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## Editorial

In this issue, read about HAP's initial quality and accountability support operation in Haiti and the forthcoming six month deployment; HAP capacity building activities with members and their partners in India and the DR Congo; updates on the Standard review process; new case studies and tools from HAP member agencies; and an article from HelpAge International on their accountability initiatives with older beneficiaries.

The review of the HAP 2007 Standard is drawing to a close, to help shape the new HAP 2010 Standard please [contribute](#) your views before the end of May, if you have already done so you can follow this link to see what [others had to say](#).

If you have further suggestions on how we can make the newsletter more suitable to you, or would like to contribute to future issues, please [contact us](#).



**Congratulations! Christian Aid is the latest agency to receive the HAP quality assurance certificate.**

Christian Aid has become the largest development agency in the UK and the first in the Republic of Ireland to be awarded the *Humanitarian Accountability and Quality Management Standard* for its humanitarian, development and advocacy work.

In July 2007, Christian Aid embarked on the road to HAP certification with a baseline analysis of its humanitarian work. After considering the findings, a decision was made to expand the scope of HAP certification to include their advocacy, development and relief work. By 2009, certification audits took place at programme sites in India and Burkina Faso. HAP Auditors noted how staff at both sites demonstrated a high level of commitment and resolve to implement the Christian Aid accountability commitments. The Christian Aid partners responded enthusiastically to the HAP Standard, appreciating the opportunity to review their own approaches and priorities when ensuring accountability to affected communities and improving programme quality.

The Christian Aid accountability framework presents the agency's accountability commitments from the perspective of each of their stakeholder groups, highlighting the multi-dimensional applicability of the HAP Standard. After being awarded HAP Certification, Nick Guttmann, Christian Aid's head of humanitarian division, said: *'Working towards the HAP certification forced us to really scrutinise our work; it was a positive step and will inspire us to strive towards continually improving our work with poor communities worldwide.'*

## HAP bids farewell to Nicholas Stockton



In early March Nicholas Stockton has ended his tenure as HAP Executive Director. Over the past 6 years, Nicholas led many important accomplishments in HAP and the staff, along with the HAP Board, deeply appreciates all that he has contributed during his leadership. Katharina Samara has stepped up to the role of Acting Executive Director.

Katharina and the rest of the staff wish Nicholas well with his future endeavours.

## HAP membership reaches 52!



### Six new members join the partnership.

The addition of Act for Peace (Australia), Diakonia (Sweden), International Aid Services (Sweden), Saibaan Development Organisation (Pakistan) and Yakkum Emergency Unit (Indonesia) brings the total number of Full Members to 42; the African Network for the Prevention and Protection of Child against Abuse and Neglect (Liberia) becomes HAP's 10th Associate Member.

**Act for Peace** was established in 1948 and is the international aid agency of the National Council of Churches in Australia. Act for Peace empowers war-torn communities to protect refugees, reduce poverty, prevent conflicts and manage disasters.

**Diakonia** is a Swedish international development agency focused on improving the living standards of the world's most poor and disadvantaged while also promoting gender equality, democracy and respect for human rights. Diakonia works in partnership with more than 400 local partners in 30 countries.

Since beginning operations in 1989, **International Aid Services (IAS)** has grown considerably and is now represented in 18 countries, with operations in both humanitarian relief and development. With an international office in Sweden, IAS operates in six key sectors, namely:

water and sanitation, agriculture, education, health, Christian ministries, and emergency responses.

**Saibaan Development Organisation** was established in May 1999 when it launched its first formal project to train people in livelihood skills. Currently, Saibaan is the implementing partner for a number of international agencies, including: CARE International in Pakistan, Oxfam Novib, Oxfam Canada, Oxfam US, Oxfam Germany, UNWFP, UNICEF, UNFPA, ILO, JBIC, NGI, CRS, IOM, TVO and UNFPA.

