

The Humanitarian Accountability Partnership International: Improving the quality and accountability of humanitarian action							
GOAL	Indicator	Baseline	Milestone 2010	Milestone 2011	Target		
A humanitarian system championing the rights and dignity of aid beneficiaries.	Proportion of global humanitarian spend quality assured as accountable to beneficiaries	2% (\$245m)	5%	10%	Significant annual growth up to c 50% of the sector		
		Source					
		Independent assessment reported in Annual Humanitarian Accountability Report (HAR): The 2009 HAR will seek to assess volume and proportion of humanitarian spend quality assured as accountable to beneficiaries through other non-HAP means, and the baseline and milestones may be adjusted accordingly.					

PURPOSE	Indicator	Baseline (start 2010)	Milestone 2010	Milestone 2011	Target (2010-2012)	Assumptions
To make humanitarian action more accountable to its intended beneficiaries through self-regulation and quality assurance certification.	Volume of global humanitarian spend quality assured against the HAP Standard	\$245 mil (7 HAP certified agencies)	\$500 mil (5 additional HAP certified agencies)	\$ 750 mil (5 additional certified agencies)	\$1 billion within 2010-2012 strategic plan period	Self-regulation and quality assurance certification achieves growing recognitions and support as effective means of driving improved performance in the sector. Donors, UN agencies and "accountability partners" able to join HAP as associate members
		Source				
	Independent assessment reported in Annual Humanitarian Accountability Report					
	Indicator	Baseline	Milestone 2010	Milestone 2011	Target (2010-2012)	
Stakeholder engagement in HAP International, including members, donors, quality and accountability initiatives and research partners	43 members: 36 full from 20 different countries. 7 Associates - 3 donors and 3 Q & A initiatives	5 new members from or working in each of the 4 target countries ¹ (Kenya, India, UK and Sweden) 1 additional donor, 1 additional accountability partner and 1 UN agency join as associates	10 new members from or working in each of the 4 target countries (Kenya, India, UK and Sweden) 1 additional donor, 1 additional accountability partner 1 UN agency join as associates	5 members for each of the 6 target countries (Kenya, India, UK and Sweden, etc); 15 members enrolled in HAP certification. 3 additional donors, 3 additional accountability partners and 3 UN agencies become formally associated		
	Source					
	Independent assessment reported in Annual Humanitarian Accountability Report					
INPUTS (HR)	HAP (FTEs)					
	14.2					

¹ The feasibility of providing focussed services in these four countries will be reviewed regularly; other countries of operation may be chosen by in consultation with its members.

HAP Workplan 2010-2011

OUTPUT 1	Indicator	Baseline (start 2010)	Milestone (mid 2010)	Milestone (end 2010)	Target (end 2011)	Assumption
Standards, guidelines and tools developed for the sector through research-based evidence, learning, knowledge sharing and collaboration.	Number of managers, field practitioners and community representatives who participate in learning activities and inform HAP Standards, guidelines and tools	Over 100 scheduled to contribute through 3 planned consultations, including a joint one with Sphere and 2 with the ECB Project	Over 500 in 10 countries to the HAP Standard Review and Inspectorate Project	Over 1,000 in 25 countries to Standard Review, Inspectorate Project and other learning activities	Over 2,000 (7% community representatives) in the UK, Sweden, India, Kenya and 30 other countries	Standards, guidelines and tools are also used by agencies that do not receive direct capacity building support from HAP. Findings from new research continue to validate HAP's approach.
		Source				
		Publicly available learning reports, list of contributing individuals and their affiliations				
IMPACT WEIGHTING	Indicator	Baseline (start 09)	Milestone (mid 2010)	Milestone (end 2010)	Target (end 2011)	
15%	Knowledge gaps on accountability, quality management and programme outcomes addressed through research and collaboration between the HAP Secretariat, member agencies and research bodies	10 studies on accountability, self-regulation and aid effectiveness from HAP consultations with scholars in UK, USA, Ireland, the Netherlands and Denmark.	Report on the effectiveness of measures taken to prevent sexual exploitation and abuse by aid workers	5 reports on the costs and benefits of certification; 2 learning reports; guidance materials on the 2010 HAP Standard produced for dissemination; report on the impact of the HAP Standard available	3 knowledge gaps addressed with appropriate research outputs delivered by the HAP research programme and in collaboration with research institutions including from the UK, India, Kenya, Sweden and other HAP focus countries	
		Source				
		Memorandums of Understanding for collaborative engagements with members and research bodies; Reports produced; copies of analytical tools and other learning outputs				Low
INPUTS (HR)	HAP FTEs					
		1.5				

