

Humanitarian Accountability Partnership

"making humanitarian action accountable to beneficiaries"

Accountability and Quality Management Standards Development

Workshop Report

Nairobi, Kenya

3rd to 4th July 2006

HAP-I Staff		Participants	
Jennifer Birdsall	HAP	Patrick Bazara	Tearfund
Sheryl Haw	HAP	Matthew Benson	Tufts University
Zia Choudhury	HAP	John Burns	Tufts University
Basil Lucima	HAP	Josie Buxton	Oxfam GB
Nancy Muturi	Workshop Admin	James Bwirani	Oxfam GB
Guest Facilitators		Sara Davidson	ECB2
Nelly Badaru	Independent	Ahmed Elmi	DRC
Adriaan Korevaar	FHI	Andy Featherstone	Oxfam GB
Mamadou Ndiaye	OFADEC	Reena Ghelani	UN OCHA
Jane Travis	VIVA	Assan Golowa	WVI
Apologies		Muthoni Kanga	Medair
Silva Ferretti	Actionaid	Misheck Laibuta	Oxfam GB
Gerald Owachi	DfID	Thabani Maphosa	WVI
Vincent Lelei	UN OCHA	Necephor Mghendi	IFRC
Daphne Ketter	UN WFP	Prasant Naik	SCF
Louise Matthews	IRC	Magdalen Nandawula	Oxfam GB
Abdi Hashi Shimoy	DRC	Musili Nzau	IRC
Beneficiary Representatives		Paul Odhiambo	WVI
Nelly Badaru	Independent	Mark Ojwang	WVI
Youssif El-Tayeb	Independent	George Otim	Oxfam GB
Suoad Musa	Independent	Juliette Prodhan	Oxfam GB
Abdi Issack Nur	Independent	Susan Purdin	IRC
		Sara Reggio	DRC
		Sarah Routley	Independent
		Sebastian Runguma	SCUK
		Qurat-ul-Ain Sadozai	UNHCR
		Nelly Shonko	CAFOD
		Lynnette Tshabangu	Oxfam GB
		Klaas van Mill	Medair
		Betty Zowe	IAS

Executive Summary

41 participants met, many for the first time, to familiarise themselves with the HAP accountability and quality management standards development process, to work through the second draft of the standards and requirements and input into the process. Concentration on refining the requirements and means of verification was first priority alongside reviewing options for the good practice section in support of the standards.

A big thank you for all who attended and fully participated in this challenging and extremely crucial process.

Sorry to the 6 participants that were unable to make the workshop.

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Purpose of Workshop

The aims and objectives of the Nairobi workshop were as follows:

1. Gain an update and understanding of the current status of the HAP-I accountability and quality management standards development process
2. Become more aware of the requirements and expectations of complaints handling mechanisms
3. Have developed a clearer picture on how standards and a process of validation can impact quality assurance and accountability towards beneficiaries.
4. Gain insight into how to apply and test the standards and requirements within their own programmes
5. Feel equipped to explain and share the standards process to their colleagues
6. To contribute to the standards development process and assisted in the revision and refining of the requirements and good practice methodologies that will support quality and accountability.

Standards Development Process Update

Key time line:

Time Table

Activity	J	F	M	A	M	J	J	A	S	O	N	D
Identify beneficiaries for ESC												
Identify interviewers for consultation												
Consultation with beneficiaries and managers												
First draft of standards to Reference Group												
Field testing of Standards & Requirements												
Regional <u>W/shops</u>					Asia 31-1	2nd draft	Africa 3-4					
Redraft Standards & Requirements												
Certification trials												
Collation of Manual												

Quality Initiatives

An overview of current quality initiatives was shared with participants, including a summary update for each initiative on their current status and focus.

- SPHERE
- ALNAP
- People In Aid
- ECB2
- MANGO
- Group URD / Quality Compas

Clinton Initiative (thank you to Sara Davidson for her update on this)

The aim of this session was to indicate how the quality initiatives have different focuses in quality assurance and how HAP-I sees the standards development process working within the sector.

Beneficiary Concerns

HAP invites beneficiary representatives to attend all process development meetings as underpinning the standards development work is the main vision of HAP-I:

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A Humanitarian system championing the rights and the dignity of its intended beneficiaries

HAP-I has 6 beneficiary representatives from around the world on the accountability standards editorial committee. At the Nairobi workshop HAP invited 4 beneficiary current / former recipients of aid to share their experiences of aid support during a disaster they had had to live through.

