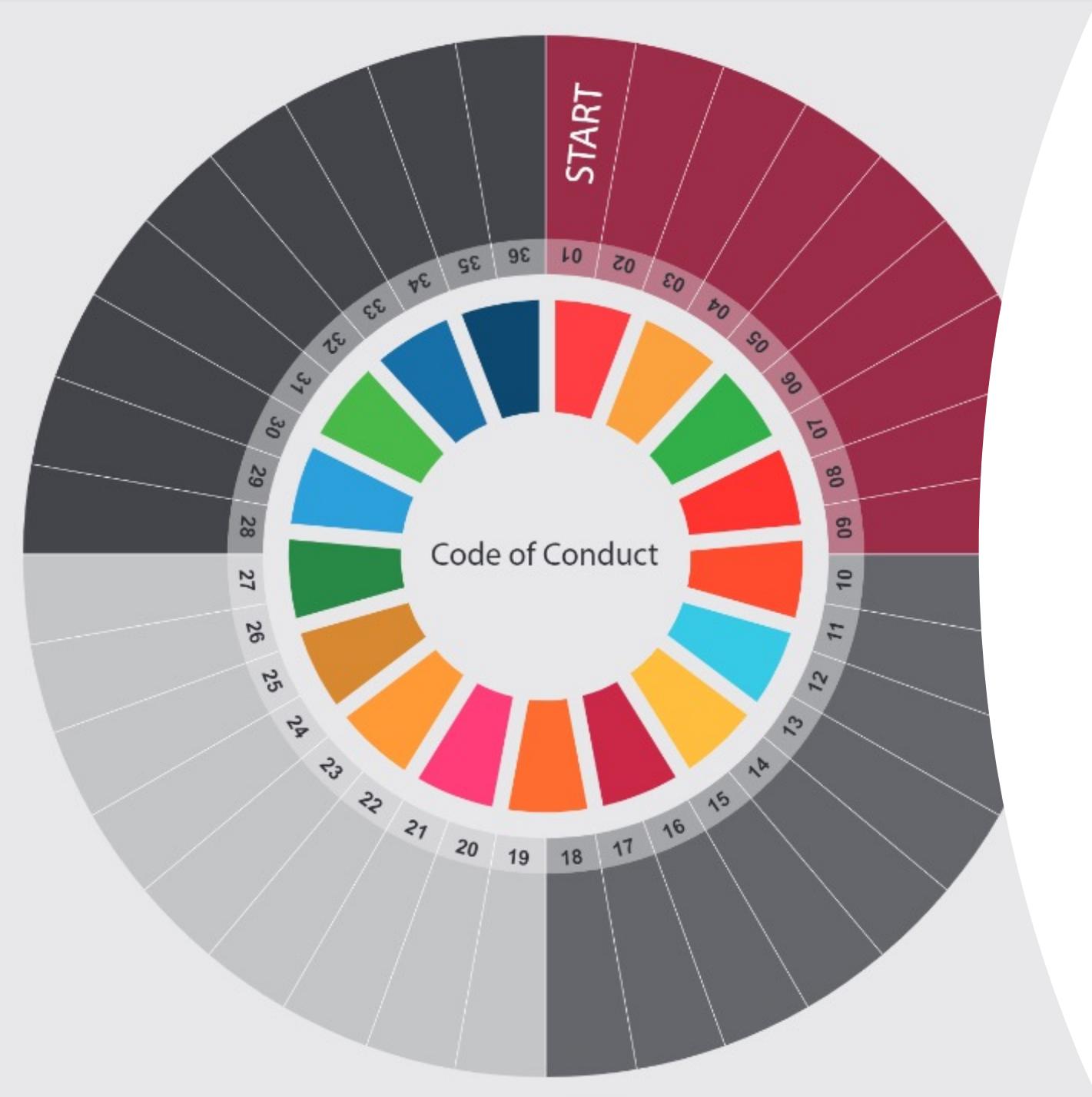


**Commitment 8: Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers**

37. You are a young professional and just started a job as a food security analyst with a UN agency that plays a role in disaster response. An earthquake hits the neighbouring country and you are selected for the response team. You have no previous experience.

What do you do?

- a) I go. This is exciting and something I have hoped to participate in.
- b) I tell my supervisor I am really interested in going, but that I need appropriate training before I go.
- c) I decline going, as there is no way I can get well trained for the current disaster situation.