HAP Workplan 2010-2011

OUTPUT 2	Indicator	Baseline (start 2010)	Milestone (end 2010)	Milestone (Aug 2011)	Target (end 2011)	Assumption
All HAP members and other selected agencies received HAP capacity building and organisational development support to improve accountability to beneficiaries and quality management in their programmes.	Volume of agencies that develop improvement plans with support from HAP	Over 35% of HAP member agencies	10 new agencies complete baseline analysis / self-assessment and produce a Humanitarian Accountability Framework	7 new agencies enrol in certification within 1 year	27 agencies complete baseline analysis and produce a Humanitarian Accountability Framework, of which 15 enrol in certification within 1 year	Agencies are committed and have sufficient resources to implement changes following HAP capacity building and organisational development support.
	Source					Agencies choose to enrol in the HAP certification scheme as a means of year on year improvements in accountability and quality management.
	Public copies of Accountability Frameworks and accountability workplans					
	Volume and quality of complaint handling capacity in the sector	11 HAP members received HAP support to address complaints from staff and beneficiaries	19 agencies have complaint handling systems; 6 members have an investigation procedure and trained investigators	At least 31 agencies have complaint handling systems; 9 members have an investigation procedure and trained investigators		Agencies address complaints using the systems they put in place.
Source						
Capacity building reports; members' annual reports						
IMPACT WEIGHTING	Indicator	Baseline (start 2010)	Milestone (mid 2011)	Milestone (end 2011)	Target (end 2011)	RISK RATING
25%	Evidence of improved capacity and impact through participation in New Emergencies Policy (NEP).	Past NEP Deployments and current HAP services	8 agencies engaged in NEP deployment complete a self assessment and action plan	5 agencies previously engaged in NEP deployments enrol in certification scheme	20 organisations have participated in NEP deployments	Medium
		Source				
HAP database, evaluation of delivery of services and number of agencies enrolling in HAP certification						
INPUTS (HR)	HAP FTEs					
	5.2					

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OUTPUT 3	Indicator	Baseline (start 2009)	Milestone (end 2010)	Target (end 2011)		Assumption
Programme quality assurance and other HAP services recognised as an effective means of improving humanitarian programme and accountability	Demand for HAP tools, materials and publications	800 Accountability Reports; 31,500 website visitors/year; 2,000 newsletter subscribers	1,200 Accountability Reports; average of 4,000 website visitors/month; 4,000 newsletter subscriptions	50% annual average increase in website visitors, newsletter subscribers and Accountability Reports		Recognition of quality assurance amongst humanitarian staff reflects changing attitudes towards improving beneficiary accountability.
		Source				
	Quarterly reports on website visitors, list of newsletter subscribers, end year report on downloads of the Humanitarian Accountability Report and other HAP resources					Short donor policy implementation cycles act as incentives to agencies to improve practice.
	Indicator	Baseline (start 2010)	Milestone (end 2010)	Target (end 2011)		
	Volume of leading publications, including evaluations, that report on accountability to beneficiaries	45% of 22 ALNAP database evaluations consider aspects; none systematically assess it	30% of all evaluations on ALNAP database systematically assess accountability to beneficiaries	50% of evaluations on ALNAP database systematically assess it; 10 reports in the UK, Sweden, Kenya and India		
		Source				
HAP Annual Perceptions Survey; overview chapter in the Humanitarian Accountability Report; members' evaluations and annual reports						
IMPACT WEIGHTING	Indicator	Milestone (start 2010)	Milestone (mid 2010)	Milestone (end 2010)	Target (end 2011)	RISK RATING
10%	The volume and quality of references to quality assurance and accountability in donor policy guidelines and key UN guidance.	DFID, DANIDA, SIDA, USAID, FIDA, Irish Aid policy documents refer to beneficiary accountability	Key UN fora and donors in the UK, Sweden, Kenya and India engage HAP in policy formulation	Donors in two countries from UK, Sweden, India and Kenya recognise HAP quality assurance	4 donors and the UN Task Force recognise HAP quality assurance system in policy guidelines and quality criteria	
		Source				
Donor and UN policy guidelines, referenced in HAP Annual Report						Low
INPUTS (HR)	HAP FTEs					
	1					

