RUBRIC TRAITS FOR THE JUHAN LEARNING OBJECTIVES

1. Humanitarian Crisis: Articulate a common understanding of the concept of humanitarian crises.
   a. Capacity and Will
      i. Exceeds (2 points) – A situation that overwhelms local capacity and will to respond.
      ii. Meets (1 point) – Recognizes either local capacity to respond or will to respond but not both.
      iii. Inadequate (0 point) – Fails to recognize local capacity and will to respond as essential to definition.

   b. Complexity
      i. Exceeds (2 points) – Recognition that there are many parties, stakeholders, and actors that should be accounted for in a response.
      ii. Meets (1 point) – Recognition that some but not all parties, stakeholders, and actors needs to be accounted for in a response.
      iii. Inadequate (0 point) – Fails to recognize the multiplicity of parties, stakeholders, and actors that need to be accounted for in a response.

   c. Emergency/Crises
      i. Exceeds (2 points) – Includes the risk of mass loss of human life and/or mass human suffering.
      ii. Inadequate (0 point) – Fails to include the risk of mass loss of human life or risk of mass human suffering.

   d. Obligation to Respond
      i. Exceeds (2 Points) – Recognizes the obligation to respond based on the universal dignity of human life, without regard to national, racial, or ethnic origins.
      ii. Inadequate (0 point) – Fails to include obligation to respond based on universal dignity of human life.

   e. Natural vs. Complex
      i. Exceeds (2 points) – The definition distinguishes between humanitarian crises that result from natural disaster and those which are the result of or exacerbated by complexity of actors, stakeholders, and origins of crises.
      ii. Inadequate (0 point) – Fails to distinguish between natural and complex humanitarian crises.

   f. Human Rights
      i. Exceeds (2 points) – Recognition of violation of human rights as a source of crises.
ii. Inadequate (0 point) – Fails to recognize the violation of human rights as a source of crises.

2. **Key Actors:** Identify and understand the roles and interactions among key actors in humanitarian response.
   
a. Identifies actors ([1] Scope-local, national, regional/international; and [2] Actors-Local Population, Humanitarian Agencies, Political Actors, Civil Authority (e.g., Police), Mercenaries, Military, Churches and Faith-Based Groups, Media, Commercial Organizations, Academics)
      
i. Exceeds (2 points) - Identifies all of the appropriate actors.  
   ii. Meets (1 point) - Identifies most of the appropriate actors.  
   iii. Inadequate (0 point) - Fails to identify most of the appropriate actors.

b. Analyzes interactions between actors
   
i. Exceeds (2 points) - Provides a rich and nuanced account of the interactions between all actors. 
   ii. Meets (1 point) - Distinguishes the different interactions between some actors.  
   iii. Inadequate (0 point) - Fails to distinguish the different interactions between actors.

c. Evaluates actors’ roles
   
i. Exceeds (2 points) – Provides a rich and nuanced assessment of the appropriateness of each actor’s participation in the process.  
   ii. Meets (1 point) – Provides an adequate assessment about the appropriateness of most actors’ participation in the process.  
   iii. Inadequate (0 point) – Provides an inadequate assessment about the appropriateness of each actor’s participation in the process.

3. **Determinants of Humanitarian Action:** Demonstrate understanding of factors the key actors take into account in determining whether to intervene during humanitarian crises.
   
a. Motivation to intervene (*Social, political, economic, ethical, legal, cultural, and religious dimensions*)
      
i. Exceeds (2 points) – Provides a rich and nuanced explanation of multiple facets of determinants.  
   ii. Meets (1 point) - Articulates many but not all of the key determinants.  
   iii. Inadequate (0 point) - Unable to articulate any of the key determinants.

b. Determining factors for intervention (*Funding, support structure, priority in relation to other aid agencies, staffing, capacity building of local people, and security*)
   
i. Exceeds (2 points) – Provides a rich and nuanced explanation of the key factors.  
   ii. Meets (1 point) - Articulates many but not all the key factors.
iii. Inadequate (0 point) - Unable to articulate any of the key factors.

   i. Exceeds (2 points) - Articulates multiple and competing causes and describes the interaction amongst causes (*Natural disasters, economic and political, human rights violations, climate change, security issues*).
   ii. Meets (1 point) - Recognizes multiple causes of humanitarian crises.
   iii. Inadequate (0 point) - Fails to recognize causes of humanitarian crises.