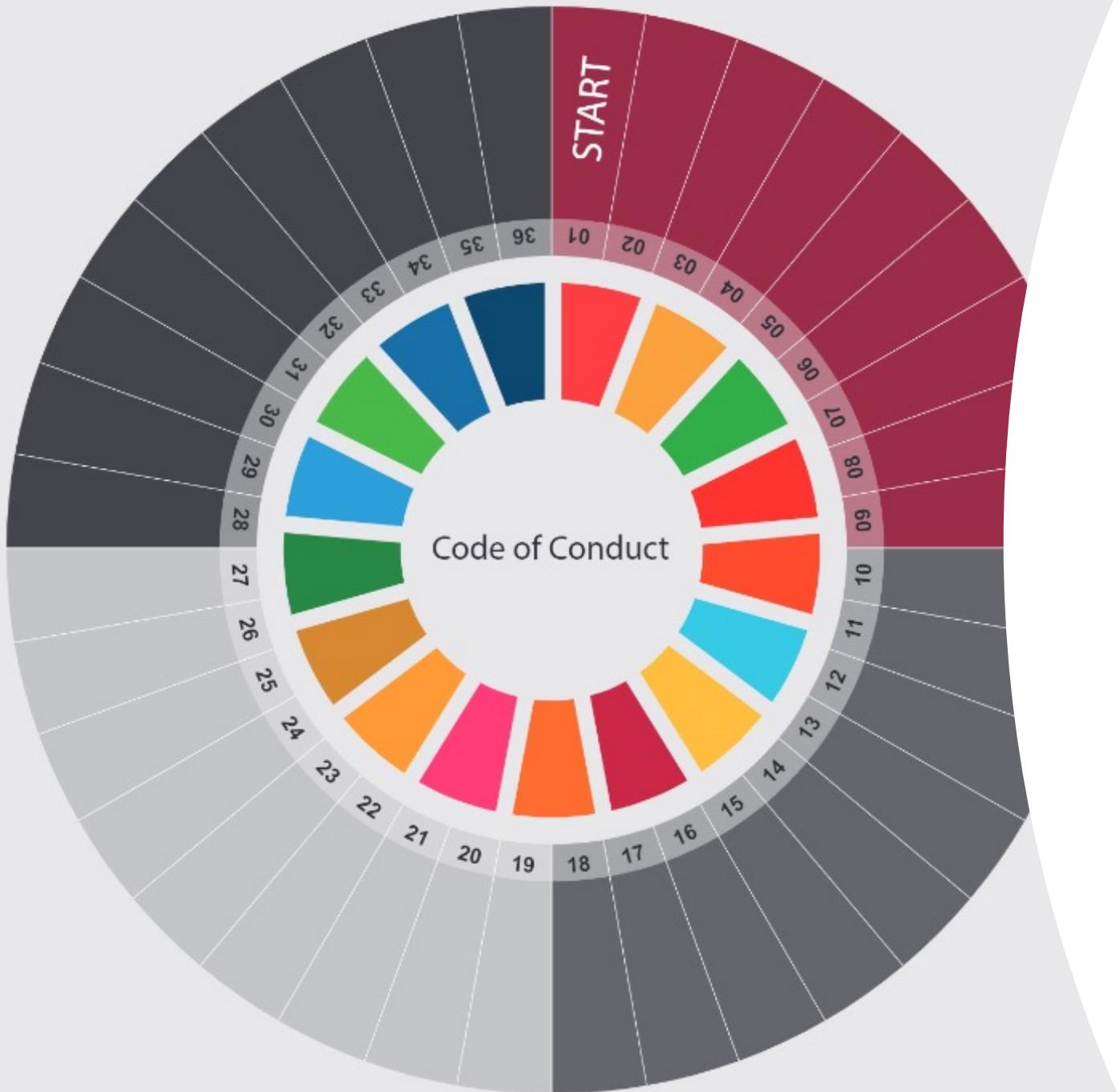


## Commitment 8: Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers

38. You participate in regular food distributions and a person, one of the beneficiaries, comes up and tells you they are being asked to do favours for one of your colleagues, if they want the food. What do you do?

- a) I talk to our superior and let her handle it.
- b) I talk to my colleague about it.
- c) I try to find out more about the complaint before I talk to anybody else.

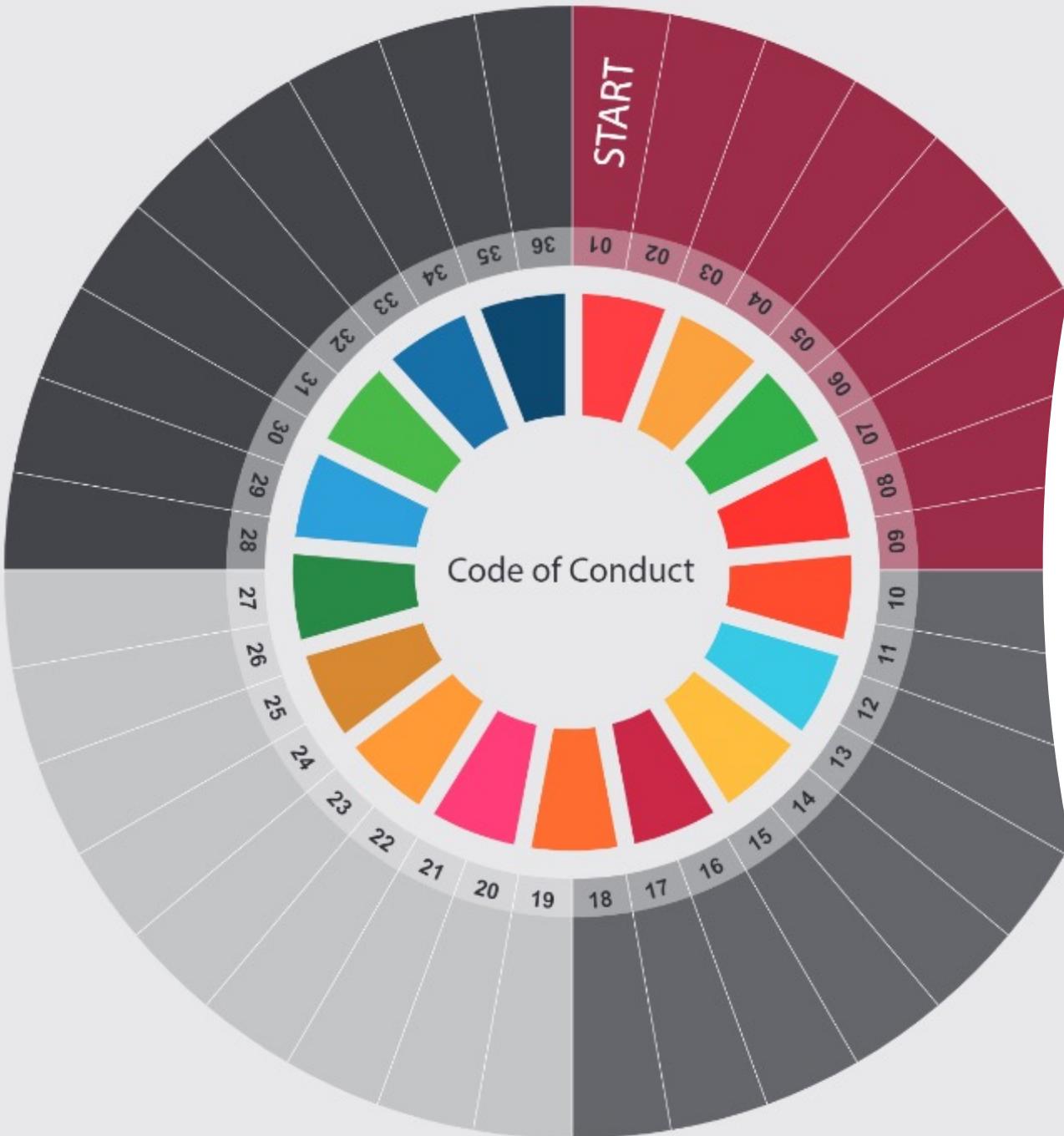
## Commitment 8: Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers



39. You work for an NGO in Denmark. You suspect one of your colleagues does not follow the NGO's code of conduct.

What do you do:

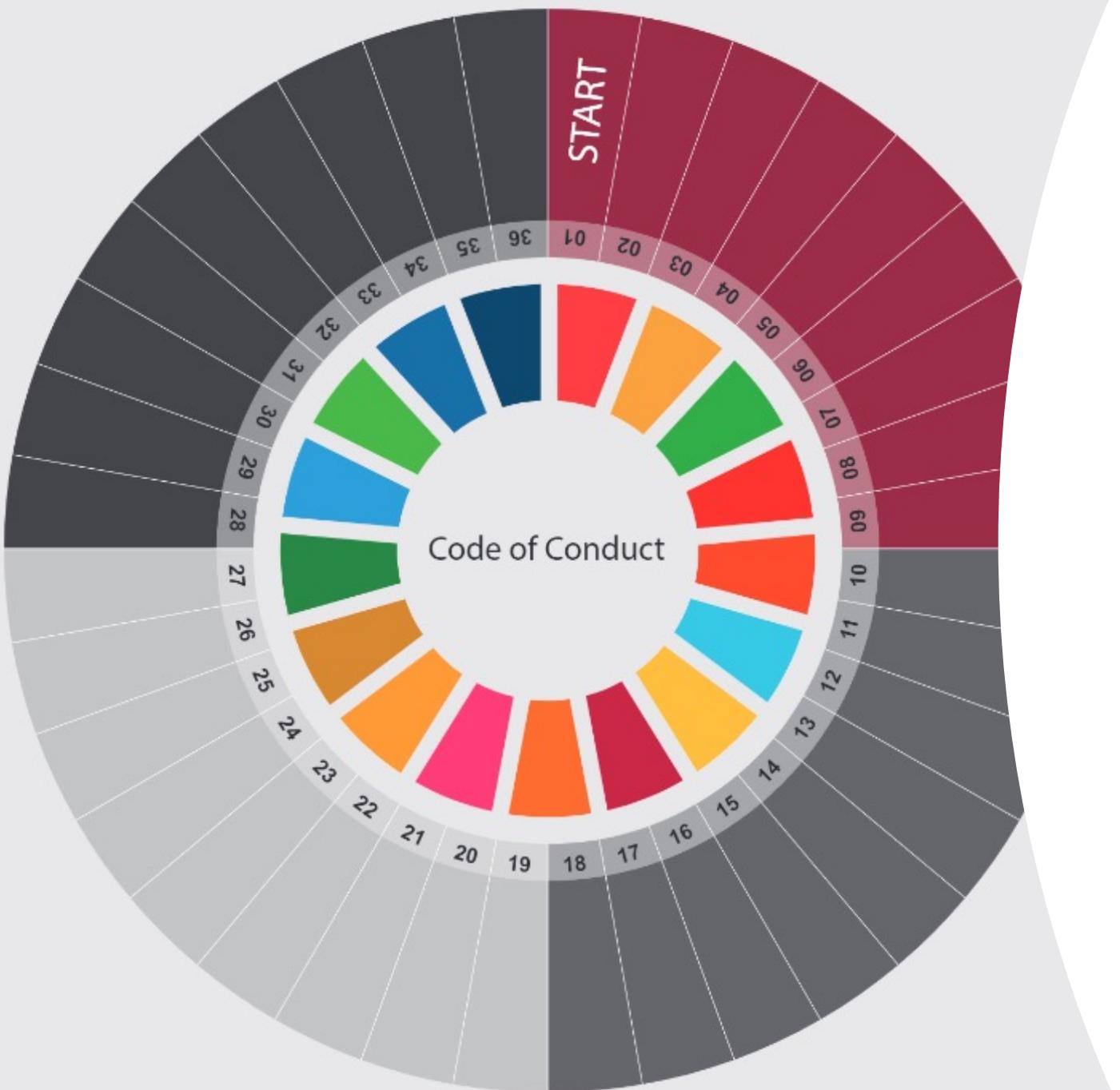
- a) I talk to my colleague about my suspicion.
- b) I tell the head of my department about my suspicion.
- c) I do not do anything. I do not consider it my business. It should be the head of the department that addresses the situation.



## Commitment 9: Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically

40. You have started a project, where women colour textile. The project serves as a model for other livelihood projects. There is good engagement and the women can provide for their families. A civil society organisation from a neighbouring community is complaining the colouring pollutes the river. What do you do?

- a) Nothing. I think they are just jealous.
- b) I check their claim with chemical testing and act if it is true.
- c) I talk to the local authorities, who tell me not to worry. So, I do not.

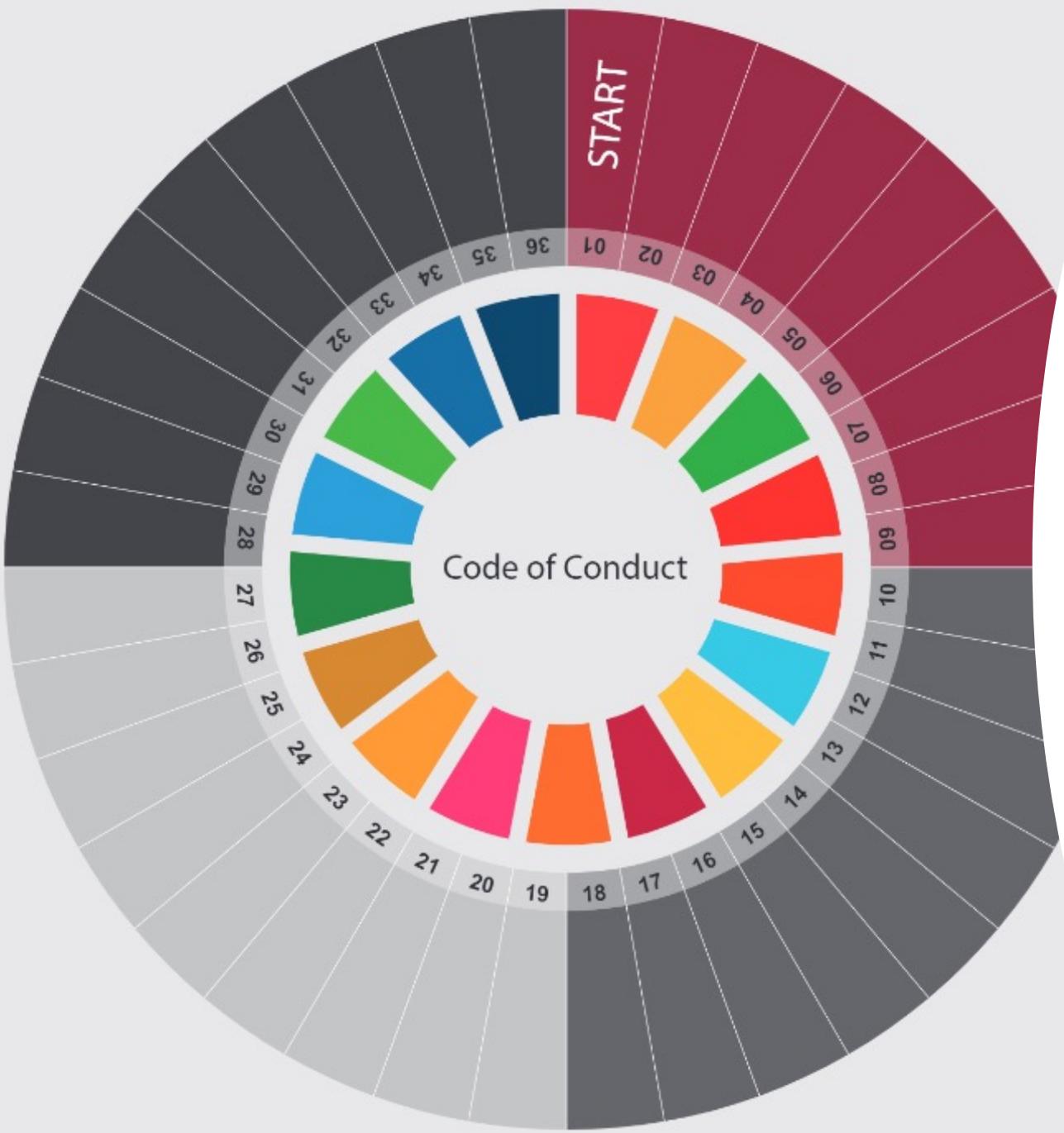


Commitment 9: Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically

41. One of your development projects has collapsed because of lacking of commitment from the communities.

What do you do?