**Yakkum Emergency Unit (YEU)** was established in 2001 as a rapid response agency in Indonesia with the express purpose of addressing humanitarian need through immediate aid. YEU has three main areas of operation: responding to environmental emergencies with relief & recovery plans, responding to the needs of victims of conflict (supported by longer term peace building activities), and to protect the rights and dignity of the survivors of humanitarian crises.

The **ANPPCAN, Liberia** is the Liberian chapter of the pan African network promoting Child Rights and protection across Africa. Through working in partnership with others, its mission is to enhance the prevention and protection of children from all forms of maltreatment, thereby, ensuring that the rights of children are realised.

You can read more about all 52 Members and visit their websites by clicking [here](#).





*February 1st: People move buckets of food and other emergency supplies into the Santa Teresa camp in Petonville, Haiti, as part of a distribution sponsored by ACT Alliance members.*

*Photo by Paul Jeffrey/ ACT Alliance*

## HAP deploys a team to Haiti for 6 months

Following the devastating earthquake in Haiti on 12<sup>th</sup> January, 19 HAP members are responding either directly or through implementing partners. Given the magnitude of this emergency, quality programming and accountability have been high on the agenda of many agencies.

Discussions with HAP members and news reports emerging to date highlight concerns around a number of issues including:

- High levels of incidents of sexual abuse and exploitation.
- High number of new agencies in the Haiti response, many with limited experience in accountable humanitarian response.
- Distributed items going to the fittest and strongest amongst the population rather than those with the most need.
- Multiple needs assessments are targeting the same communities with similar questions.
- Confusion among affected-people over what aid is coming and who will receive it.

In collaboration with other initiatives, and as part of the [New Emergencies Policy](#), HAP is deploying a team for six months to provide effective support to increase accountability and quality programming in the Haiti Response.

### Response to date: initial 3 week deployment

From 8<sup>th</sup> to 27<sup>th</sup> February Coleen Heemskerck (HAP staff member), and Annie Lloyd (Sphere Resource Person) were in Haiti as part of a Quality and Accountability (Q&A) Support Team initiated by the ACT Alliance.

The team, which was funded by DanChurchAid and ECHO, and hosted by the Lutheran World Federation (LWF) worked to:

1. Provide support to ACT Alliance partners in Haiti through a number of workshops on HAP and Sphere, and providing feedback based on project

site visits from the perspective of strengthening quality and accountability.

2. Assess current issues and challenges related to quality and accountability to inform decisions about the longer-deployment.

In addition, the team met with other initiatives supporting quality and accountability in Haiti, and discussed with key actors how best to take forward the issue of protection from sexual exploitation and abuse.

During a HAP members' meeting on the ground, good practice was shared, but staff acknowledged that there was still much work to be done to improve quality programming and accountability to communities. Such good practice included:

- Sharing information with beneficiaries via megaphones, in person, leaflets, camp committees and information boards. For example, one agency involved beneficiaries in identifying ways to share information and developing the materials, another provided leaflets to all beneficiaries at the distribution point with information about their agency, their humanitarian plan and protection information.
- Working with camp committees to identify which families meet the selection criteria for receiving aid, and conducting monitoring surveys with beneficiaries to gain their perspective on the quality of services delivered.
- Providing a free telephone number for beneficiaries to call with feedback and complaints related to relief activities, and providing a tape recorder for complaints to be recorded.
- Ensuring the agency's Code of Conduct is included in all staff contracts, and providing staff a checklist to help them remember key elements of this.

### 6 month HAP deployment

A HAP French speaking team will arrive in Port-au-Prince on the 21<sup>st</sup> March. The team is comprised of Elie Gasagara who has been seconded to HAP from World Vision for four months and Troels Sorensen who will be in Haiti for six months. Both Elie and Troels have practical experience with improving accountability and quality management.