HAP Workplan 2010-2011

OUTPUT 4	Indicator	Baseline (start 2010)	Milestone (mid 2010)	Milestone (end 2010)	Target (end 2011)	Assumptions
Progress on humanitarian accountability and quality management validated through external compliance verification.	Percentage of members compliant with membership obligations	19% of HAP members are fully compliant with membership obligations	80% of members as of end 2009 have an agreed compliance plan	30% of AWP's verified through compliance monitoring visit and 30% of HAP members are fully compliant with membership obligations	90% members that joined between end 2010 and mid 2011 have an agreed compliance plan; 42% of members fully compliant with membership obligations	Member agencies facilitate verification visits. National bodies, networks or certification schemes willing to undertake certification of agencies against the HAP standard Accredited organisations have sufficient demand for certification.
		Source				
Records and reports from compliance verification activities; General Assembly report; Annual report of compliance submitted by HAP Secretariat to the Board; Certified Agency Register						
IMPACT WEIGHTING	Indicator	Baseline (start 2010)	Milestone (end 2010)	Milestone (mid 2010)	Target (end 2011)	RISK RATING
25%	Status of agencies accredited to manage the HAP quality assurance certification scheme.	2 agencies interested in accreditation identified	1 potential agency identified in the UK, Sweden, India and Kenya	Accreditation process started with 4 agencies in the UK, Sweden, India and Kenya	1 organisation accredited in the UK	Low
		Source				
Biannual country strategy monitoring reports; accredited agencies register						
INPUTS (HR)	HAP FTEs					
2.4						

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OUTPUT 5	Indicator	Baseline (start 2010)	Milestone (May 2010)	Milestone (Mid 2010)	Target (end 2010)	Assumption	
An effective system that handles complaints raised by beneficiaries of humanitarian aid and other affected parties about HAP member agencies	Extent to which system meets accepted good practice principles	Draft complaints handling procedure in place. 2 complaints against members already addressed	Members consulted, improved procedures finalised, and agreed by GA. Complaints Handling Committee elected.	Members and the Secretariat actively disseminate information about the procedure	Accessible and safe complaints handling system operational and used by beneficiaries and partners.	Stakeholders are aware of and understand the system sufficiently for them to raise a complaint Contingency resources available to investigate complaints Members respect the complaint handling procedure. Access to agencies and sites which need investigation	
		Source					RISK RATING
		Documented procedures, Data base of complaints handled					
IMPACT WEIGHTING	Indicator	Baseline (start 2010)	Milestone (mid 2010)	Milestone (end 2010)	Target (end 2011)		
10%	Number of HAP registered investigators available to conduct professional investigations	4 HAP trained investigators registered	5 HAP trained investigators registered	6 HAP trained investigators registered; of which 2 are from one of the HAP focus countries	7 HAP trained investigators of which 3 are from the UK, Sweden, India or Kenya		
		Source					
		HAP investigator public register					
INPUTS (HR)	HAP FTEs						
	1						

HAP Workplan 2010-2011

OUTPUT 6	Indicator	Baseline 2009	Milestone 2010	Milestone 2011		Assumptions	
A humanitarian partnership supported by effective and representative governance structures and a competent, well resourced and environmentally minded Secretariat.	Strategic engagement in governance structures of a diverse and representative membership and partners	20 members, 3 donors and 2 partner initiatives at the 2009 General Assembly.	25 members, 5 donors and 3 partner initiatives at 2010 General Assembly	30 members, 7 donors, 4 partner initiatives, 2 UN agencies at 2011 General Assembly		- "Accountability to beneficiaries" recognised as a policy priority within the sector - Growing number of donors making humanitarian accountability an operational requirement	
	Source						
	General Assembly minutes; List of Board members and minutes						
	Indicator	Baseline 2009	Milestone 2010	Milestone 2011			
	Revenue to expenditure and reserves ratios	- 65% of 2010 grant funding secured by Oct 2009. - CHF 400k realised through cost recovery. - Reserve at CHF500k at end 2009	- 100% of 2010 grant funding target contracted by July 2010. - Cost recovery of > CHF600K (25%) in 2010 - Reserve at > CHF 550k at end 2010	- 100% of 2011 grant funding target contracted by July 2011 - Cost recovery of > CHF700k (28%) in 2011 - Reserve at >CHF 550k at end 2011			
	Source						
Quarterly financial reporting and donor contracts and annual audited accounts							
Indicator	Baseline 2009	Milestone 2010	Milestone 2011				
Quality of service ratings from member agencies and partners	To be assessed in early 2010	80% positive ratings for services delivered in 2010 (to be revised when baseline is confirmed)	80% positive ratings for services delivered in 2011				
Source							
Completed service delivery feedback forms							
IMPACT WEIGHTING	Indicator	Baseline 2009	Milestone 2010	Milestone 2011		RISK RATING	
15%	% offset of CO ² emission	No off-setting	>Policy adopted by mid 2010	50% by December 2011		Low	
	Source						
Annual report							
INPUTS (HR)	HAP (FTEs)						
		3.1					