- a) Re-evaluate the needs assessment for the area.
- b) Talk to the community members, to find out what is the local understanding of the project.
- c) Hire promoters that can help implement the project.

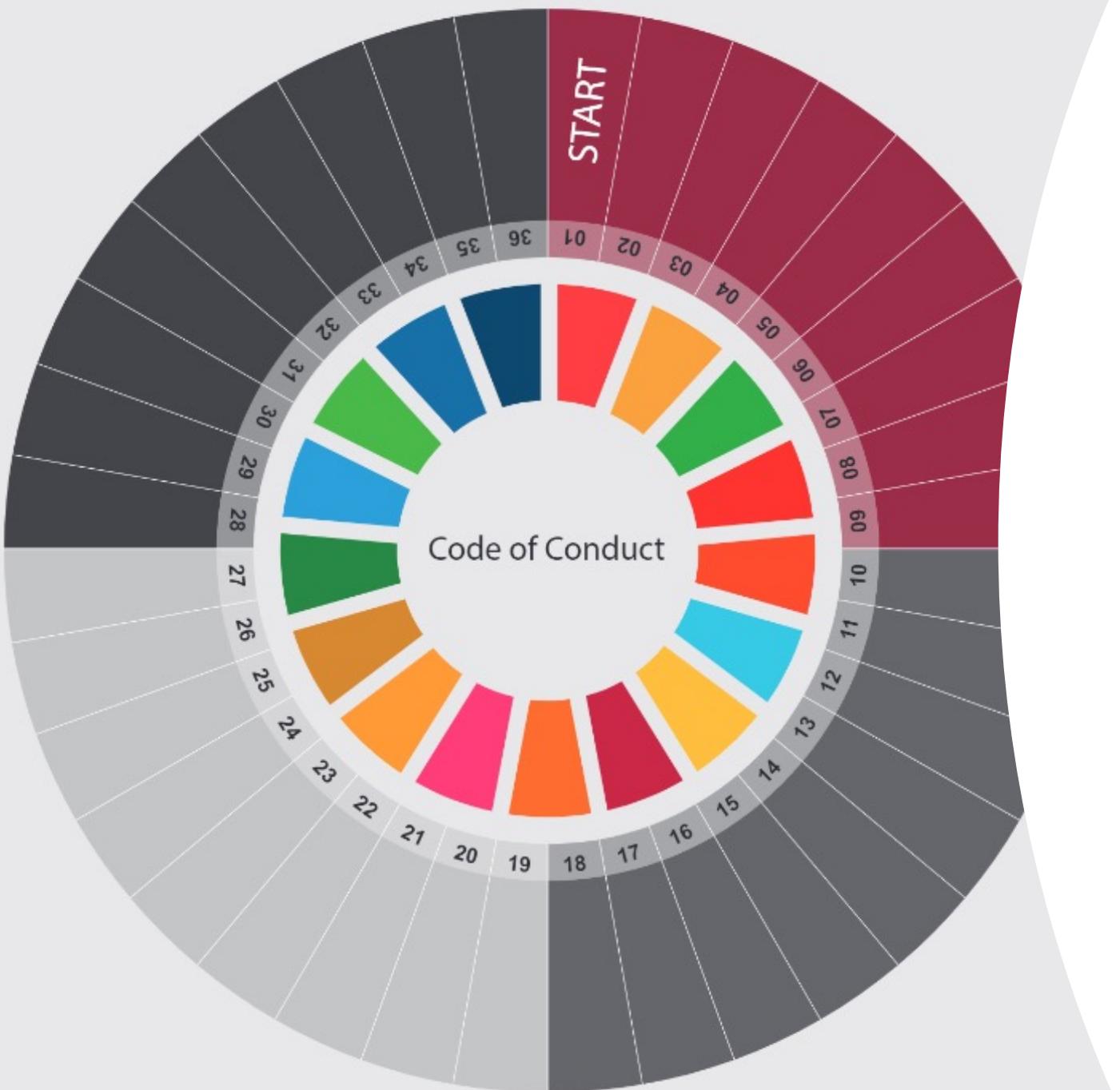


Commitment 9: Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically

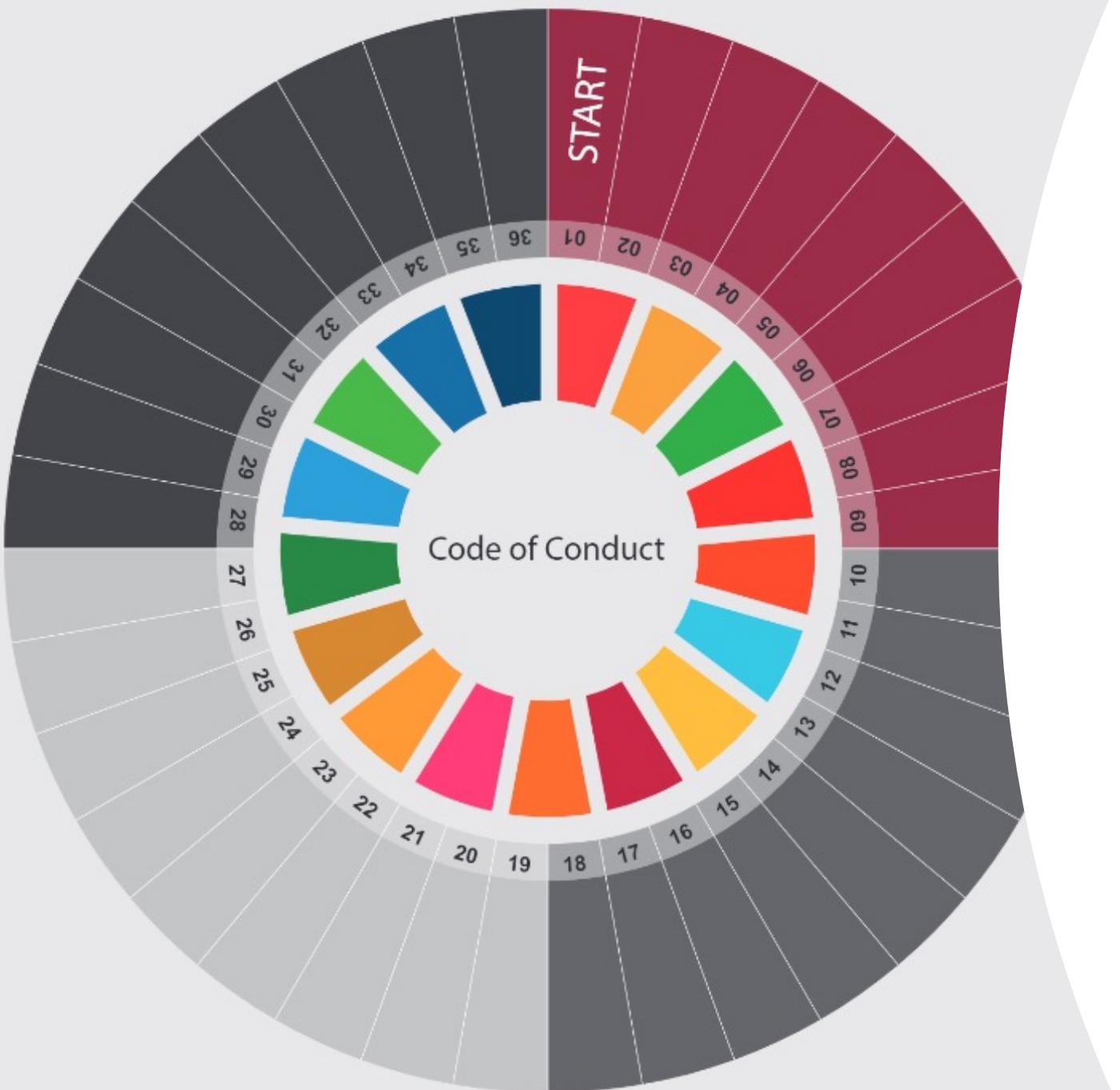