*For more information about HAP's response to Haiti see our [HAP in Haiti](#) webpage, or contact:*

*[Elie Gasagara](#),  
Senior Accountability  
Advisor  
or  
[Troels Egeskov  
Sorensen](#),  
Accountability Advisor*

The deployment aims to improve understanding and strengthen practice of humanitarian accountability and quality management through a combination of tailored support activities for individual agencies; advocacy on quality and accountability with key actors; collaboration with other initiatives supporting Q&A in the Haiti response; and capturing learning and examples of good practice. It is anticipated that the team will be hosted by RedR/Bioforce, and will work closely with Sphere resource staff, and InterAction/ICVA (as part of the NGO Coordination Support Office, and to provide technical support to the planned Accountability and Learning Working Group).

## Humanitarian Accountability Workshop hosted by SEEDS and Sphere India

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*“This workshop provided so much food for thought...so much to learn within the span of 2 days!”*

*Feedback from a participant in Delhi*

In December 2009, HAP staff facilitated a Humanitarian Accountability Workshop in Delhi, which was hosted by SEEDS and Sphere India. The two-day interactive workshop was attended by 25 participants from 10 agencies and included an introduction to humanitarian accountability, exercises for strengthening an agency's accountability to beneficiaries and case studies to help participants identify the challenges and good management practices during humanitarian responses.

There were facilitated group discussions on The HAP 2007 Standard and its applicability in the Indian context. The participants shared their experiences and challenges in dealing with the recent floods and

reflected on the applicability on the HAP 2007 Standard benchmarks.

To find out more about HAP training opportunities and similar Workshops, please visit the HAP Services webpage by clicking [here](#).



## Workshop on *Improving Accountability to Beneficiaries: What evidence is needed?*

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*Find out more about HAP Publications and Research activities by visiting the [Resources section](#) of our website.*

On the 29<sup>th</sup> of January HAP co-hosted a research workshop with the [Centre on Conflict, Development and Peacebuilding \(CCDP\)](#) of the Graduate Institute of International and Development Studies in Geneva.

The Workshop brought together policy-makers, practitioners and researchers with the view to scope existing research on humanitarian accountability and to identify areas that required further study. The expectation was that possible research questions would be explored alongside opportunities for addressing knowledge deficits on the linkage between accountability, programme management and humanitarian outcomes. 43 participants representing 38

organisations participated in the day-long event. Several potential areas of research were identified for HAP and others to consider in the year ahead.

To find out more about the proceedings, the presentations and Workshop Report please visit the Resources section of the HAP website or simply [click here](#).

If you would like to participate in future research driven events, please contact either [Jamie Munn](#) or [Monica Blagescu](#).

## Working together with PMU InterLife partners on complaints handling in Bukavu

*During the week long training workshop 27 participants mixed concrete learning with more relaxed working time to discuss and share ideas.*



*CEPAC beneficiaries from Rwabika*

Following the 2008 HAP report, [To complain or not to complain: still the question](#), and the Save the Children UK study, [No one to turn to](#), it became clear that, despite the efforts made by a number of humanitarian organisations to increase their capacity in preventing sexual exploitation and abuse and other misconducts, beneficiaries still perceived few safe and efficient avenues for lodging a complaint. Following these reports, HAP developed workshops designed to train and support agencies on how to establish, manage and promote safe and efficient complaints and response systems.

In January, HAP ran the first French complaints and response systems workshop with [PMU InterLife](#) implementing partners from Burundi, Burkina Faso, Congo, and Rwanda.

The Workshop was held at the Amani Spiritual Centre, close to Bukavu and located on the shores of Lake Kivu. Amani, Swahili for peace, was the perfect location to hold the 7-day Workshop, supporting organisations to improve their accountability towards beneficiaries.

The agenda covered a variety of topics,

from working in partnership with PMU InterLife to practical ways to improve accountability to beneficiaries, including how to establish an efficient and safe complaints system.