ACTIVITIES LOG

OUTPUT 1						
Standards, guidelines and tools developed for the sector through research-based evidence, learning, knowledge sharing and collaboration.	ACTIVITY 1.1	Milestone mid 2010	Milestone end 2010	Milestone 2011	Risks	Monitoring Officer
	Research programme established, including collaboration between the HAP Secretariat, members and research bodies working in the UK, Sweden, India and Kenya	Research programme fully funded and in-house research plans agreed; Plans agreed with partners in the UK and another focus country; data correlated on costs and benefits for 5 certified agencies	Data tracking started with partners; reports available on costs and benefits of certification for 5 agencies; 10 member case studies; first report on impact of the HAP Standard available	Studies and reports on 3 of the identified knowledge gaps completed, including a briefing paper drawing on reports on costs-benefits for 10 certified agencies; 20 member case studies	- Funding not secured on time to recruit full time Research and Learning Officer; Limited funding devoted to relevant studies by research bodies; certified agencies choose not to contribute to the research agenda;	MB
	ACTIVITY 1.2	Milestone May 2010	Milestone July 2010		-1.1, 1.3 and 1.5 locations do not allow members to host consultations and beneficiary communities to discuss issues freely;	Monitoring Officer
	Commission study on the effectiveness of measures taken to prevent sexual exploitation and abuse by aid workers	Beneficiary perception surveys completed at 3 locations	Study completed and report available			JM
	ACTIVITY 1.3	Milestone April 2010	Milestone June 2010	Milestone Sept 2010	-1.3 limited funding by other parties	Monitoring Officer
	Organise research-practitioner conference on "Accountability to beneficiaries"	co-host identified and speakers contacted for conference	speakers confirmed and conference advertised	Conference held; , attended by 30% practitioners and 5% community reps	-1.5 inter-operability not actively pursued by other quality and accountability initiatives; late requests for introduction of new Benchmarks delays Standard Review process	MB
	ACTIVITY 1.4	Milestone mid 2010	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Prepare Annual Humanitarian Accountability Report	Secretariat Report published separately; Contract overview chapter for 2010; collaborative work on voices of beneficiaries started	first draft prepared; Standard applicable to multi-mandate agencies, inter-operable with quality assurance schemes and robust on preventing exploitation & abuse	2010 Report produce by external publisher; internally prepared report on members' compliance with requirements in 2010; plan for 2011 report underway		MB
	ACTIVITY 1.5	Milestone April 2010	Milestone May 2010	Milestone end 2010		Monitoring Officer
	Complete review of the HAP 2007 Standard and Guide	Standard consultations completed at 10 different locations; all members contribute	Complaints and investigations guidelines revised; Standard submitted to Board	Standard approved; Guidance materials drafted		MB
	ACTIVITY 1.6	Milestone Jan 2010				Monitoring Officer
	Complete development of Accreditation Standard	Accreditation standard process agreed				MB