42. Your project that is working on making people in an area self-sufficient with food, is a huge success, but it has inadvertently dealt a huge blow to the local barter economy.

What do you do?

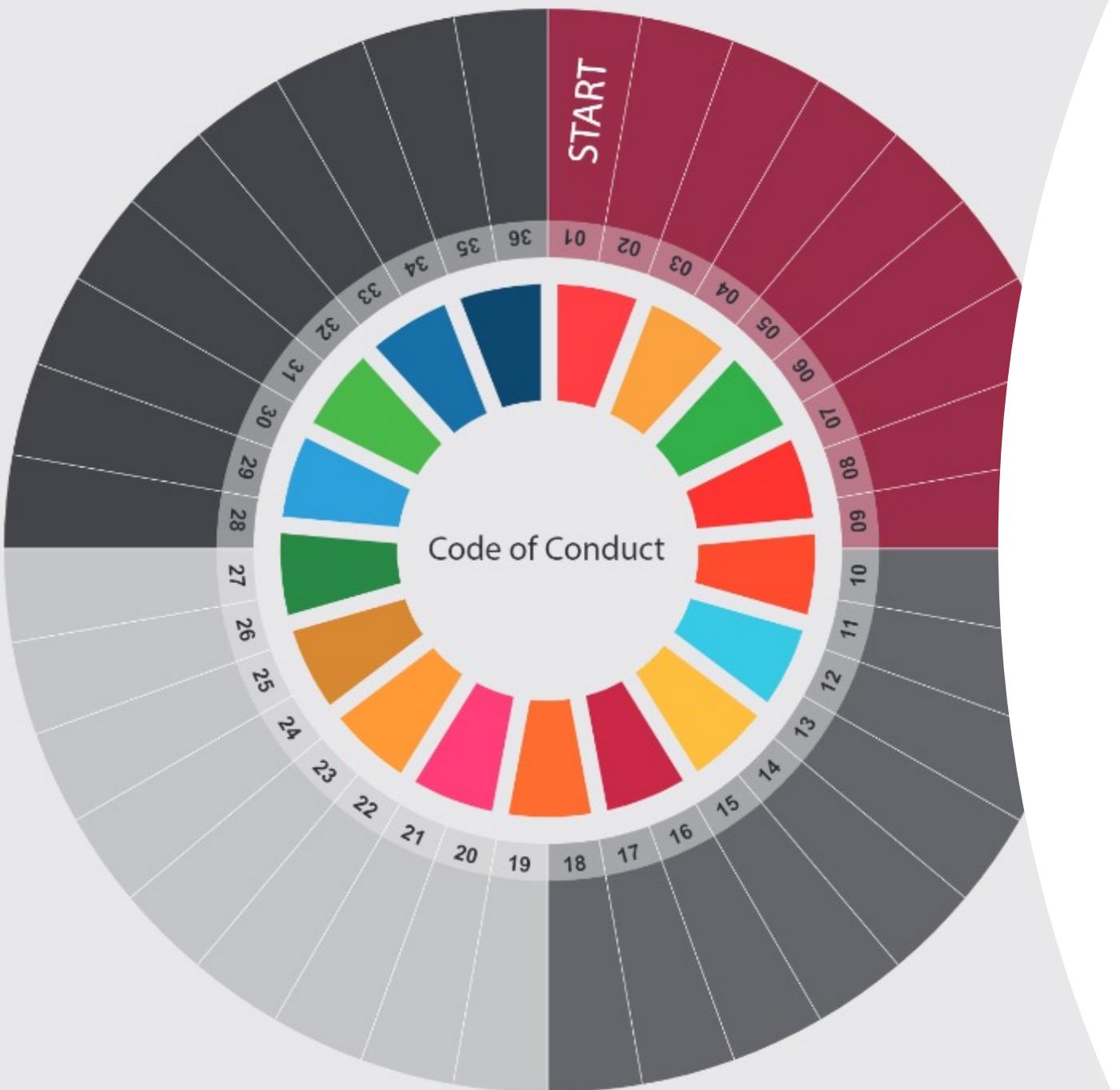
- a) I will stop the project to restore the economy.
- b) I will introduce the traditional food producers with an exclusive alternative.
- c) I do nothing, the locals have food security, and that is what is important.