One day was dedicated to meeting beneficiaries at four separate projects operated by PMU InterLife's local partner, CEPAC. The projects visited included three feeding centres in Mushunguri, Kalangane and Rwabika and the Panzi Hospital in Bukavu. Participants were able to explore the local complaints and response systems and speak to beneficiaries and staff about perceived barriers to making a complaint.

The project visits were appreciated by participants as highly informative and seen to have helped in translating case study approaches into very practical exercises. One participant noted that the visits helped to "*visualise how we can tackle this issue once back in our own organisation*".

To find out more about HAP Complaints and Response Systems training and other HAP Services, click [here](#) for more details.

## Highlights of recent HAP activities

December 2009

**Tearfund mid-term progress audit**, Teddington, UK and Darfur, Sudan

The mid-term progress audit focused on the Corrective Action Recommendations agreed with Tearfund at the time of the certification audit. To learn more about certification and the mid-term progress audits, please click [here](#).

**Membership building workshop**, the Netherlands

HAP staff, along with Niels Bentzen of the Danish Refugee Council, met with 30 member agencies of the PSO (an umbrella organisation of humanitarian and development agencies) and representatives from the Dutch government.

January 2010

**Complaints and Response Systems workshop** for PMU InterLife, Bukavu, DRC and Limuru, Kenya

At the request of new HAP member PMU InterLife, HAP held a number of workshops in the DRC and Kenya in order to assist PMU implementing partners to strengthen their complaints handling procedures and develop processes for establishing, managing and responding to complaints and response systems. To learn more about HAP complaints handling services, please click [here](#).

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Follow all the latest news from HAP International by subscribing to our RSS service. For the latest updates click [here](#).

### Norwegian Church Aid baseline analysis, Norway and Ethiopia

A baseline analysis aims to provide a picture of how the agency is currently performing in relation to the HAP Standard and to identify areas for improvement. After joining in July 2009, NCA quickly decided to undertake this baseline analysis as a means of preparation for the certification process. To find out more about the baseline analysis and other organisation development and capacity building services provided by HAP, please click [here](#).

February 2010

**IASC briefing session** on the HAP Standard and Review process, Geneva, Switzerland

### Concern Worldwide certification audit, Dublin, Ireland

Following the baseline analysis carried out against the HAP Standard in 2008, Concern Worldwide decided to apply for certification. The certification audit in Dublin will be followed by an audit at their programme site in Bangladesh later this month.

Over the past three months a number of **Standard review consultations** have been taking place as detailed in the **Updates on the Standard review**. To read the full reports from all the consultations, please click [here](#).

## At the crossroads between ageing and accountability in northern Kenya




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[HelpAge International](#) explores the role of accountability in supporting older beneficiaries in northern Kenya.

Accountability is increasingly seen as central to managing fiduciary risk and promoting beneficiary empowerment within large-scale social protection initiatives – particularly cash transfer programmes. Effective accountability within these programmes clearly demands that beneficiaries are aware of eligibility criteria, understand the nature of their entitlement and associated service delivery standards, and that all grievances are acted upon in a fair and timely manner. In order to achieve these objectives, northern Kenya's Hunger Safety Net Programme (HSNP) has established an independent complaints and appeals mechanism, a rights education programme and a national and community-level beneficiary advocacy service. These are managed by [HelpAge International](#) in partnership with a number of Kenyan civil society organisations.

However, given that up to 60% of the HSNP's beneficiaries are older people, mainstreaming an age-sensitive approach within the programme is becoming increasingly critical to the achieving accountability objectives.

Many older people experience some form of age-related sensory loss (including hearing and visual impairment), cognitive decline (including memory) and/or physical impairment. As a result, older people tend to experience significant physical difficulty in accessing the programme and are particularly excluded from critical informational services. A recent review carried out by HelpAge underlined a number of key challenges:

- Lack of understanding amongst HSNP managers and field staff on the importance of delivering age-sensitive services at community-level.
  - Absence of an age-sensitive communications strategy.
  - Weak retention of information amongst older people caused by excessively long, poorly delivered community meetings where key information is 'crowded out' by lower priority information.
  - Reliance of older people on second hand information from family members and neighbours
-



*A HelpAge staff member explains the HSNP Service Charter at a community meeting.*

and subsequent disempowerment and dependency.