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OUTPUT 1					
	ACTIVITY 1.7	Milestone June 2010			Monitoring Officer
	Consolidate auditor registration and quality assurance procedures	review procedures agreed by end 2009			MB
	ACTIVITY 1.8	Milestone mid 2010	Milestone end 2010	Milestone end 2011	Monitoring Officer
	Produce training, organisational development packages: baseline guidance, self-assessment guidance, HAF guidance, investigation guidance, CRM tools etc	Packages for each of the HAP services successfully trialled and adopted	Packages for training of trainers and organisational development service providers	Use of packages monitored accordingly. Accountability toolkit is a standard tool used in 3 of the target countries (UK, Sweden, Kenya or India)	MB
	ACTIVITY 1.9	Milestone mid 2010	Milestone end 2010	Milestone mid 2011	Monitoring Officer
	Develop procedures for quality assuring HAP organisational development and capacity building services when delivered by an external body	services to be delivered by external body agreed; process in place for 2 priority services	process and procedures for all services delivered by external bodies agreed	review of procedures started	MB
	ACTIVITY 1.10	Milestone Mid 2010	Milestone End 2010	Milestone end 2011	Monitoring Officer
	Organise other learning activities, including after action reviews, in the UK, Sweden, India and Kenya and 2 other focus countries	approach for learning activities consolidated	learning activities in 2 focus countries, evaluation of approach	learning events in remaining 2 countries and 2 new focus countries	MB
	ACTIVITY 1.11	Milestone July 2010	Milestone end 2010	Milestone end 2011	Monitoring Officer
	Development of e-learning programme on accountability and quality management	cost-recovery or other funding contracted; 1 tool developed and available to users	feasibility of e-learning options completed and a second tool developed accordingly	HAP e-learning programmes and online interactive tools complement face-to-face services	MB
	ACTIVITY 1.12	Milestone Jan 2010	Milestone end 2010	Milestone end 2011	Monitoring Officer
	Deliver ongoing research that supports other in-house activities	Initial data for 2010 focus countries available	Review with other teams in-house research capacity and approaches	Activities implemented as per plan developed with other teams	MB

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OUTPUT 2						
All HAP members and other selected agencies received HAP capacity building and organisational development support to improve accountability to beneficiaries and quality management in their programmes	ACTIVITY 2.1	Milestone end 2010	Milestone end 2011		Risks - Unknown factors are present in the target countries that mitigate against engagement with HAP. - Lack of skilled and appropriate external consultants to conduct baselines. - Insufficient agency interest and demand for HAF development support	Monitoring Officer
	Meet agencies and donors, other stakeholder to promote HAP in the UK, Sweden, Kenya and India and other target countries to be added in 2011	1 collective agency presentation and 6 single agency meetings in UK, Sweden, Kenya and India	1 collective agency presentation and 6 single agency meetings in 2 new countries			Country Lead, & PMSC
	ACTIVITY 2.2	Milestone April 2011	Milestone end 2011			Monitoring Officer
	Improvement pathways developed with existing and new members	10 new members identified a pathway to improve accountability and quality management and assisted 25% of members to complete Accountability Work Plan (AWP)	With HAP or outsourced support, 26 new members identified a pathway to improve accountability and quality management, 35% of existing members assisted to complete Accountability Work Plan (AWP)			PMSC
	ACTIVITY 2.3	Milestone end 2010	Milestone end 2011			Monitoring Officer
	Deliver HAP Standard baselines to 6 organisations per year (1 HQ and one country operation site per agency, or 1 per 2 agencies)	All baseline guidance materials in place, tested and in use	24 single baseline analyses offered strategically by 2011 and the rest of demand is picked up by the private consulting sector			PMSC
	ACTIVITY 2.4	Milestone end 2010	Milestone end 2011			Monitoring Officer
	Conduct Humanitarian Accountability Framework (HAF) workshops and provide other support in development of implementation and improvement plans with regard to accountability and quality management	4 agency specific workshops; support to 4 agencies in HAF development via telephone and email.	8 agency specific workshops and supported 8 agencies in HAF development via telephone and email.			PMSC
ACTIVITY 2.5	Milestone end 2010	Milestone end 2011		Monitoring Officer		
Pre planning of each NEP deployment				PMSC / FR		

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OUTPUT 2					
	ACTIVITY 2.6	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Deployment of NEP roving team twice per year	2 pre-deployment agreements on consensus, engagement and commitment to funding; 10 agencies actively engaged in NEP deployments	4 pre-deployment agreements on consensus, engagement and commitment to funding		PMSC / FR
	ACTIVITY 2.7	Milestone end 2010	Milestone end 2011		Monitoring Officer
	After action review of NEP deployment and agreement on 3 month follow up post deployment	follow up data regarding sustainability and impact collected 3 months after each deployment	8 best practice case studies		PMSC / FR
	ACTIVITY 2.8	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Conduct CRM workshops	4 agency specific and 2 open workshops	12 agency specific and 6 open workshops		TC
	ACTIVITY 2.9	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Conduct Investigation Learning Programme workshops	3 workshops conducted (2 open and 1 Follow-up); 10 participants from member agencies graduated from the Investigations learning programme; 3 Investigations Learning Programme graduates completed the Training of Facilitators programme	3 workshops conducted (2 open and 1 Follow-up); 10 participants from member agencies graduated from the Investigations learning programme; 3 Investigations Learning Programme graduates completed the Training of Facilitators programme		TC
	ACTIVITY 2.10	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Support members to conduct quality investigations when complaints are raised	5 agencies used the service to investigate complaints	10 agencies used the service to investigate complaints		TC & RSD
	ACTIVITY 2.11	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Provide bespoke service on demand	Provided service on demand to 5 agencies	Provided service on demand to 10 agencies		TC