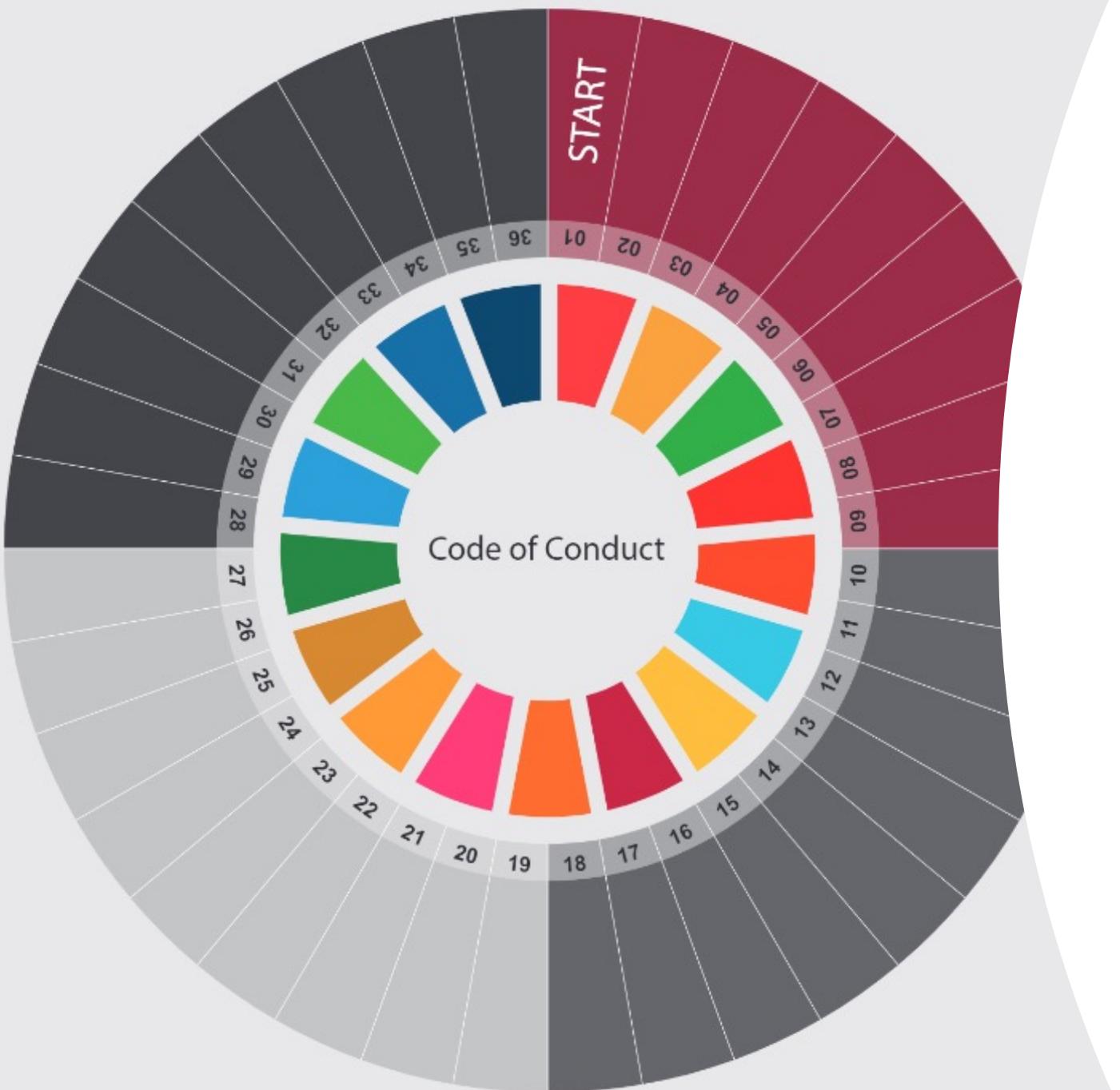
Commitment 1:  
Communities and  
people affected by  
crisis receive  
assistance  
appropriate to their  
needs



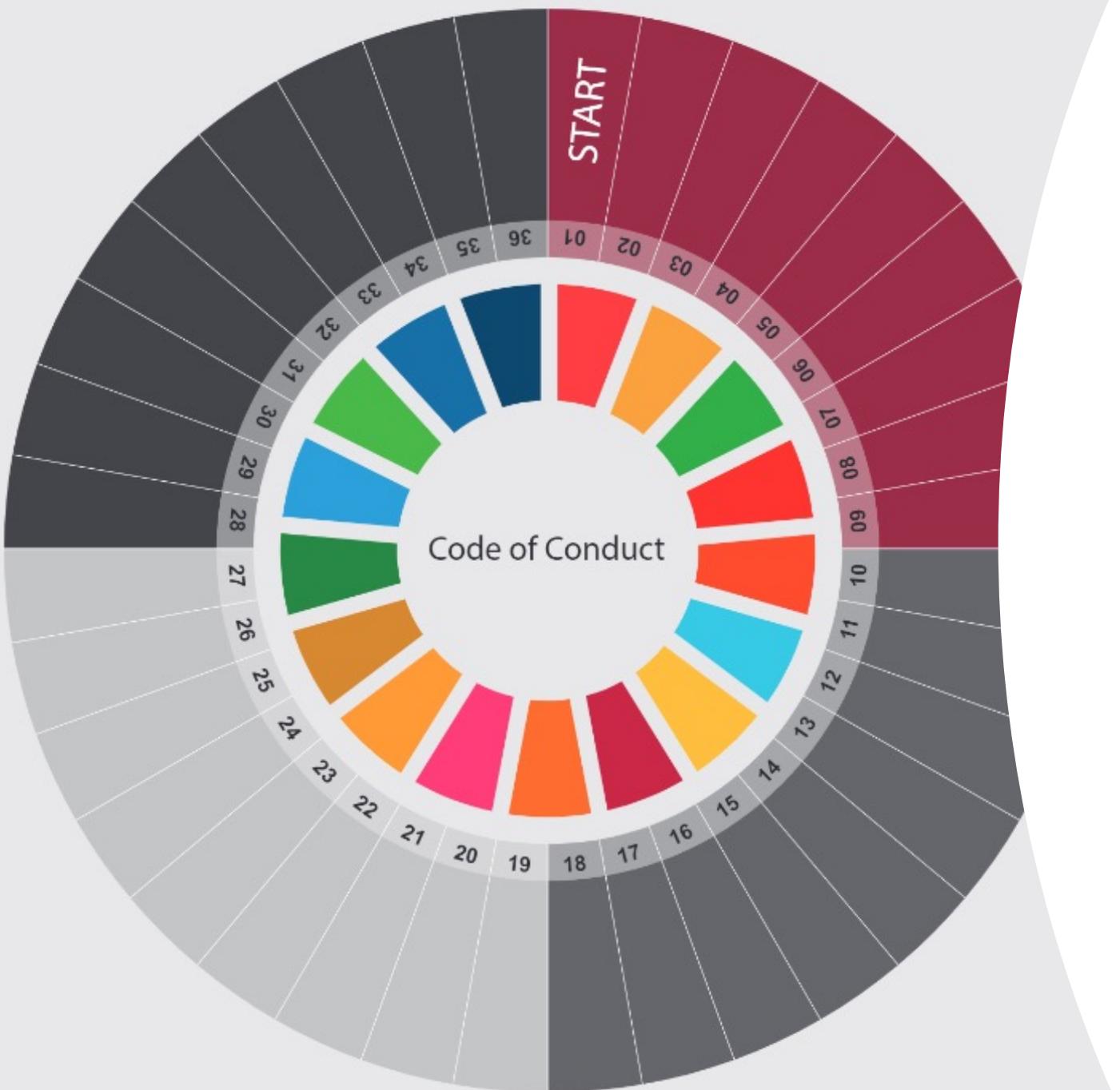
Commitment 2:  
Humanitarian  
response is  
effective and  
timely