In order to address these challenges, HelpAge and its partners are working to promote age-sensitivity as a key element of more responsive and accountable service delivery within the HSNP. HelpAge's rights education programme has also made specific provision for voice amplification and culturally appropriate, visually accessible materials for use during the dissemination of the HSNP's *Programme Charter of Rights and Responsibilities* (PCRR) and associated *Service Charter* – two key instruments for promoting accountability within the programme. Preliminary findings indicate that these approaches re-engage people at community meetings and that older people and illiterate community members identify with culturally relevant pictorial representations of messages, are able to interpret them appropriately and are more able to remember information accurately. A recent independent evaluation confirmed that older people felt empowered, independent and self-reliant when able to access information in an adapted and appropriate way. Indeed, community members and leaders have requested the incorporation of communication techniques which are more appropriate to older beneficiaries and low literacy communities into the HSNP's wider communications strategy. Despite these achievements, age-sensitivity and effective accountability remains difficult to achieve. In the first year of operations HelpAge received around 1,200 targeting appeals, 400 individual complaints and 15 'community' complaints about service delivery. Yet resolution of these complaints has been far from timely and many people's grievances have yet to be adequately addressed. One key lesson is that the existence of an independent grievance mechanism is a necessary but not sufficient condition for achieving effective accountability within programmes such as the HSNP. Indeed, large-scale social transfer programmes need to take a more a holistic view of accountability for it to be

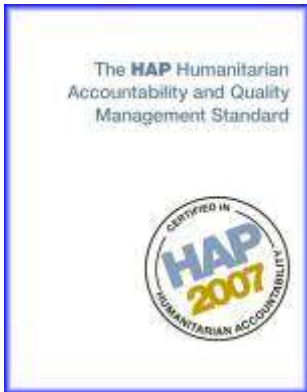
effective. This involves recognition of the needs and potential contributions of particularly vulnerable social groups - such as older people – and their meaningful reflection in programme design and service delivery.

To find out more about HelpAge International, please visit their website by clicking [here](#).



A group of illiterate older men scrutinise the pictorial version of the *HSNP Service Charter* during a community meeting.

## Updates on the Standard review



Through an extensive consultation process, communities affected by conflict or natural disasters, field practitioners and managers of HAP member agencies, their partners, UN agencies and Red Cross Societies, donors, local government and other relevant stakeholders have been contributing to the review of the HAP Standard.

From August 2009 until the end of the year, over 200 staff from 95 organisations and 83 beneficiaries or their representatives from 22 countries contributed to the review process through consultation meetings, focus group discussions or workshops organised and hosted by volunteering HAP members or led by the HAP Secretariat. To complement the breadth of experience and suggestions collected through consultation, the Secretariat also sought input through online surveys. In 2009, individuals from over 100 organisations in 52 countries sent their views online, including on a joint HAP-Sphere questionnaire, or by email. Several semi-structured interviews by phone also took place.

In 2010, consultations continued with community-based focus group discussions in Kenya (Dadaab Camp, hosted by CARE International) and Southern Sudan (different states), a two-day workshop attended by HAP members' focal points (in London, UK, at the end of January) and a meeting with the IASC's Sub Working Group on Gender in Geneva, Switzerland (in February). Consultations are also scheduled to take place in Lebanon, India and Georgia in March. A schedule of consultations and available reports from past meetings are available [here](#).

A meeting of the HAP Standard Review Steering Committee is planned for 29 March 2010 in Geneva. Based on the outcome of the meeting, the first draft of the HAP 2010 Standard is scheduled to be made available for public consultation in April.