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OUTPUT 3						
Programme quality assurance and other HAP services recognised as an effective means of improving humanitarian accountability and programme quality.	ACTIVITY 3.1	Milestone start 2010	Milestone end 2010	Milestone end 2011	Risks -The implementation of country strategy cannot continue as planned due to unexpected circumstances that prevent HAP's engagement in the focus countries.	Monitoring Officer
	Produce and disseminate materials for communicating information about HAP and its services	Further materials needed (inc. on HAP and other standards) agreed and delivery planned within 1 month	Materials used in line with the corporate and country-based communications strategy	New materials developed following end 2010 assessment		MB
	ACTIVITY 3.2	Milestone March 2010	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Develop and monitor the implementation of country-based communication and advocacy plans	Draft plans for 2010 available for 4 focus countries; implementation agreed	Progress review and development of 2011 plans in four focus countries	Plans implemented on target in six focus countries		MB
	ACTIVITY 3.3	Milestone start 2010	Milestone June 2010	Milestone June 2011		Monitoring Officer
	Communicate key documents available in languages relevant to the UK, Sweden, Kenya and India	List of key materials that require translation and languages agreed	Materials available in languages relevant to 4 focus countries	Materials available in languages relevant to two more focus countries		JM
	ACTIVITY 3.4	Milestone mid 2010	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Represent HAP and advocate key messages at strategic fora, including the UN and NGO Task Force	Agree key messages, info packages and tentative fora in line with the 2010-2011 Communication and Advocacy Strategy	HAP represented at 3 donor and UN fora; Q&A meetings; HAP submission to at least 3 policy consultations	HAP represented at 3 more donor and UN fora; Q&A meetings; input into at least 3 policy consultations		MB
	ACTIVITY 3.5	Milestone end 2010	Milestone end 2011			Monitoring Officer
	Distribute Annual Report	1,200 copies of 2009 report downloaded or requested	2010 report printed by external publisher; 2,000 copies of the report downloaded or requested			MB
ACTIVITY 3.6	Milestone End 2010	Milestone end 2010	Milestone end 2011	Monitoring Officer		
Print and disseminate HAP Standard and guidance documentation for its implementation	25% of members' partners received copies of the Standard and/or the Guide	100 print copies of the Standard and/or the Guide to non-members agencies; total of 5000 copies of the 2010 HAP Standard	200 print copies of the Standard and/or the Guide to non-members	MB		

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OUTPUT 3						
	ACTIVITY 3.7	Milestone July 2010	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Launch the HAP 2010 Standard and guidance	Standard launch date and plan agreed	Standard launch events hosted in focus countries; decision made on guidance publishers and launch campaign	Guidance dissemination campaign completed, inc in UK, Sweden, India and Kenya; all member agencies access Guidance material		MB
	ACTIVITY 3.8	Milestone Mid 2010	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Disseminate other HAP reports and publications	500 copies of study on effectiveness of measures taken to prevent sexual exploitation and abuse by aid workers	1 report on identified knowledge gaps disseminated to all HAP members; 300 copies of reports on cost/benefit analysis of certification other learning reports downloaded	2 reports on identified knowledge gaps disseminated to all HAP members; 10 reports on cost/benefit analysis of Certification and 4 learning reports downloaded 1000 times		JM
	ACTIVITY 3.9	Milestone Mid 2010	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Coordinate website content	User survey; decision made on sections in other languages	Suggestions on website structure and content implemented	Quarterly reviews of website undertaken with page managers over the past 2 yrs		JM
	ACTIVITY 3.10	Milestone start 2010	Milestone end 2010			Monitoring Officer
	Produce and distribute HAP newsletter	Subscriber survey; interactive format tested	4 issues of newsletter; member contributions; hard copies available			JM
	ACTIVITY 3.11	Milestone Feb 2010	Milestone end 2010			Monitoring Officer
	Maintain an updated database and internal documentation system	Contacts management plan aligned with the communication strategy	Shared folders maintained as per ISO guidelines; archives updated and contacts database reviewed twice a year			JM