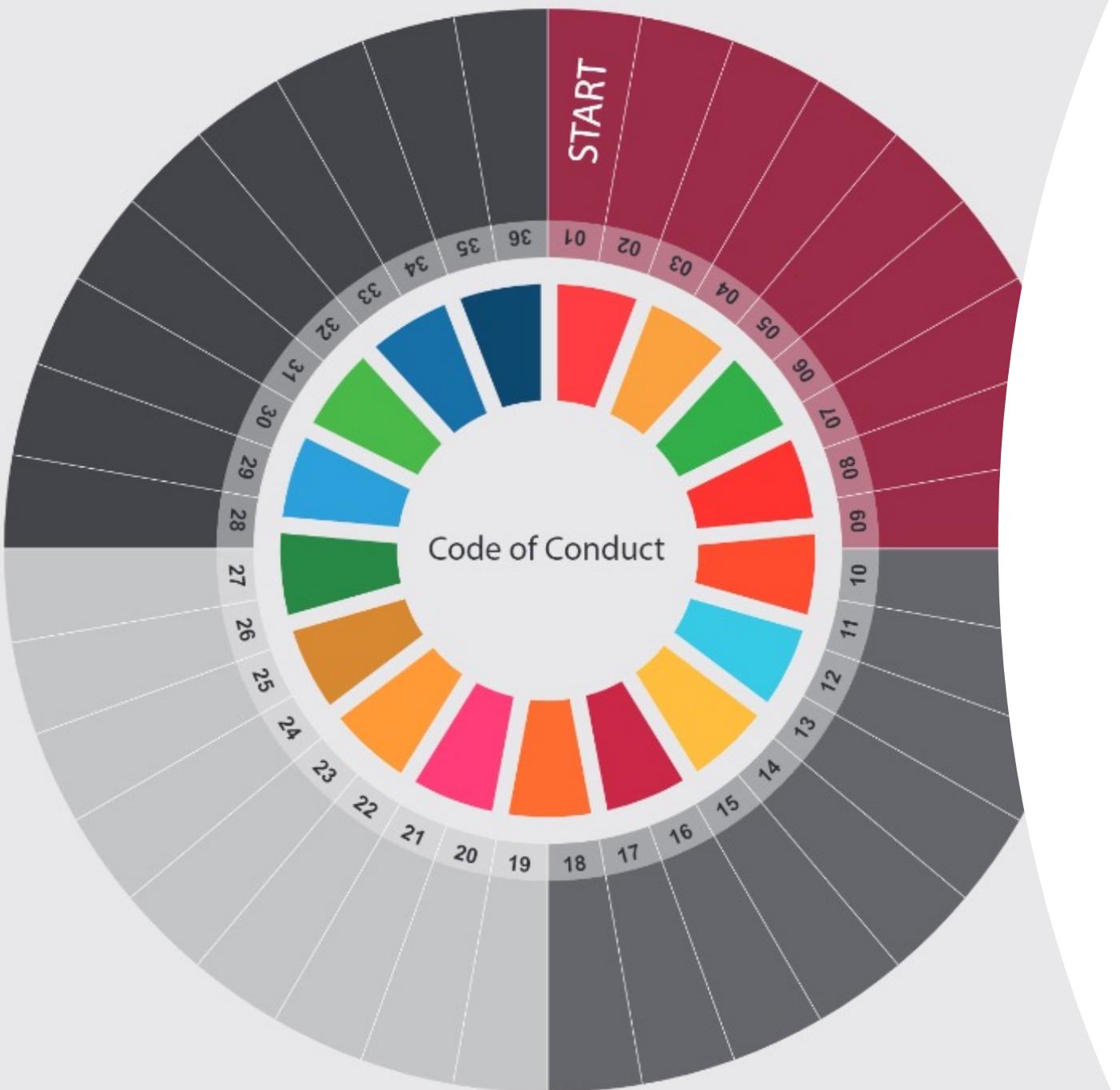
Commitment 3:  
Humanitarian  
response  
strengthens local  
capabilities and  
avoids negative  
effects