5. Phases of Humanitarian Crises: Recognize and understand the phases of humanitarian crises.
      i. Exceeds (2 points) – Identifies and accurately describes all of the phases of humanitarian crises, and recognizes the ambiguity of applying the phases.
      ii. Meets (1 point) - Identifies and accurately describes most or all of the phases.
      iii. Inadequate (0 point) – Identifies some or none of the phases.

6. Consequences of Humanitarian Crises: Demonstrate an understanding of the consequences of humanitarian crises.
   a. Consequences (*Displacement; high mortality; breakdown of systems – health, education, shelter, livelihood; and high levels of insecurity*)
      i. Exceeds (2 points) - Articulates multiple consequences and recognizes their interconnections.
      ii. Meets (1 point) - Recognizes multiple consequences.
      iii. Inadequate (0 point) - Fails to recognize multiple consequences.

7. Beneficiaries of Humanitarian Action: Understand the multiple beneficiaries, and particularly, the vulnerable groups.
   a. Identify appropriate beneficiaries in a given humanitarian situation
      i. Exceeds (2 points) - Accurately identifies the appropriate beneficiaries, with particular recognition to vulnerable groups.
      ii. Meets (1 point) - Identifies many beneficiaries, but leaves out some minor beneficiaries and/or vulnerable groups.
      iii. Inadequate (0 point) - Fails to identify the most important beneficiaries (may identify only minor beneficiaries or mis-identify beneficiaries).

   b. Discuss how beneficiaries could be affected by humanitarian responses
      i. Exceeds (2 points) – Comprehensively discusses the anticipated effects of various responses on beneficiaries, while recognizing that there are always unanticipated consequences.
ii. Meets (1 point) - Describes the anticipated ways in which beneficiaries will be affected. Does not account for unanticipated consequences.

iii. Inadequate (0 point) - Fails to describe, or inaccurately describes, ways in which beneficiaries will be affected. Does not account for unanticipated consequences.

c. Articulate the mutual accountabilities between beneficiaries and other humanitarian actors
   i. Exceeds (2 points) - Articulates a complex understanding of the mutual and/or competing accountabilities and obligations between beneficiaries and key actors.
   ii. Meets (1 point) - Articulates the main mutual accountabilities between beneficiaries and other humanitarian actors.
   iii. Inadequate (0 point) - Fails to articulate an understanding of the mutuality of obligations between beneficiaries and other humanitarian actors.

d. Articulate what steps would need to be taken in order to address the interests of vulnerable groups
   i. Exceeds (2 points) – Articulates appropriate steps and provides a nuanced understanding of the implication of the steps [on humanitarian response OR on vulnerable groups].
   ii. Meets (1 point) - Articulates all or many of the appropriate steps.
   iii. Inadequate (0 point) - Articulate inaccurate or very few of the appropriate steps.

8. **Military vs. Civil Action:** Differentiate between the consequences of military intervention for humanitarian reasons and humanitarian action by civil interests (NGOs). Describe the ways in which these two modes of humanitarianism interact.
   a. Distinguish between different types of military action (*state-initiated military action, humanitarian military action, military action for humanitarian purposes, peace keeping, etc.*)
      i. Exceeds (2 points) - Distinguishes and recognizes interconnections of consequences between all types of military action.
      ii. Meets (1 points) - Distinguishes between some but does not understand the interconnections between types of military action.
      iii. Inadequate (0 point) – Recognizes some or no types of action.
   
   b. Differentiate between decision-making by civil versus military organizations
      i. Exceeds (2 points) - Evaluates the differences.
      ii. Meets (1 point) - Analyzes the differences.
      iii. Inadequate (0 point) - Describes the differences.

   c. The different culture, mission and mandates of military vs. civil organizations
      i. Exceeds (2 points) - Evaluates the differences.
d. The ways in which military and civil organizations coordinate and communicate with each other
   i. Exceeds (2 points) - Evaluates the ways in which military and civil organizations coordinate and communicate with each other.
   ii. Meets (1 point) - Describes the ways in which military and civil organizations coordinate and communicate with each other.
   iii. Inadequate (0 points) - Fails to provide an adequate description of the ways in which military and civil organizations coordinate and communicate with each other.

e. The consequences of military vs. civil humanitarian actions
   i. Exceeds (2 points) - Evaluates the cost effectiveness and appropriateness.
   ii. Meets (1 point) - Describes the cost effectiveness and appropriateness.
   iii. Inadequate (0 points) - Fails to describe the cost effectiveness and appropriateness.