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OUTPUT 4						
Progress on humanitarian accountability and quality management validated through external compliance verification.	ACTIVITY 4.1	Milestone End 2010	Milestone End 2011		Risks	Monitoring Officer
	Carry out certification audits: - Head Office - Programme Site(s) - Internal Audit Submissions - Administration	5 agencies (of which 3 are from focus countries including the UK) certified	8 agencies certified (of which 5 are from focus countries including the UK) Accredited organisation in the UK commenced certification audits		- Insufficient demand for certification in selected focus countries - Certified agencies do not carry out Corrective Action Requests (CARs) to improve performance in the required time frame	KSW
				Milestone end 2011		Monitoring Officer
	Follow up on Corrective Action Requests (CARs) in order to improve compliance with the HAP Standard	10 CARs per agency (average) followed up for improvement	10 CARs per agency (average) followed up for improvement; HAP maintains CAR tracking and management system	Annual Progress Report on CAR progress is integrated into existing agency reporting mechanisms	- Certified agencies do not apply for re certification or fail to meet the standard in order to be recertified	BW
						Monitoring Officer
	ACTIVITY 4.3	Milestone end 2010	Milestone end 2011			
	Carry out Mid Term Progress Audits (MTPA):	2 Mid Term Progress Audits completed	4 new Mid Term Progress Audits completed		- Agencies take more than 12 months to move from baseline analysis to certification	KSW
						Monitoring Officer
	ACTIVITY 4.4	Milestone end 2010	Milestone end 2011			
	Carry out Re-certification Audits:	3 Re-certification audits conducted in 2010 to ensure agencies maintain standards after initial certification period expires	5 Re-certification audits completed by the end of 2011 (of which 2 are completed in 2011)		- Insufficient interest from potential accreditation bodies in the target countries - Insufficient applications from qualified agencies for accreditation	KSW
						Monitoring Officer
	ACTIVITY 4.5	Milestone end 2010	Milestone end 2011			
	Develop and evolve the Registered Auditor Pool: - Train and register auditors from focus countries - train auditors to audit against the newly developed PSEA standard	New auditors conduct 2 supervised audits in focus countries Newly trained auditors conduct 4 trial audits against the new PSEA standard; 2 registered auditors in focus countries	4 registered auditors		-Insufficient qualified and trained auditors available in each region	SP
						Monitoring Officer
	ACTIVITY 4.6	Milestone end 2010	Milestone end 2011			
	Carry out accreditation audits in focus countries: - Organisation - Observe certification audit	1 organisation from the UK identified as accreditation body	1 organisation from the UK accredited; 3 agencies in other focus countries identified for future accreditation			KSW

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OUTPUT 4					
	ACTIVITY 4.7	Ongoing	Milestone end 2010		Monitoring Officer
	Track audited / certified agencies: - carried out by HAP - carried out by accredited organisations	Maintain register of certified agencies monthly, develop mechanism for managing non-compliance including a register of non compliance	Web site lists summary reports, and accountability frameworks of certified and accredited agencies.		KSW
	ACTIVITY 4.8	Milestone May 2010	Milestone end 2010	Milestone end 2011	Monitoring Officer
	Track registered auditors	Competency requirements stated and adopted	Auditors have performance reviews completed after each audit. 3 auditors trained and registered with AA / ISO 2010	Supervised audits take place once per year. 4 HAP auditors registered with AA/ISO 2010;	KSW
	ACTIVITY 4.9	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Track compliance by members with membership requirements as defined by article 23 of the HAP Statutes	Maintain register of agencies completing AWP requirements ensuring that 30 out of 36 agencies have active AWP's; Maintain file of all improvement plans submitted post baseline analysis completion	Annual report received from all members by January each year		BW
	ACTIVITY 4.10	Milestone end 2010	Ongoing	Milestone end 2011	Monitoring Officer
	Regulatory Services provides secretary function to CARB including preparation and submission of audit reports for decision to CARB	HAP hosts one face to face meeting and 5 virtual meetings	The CARB takes a decision within 1 month of audit completion. The CARB maintains a register of reports which is updated monthly. Summary report and certificate supplied within 1 week of decision	HAP hosts 2 face to face meetings and 5 virtual meetings	KSW
	ACTIVITY 4.11	Milestone end 2010	Milestone end 2011		Monitoring Officer
	Evaluate quality of the certification and accreditation systems	Internal evaluation of certification system using ISO standard	Internal evaluation of accreditation system; Decision made to seek external validation of systems		NS