If you have experience in applying the HAP Standard and have not yet contributed to the review process, please contact Monica Blagescu at [mblagescu@hapinternational.org](mailto:mblagescu@hapinternational.org)

## Save the dates and register ONLINE for the 8th HAP General Assembly in Geneva on 6-7 May, 2010!

HAP is pleased to announce that the 8<sup>th</sup> General Assembly will be held at the Maison Internationale de l'Environnement 2 in Geneva on 6<sup>th</sup> and 7<sup>th</sup> of May 2010.

Full and Associate HAP Members are welcomed to attend all sessions of the General Assembly, and are usually represented by their CEO or a designated senior manager. Members can also register a second representative that they feel would benefit from participating in the sessions. A draft agenda for feedback will be circulated shortly to the membership.

To secure your place at this year's General Assembly, please register online at <http://www.hapinternational.org/book/> preferably no later than the 1<sup>st</sup> of April.

Non-member agencies interested to attend the HAP General Assembly may also register as observers using the online facility. Information on sessions open to non-members will be made available in the coming weeks.

The 17th HAP Board meeting will take place on the 5th of May at the same location.

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### **New Forum on Human Rights and NGO Accountability**

The [Forum on Human Rights Principles and NGO Accountability](#) emerges from the International Council on Human Rights Policy's research into this subject. Successive drafts of the Council's report generated passionate debate and criticism when they were circulated for comment. The Council read this as a sign that the subject matter demands the widest possible debate and therefore decided to initiate a public discussion by way of an Online Forum.

## New Case Studies and Tools

We are frequently asked for examples of approaches undertaken by member agencies to strengthen accountability or for tools that have been tried and tested. While no example contains the '*absolute answers*', they can provide inspiration and ideas that can be adapted for different contexts. Below are a few of the latest additions to our collection. More examples from HAP members can be found on the [Case Studies and Tools](#) page of our website.

**CASE STUDY:** [Self-assessment methodology used to review agency accountability during the response in northern Sri Lanka](#) (ACTED). This case study summarises the approach and methodology used to examine practice against the HAP 2007 Standard in a context where access to project beneficiaries was highly restricted.

**CASE STUDY:** [Developing and implementing a contextualised HAF](#) (Danish Refugee Council in Sri Lanka) explains the steps taken by DRC to develop a country-level Humanitarian Accountability Framework (HAF); and how this is being implemented (including how it was shared with staff, partners and beneficiaries). It also outlines how affected-communities can now hold DRC to account, and learning from the process.

**CASE STUDY:** [Timor-Leste: Establishing a Complaints and Response Mechanism](#) (CARE International). In 2008 CARE established a pilot CRM to prevent and respond to incidents of sexual exploitation and abuse in their partner communities. The goal of the project was to raise community and staff awareness of the code of conduct for staff behaviour and to minimise the risk of sexual exploitation and abuse by CARE International Timor-Leste staff. This case study captures some of the challenges and lessons learned in order to inform the development of additional or future response mechanisms.

**TOOL:** [Scenario for discussing accountability and quality - The Bus Service](#) Developed as part of a HAP deployment to Sri Lanka, this scenario with accompanying facilitator notes has been used with NGO staff to start discussions on quality and accountability and introduce the benchmarks of the HAP 2007 Standard. Good for generating lots of discussion!

If you have a case study or tool you would like to share, we would like to hear from you. Please send any examples to Emily Rogers, [erogers@hapinternational.org](mailto:erogers@hapinternational.org)

## Donor funding for HAP

HAP is grateful for the continued financial and political support provided by the Bureau of Population, Refugees and Migration (USA), Danida (Denmark), the European Commission of Humanitarian Aid Office (ECHO), the Department of International Development (DFID, UK), the Ford Foundation (USA), IrishAid (Ireland), the Oak Foundation (Switzerland), Oxfam (UK), the Ministry of Foreign Affairs (the Netherlands), the Department of UN, Peace and Humanitarian Affairs (Norway), SIDA (Sweden).

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