9. Effective Action: Choose appropriate tools of humanitarian action.
   a. Security of humanitarian actors including beneficiaries
      i. Exceeds (2 points): Understands that security needs must adapt and respond to changing situations.
      ii. Meets (1 point): Understands that security is essential for humanitarian action.
      iii. Inadequate (0 point): Fails to recognize that security is essential for humanitarian action.

   b. Legitimacy of humanitarian role in the situation
      i. Exceeds (2 points): Understands the complexities of the legitimacy of humanitarian role.
      ii. Meets (1 point): Understands the multiple sources of legitimacy of humanitarian role.
      iii. Inadequate (0 point): Fails to recognize that legitimacy is necessary for humanitarian role.

   c. Funding and other resources
      i. Exceeds (2 points): Understands the complexity of raising, collection and distribution of funds, supplies, and other resources.
      ii. Meets (1 point): Understands the need for raising, collection and distribution of funds, supplies, and other resources.
      iii. Inadequate (0 point): Fails to recognize the need for raising, collection and distribution of funds, supplies, and other resources.

   d. Effective communication and coordination
10. Effective Responses: Ability and willingness to continually question the effectiveness of humanitarian responses and adapt accordingly.

a. Evolution of provision and protection standards in the field (capacity-building)
   i. Exceeds (2 points) – Evaluates the key benchmarks, codes, and standards, and demonstrates strong understanding of the political, social, economic, and legal contexts in which they were developed.
   ii. Meets (1 point) – Identifies the key benchmarks, codes, and standards, and demonstrates limited understanding of the political, social, economic, and legal contexts in which they were developed.
   iii. Inadequate (0 points) – Unable to identify key benchmarks, codes, and standards, and unable to demonstrate understanding of the political, social, economic, and legal contexts in which they were developed.

b. Coordination and planning
   i. Exceeds (2 points) – Assesses the internal and external challenges to effective coordination and planning (international, regional, national, sub-national, community; organizational; budgetary; political will; self-interest; leadership; logistics).
   ii. Meets (1 point) – Describes the internal and external challenges to effective coordination and planning (international, regional, national, sub-national, community; organizational; budgetary; political will; self-interest; leadership; logistics).
   iii. Inadequate (0 points) – Unable to describe the internal and external challenges to effective coordination and planning (international, regional, national, sub-national, community; organizational; budgetary; political will; self-interest; leadership; logistics).

c. Measurement and evaluation mechanisms
   i. Exceeds (2 points) – Applies widely-accepted evaluation and measurement norms and methodologies to determine aid effectiveness (qualitative, quantitative, input-driven, output-driven), including the strengths and limitations of utilizing differing mechanisms across crises.
   ii. Meets (1 point) – Describes widely-accepted evaluation and measurement norms and methodologies to determine aid effectiveness (qualitative, quantitative, input-driven, output-driven), including the strengths and limitations of utilizing differing mechanisms across crises.
iii. Inadequate (0 points) – Unable to describe widely-accepted evaluation and measurement norms and methodologies to determine aid effectiveness (qualitative, quantitative, input-driven, output-driven), and unable to differentiate the strengths and limitations of utilizing differing mechanisms across crises.

d. Structural/institutional constrains and opportunities affecting the humanitarian field
   i. Exceeds (2 points) – Criticizes the structural/institutional constraints and opportunities affecting the humanitarian field.
   ii. Meets (1 point) – Summarizes the structural/institutional constraints and opportunities affecting the humanitarian field.
   iii. Inadequate (0 points) – Unable to identify structural/institutional constraints affecting the humanitarian field.

e. Donor education and advocacy
   i. Exceeds (2 points) – Analyzes current and emerging practices in humanitarian advocacy and donor education insofar as they contribute to the effectiveness of humanitarian response.
   ii. Meets (1 point) – Recognizes current and emerging practices in humanitarian advocacy and donor education insofar as they contribute to the effectiveness of humanitarian response.
   iii. Inadequate (0 points) – Unable to recognize the prevailing trends in humanitarian advocacy and donor education insofar as they contribute to the effectiveness of humanitarian response.

f. Professionalization of the field
   i. Exceeds (2 points) – Understands the dynamics between ethical and professional standards, and the effectiveness of humanitarian responses.
   ii. Meets (1 point) – Recognizes the key factors affecting the establishment and ongoing development of professional and ethical standards for field and headquarters staff.
   iii. Inadequate (0 points) – Unable to recognize the key factors affecting the establishment and ongoing development of professional and ethical standards for field and headquarters staff.