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OUTPUT 5						
An effective system that handles complaints raised by beneficiaries of humanitarian aid and other affected parties about HAP member agencies particularly from, or working in, the UK, Sweden, Kenya, India, that do not meet Principles of Accountability.	ACTIVITY 5.1	Milestone April 2010	Milestone May 2010	Milestone end 2011	Risks	Monitoring Officer
	Revise Complaints Against Members policy	Consultations carried out with stakeholders from focus countries	Publish new complaints handling procedure and protocols	Complaints handled as per procedures, against quality commitments made. All complaints responded to within agreed time frame; Annual report on numbers and types of complaints received	- Complaints are not received - Humanitarian agencies and donors view publication of the number of complaints received negatively rather than seeing it as transparent and accountable to stakeholders	MB
	ACTIVITY 5.2	Milestone July 2010	Milestone end 2011			Monitoring Officer
	Create standard protocols	Write protocols, TORs and MOUs for investigators and participating agencies	Evaluate effectiveness of protocols			MB
	ACTIVITY 5.3	Milestone end 2010	Ongoing			Monitoring Officer
	Establish and administer a pool of independent investigators from focus countries	Develop registration process for investigators; Identify, train and register 4 HAP investigators (including on investigations in sexual exploitation and abuse)	Maintain register of qualified investigators			SP
	ACTIVITY 5.4	Milestone June 2010	Ongoing			Monitoring Officer
	Conduct investigations in line with the Complaints against Member Agencies Procedures	Advertise information on complaints handling	HAP investigators conduct 4 investigations per year			KSW
	ACTIVITY 5.5	Milestone 1	Milestone 2	Milestone 3		Monitoring Officer
	Roll out the Inspectorate project	Conduct 4 pilot audits using the new standards on protection from sexual exploitation and abuse by 2011.	4 agencies report externally in their annual reports on number and types of complaints received in 2010 and 4 more agencies in 2011.	8 agencies report externally in their annual reports on number and types of complaints received in 2011.	KSW	

HAP Workplan 2010-2011

OUTPUT 6					
A humanitarian partnership supported by effective and representative governance structures and a competent, well resourced and environmentally minded Secretariat	ACTIVITY 6.1	Milestone 2010	Milestone 2011	Risks - Funding for international development decreases significantly and accountability initiatives receive less support - Demand for cost recovery services negatively affected by poor reviews or performance.	Monitoring Officer
	Convene annual General Assembly	Strategic Plan adopted	Governance and compliance bye-laws revised		NS
	ACTIVITY 6.2	Milestone 2010	Milestone 2011		Monitoring Officer
	Board meetings twice per year	2009 Humanitarian Accountability Report approved in May. 2011 budget approved in October	2010 Humanitarian Accountability Report approved in May. 2012 budget approved in October		NS
	ACTIVITY 6.3	Milestone 2010	Milestone 2011		Monitoring Officer
	Maintain and develop donor relations	At least 6 "2009" major donors retained and 2 added with country focus support agreed	At least 6 "2010" major donors retained and 2 added with country focus support agreed		NS & PG
	ACTIVITY 6.4	Milestone 2010	Milestone 2011		Monitoring Officer
	Discrete thematic programmes funded	Funding secured for HAP research and "Prevention of sexual exploitation and abuse projects".	Funding secured for research and "Prevention of sexual exploitation and abuse" projects		NS, concerned manager of the project, PG
	ACTIVITY 6.5	Milestone 2010	Milestone 2011		Monitoring Officer
	Revenue through service delivery cost recovery and membership fee	2011 cost recovery rates agreed	2012 cost recovery rates agreed		PG and Management
	ACTIVITY 6.6	Milestone 2010	Milestone 2011		Monitoring Officer
	Budget monitoring	Quarterly financial reports (realised/budget) to Treasurer and Management team	Ongoing control on expenses and cash-flow follow-up.		PG
	ACTIVITY 6.7	Milestone 2010	Milestone 2011		Monitoring Officer
	Developing HR policies and systems	Commitment to People in Aid Code	People in Aid Certification		LPH
ACTIVITY 6.8	Milestone 2010	Milestone 2011	Monitoring Officer		
Develop and monitor service delivery feedback forms	2010 rating norms established	Improved ratings over 2011 scores	NS		
ACTIVITY 6.9	Milestone 2010	Milestone 2011	Monitoring Officer		
Contribute to the most appropriate carbon neutrality initiative and implement measures accordingly	Design of carbon-neutrality strategy	Implementation of carbon-neutrality strategy	NS		