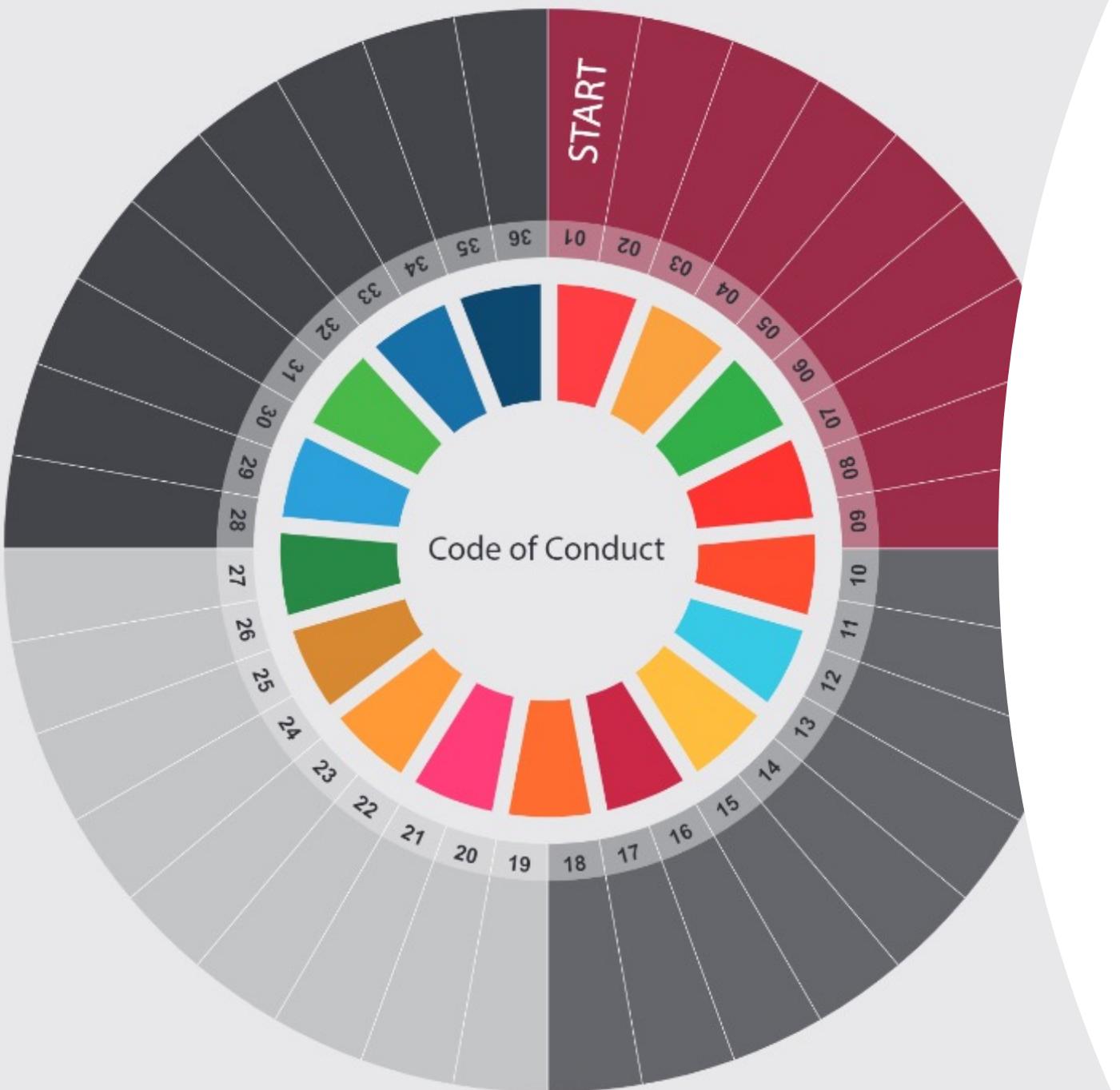
Commitment 5:  
Complaints are  
welcomed and  
addressed



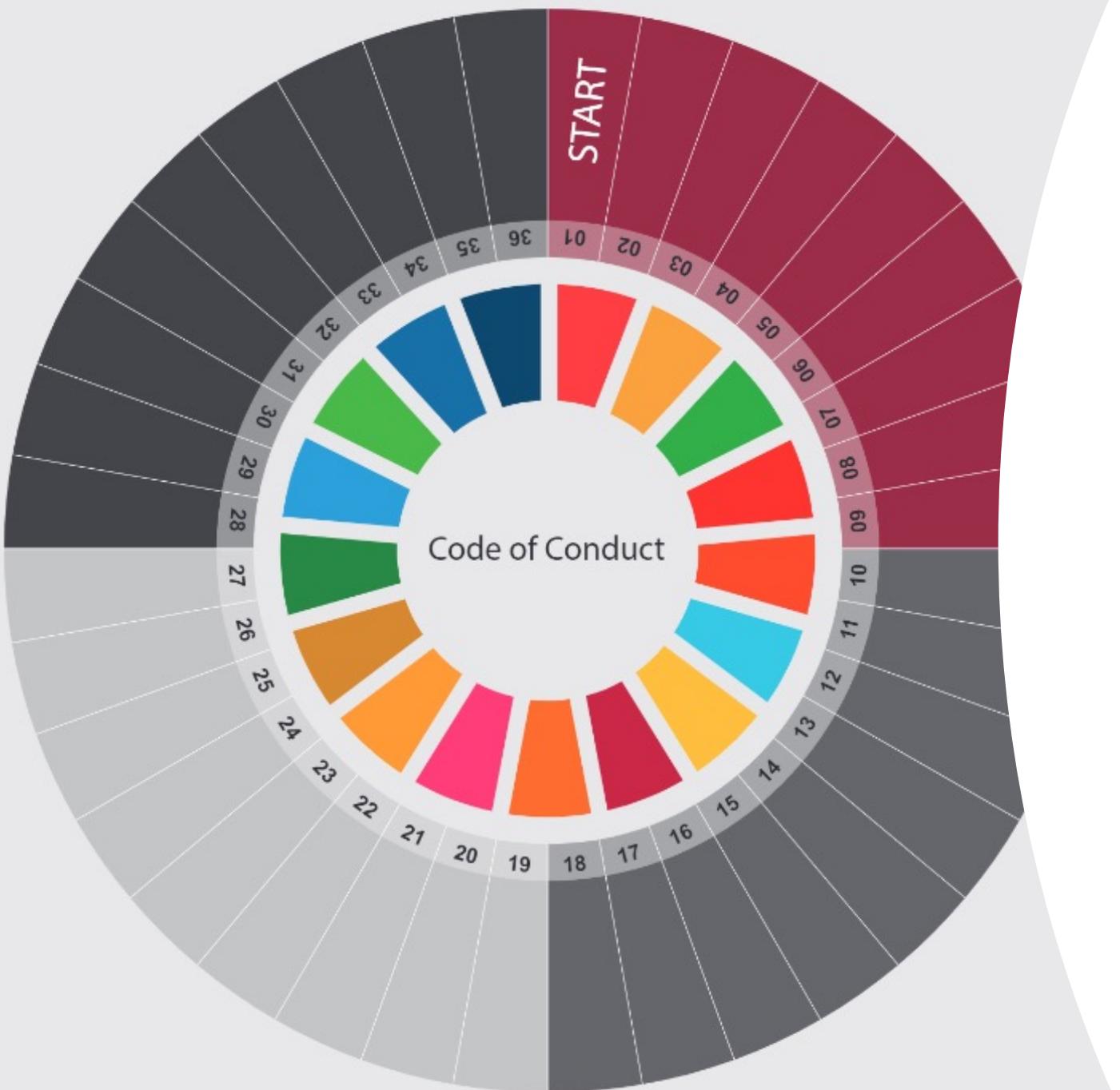
Commitment 6:  
Humanitarian  
response is  
coordinated  
and  
complementary



Commitment 7:  
Humanitarian  
actors  
continuously  
learn and  
improve



Commitment 8:  
Communities and  
people affected by crisis  
receive the assistance  
they require from  
competent and well-  
managed staff and  
volunteers



Commitment 9:  
Communities and  
people affected by  
crisis can expect that  
the organizations  
assisting them are  
managing resources  
effectively, efficiently  
and ethically