Both Suad Musa and Youssif El-Tayeb came from El Fahir, Darfur and though were not currently beneficiaries were able to share their insight into working with beneficiaries in this region. Nelly Badaru had been a refugee in DRC and used her experiences to draw learning points that have directly impacted her life as she now works as a consultant in the humanitarian sector. Abdi Isaack Nur presented the concerns and struggles experienced by his community in northern Kenya and despite suffering with malaria, continued to share beneficiary concerns throughout the workshop,

A big thank you to our four guests for their input.

Accountability Update - Darfur

Basil Lucima has been working for HAP in Sudan as the Accountability Advisor to HAP members working in Darfur. Access has been a difficult hurdle for all, coupled with insecurity. Basil updated the workshop on the current status of the aid situation in Darfur and highlighted a number of concerns regarding accountability:

- Power imbalance very vivid and noticeable,
- Attitudes and behaviour of aid staff needs to be further improved
- Beneficiaries are unaware of their rights to participate and be heard in programming.
- A number of programmes did not appear to be based on beneficiary needs.

Complaints Handling Mechanisms

The workshop took time to zone in on Standard 6, which is often seen as threatening, mainly due to some real and some perceived fears of what will be the impact of actually soliciting complaints.

A number of key points were discussed about why it was important to ensure beneficiaries have a mechanism to complain / feedback:

- Can act as an early warning about problems arising within the community / programme related activities
- Can allow a non judicial dispute resolution mechanism
- Is a vital opportunity for listening and learning (important "customer" feedback), thus builds trust
- Will help in effectiveness and efficiency use of resources – less mistakes
- Redress power balance between aid agencies and recipients of aid.
- Improve security: a community that knows they are being heard are more likely to remain calm and supportive.
- Above all though, having a complaints mechanism is about taking responsibility. It is about being accountable.

The aim of further developing this standard is to help develop *simple procedures and mechanisms that give beneficiaries access to safe means of voicing complaints on areas relevant and within the control of the agency.*

Feedback on Standards and Requirement

Standard One was addressed separately through a discussion session on what quality management and quality assurance meant in terms of accountability processes.

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Participants then divided into six working groups with each group taking on one standard from standards 2 to 7.

Feedback was collected and discussed in the plenary session with recommendations being sent to the Editorial Steering Committee for review and revise the next draft.

See **Annex** with the revised accountability standards and indicators – **dated Version 3, 27th July 2006**

Thanks for the excellent work and feedback – you will note the impact this has had on the significant changes made.

Tools and Good Practice

A tool is something that gives one advantage to do their work more efficiently and effectively. The collation of tools put together by ECB2 in their "How to Guide" was shared with participants alongside the standards and requirements. The working groups were able to further add a number of good practice suggestions and tools they felt would compliment this selection. (See new draft of standards manual containing suggestions). The ECB2 "How to guide" has been sent to all participants to comment and feedback on post the workshop.

Consolidation and further work on the Good Practice section of the manual is now underway, with further feedback and input being taken on board post this workshop.

Field Testing Plan

There are 4 planned opportunities HAP has created for consultation and input in the indicator and verification development and refining process:

1. Regional Workshops: Bangladesh and Kenya
 - Targeting: Regional Field Staff, Beneficiaries & Donor Representatives
2. Feedback Forms – linked to the draft standards and requirements sent out
 - Targeting: HAP Members, Reference Group Members, and other Interested Parties
3. Voluntary Self-Assessments
 - Targeting: Agency Representatives who would like to participate through testing 1 or more of the standards and indicators at their field site. This would entail requesting the testing methodology pack from HAP and completing the framework of questions.
4. HAP-Assisted Voluntary Field Site Trials
 - Targeting: 3 HAP members of different sizes and locations. HAP will visit 3 member field sites and over a period of 3-4 days review with the member how they understand and view the standards and indicators. The field test will also zone in the "business case" of applying the requirements to ascertain affordability, criticality and feasibility.

Certification Discussion

A discussion was held to discuss possible scenarios for the process of voluntary certification. Support for certification was stated as:

- Create incentives for improving the quality, effectiveness and accountability to beneficiaries of the humanitarian work of certified agencies
- Confirm that a reasonable level of compliance with HAP Accountability Principles is being achieved by certified agencies

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- Provide a framework for recognising and rewarding agency staff that implement HAP Accountability Principles
- Ensure learning and continuous improvement within certified agencies
- Enhance credibility of certified agencies
- Protect certified members against harmful internal and external pressures
- Enable beneficiaries and donors to make a more informed choice

The framework and approach options on how HAP will implement the certification process are still under discussion but the plan is to hold certification trials in November 2006 with a number of members then seeking certification in 2007.

Conclusion

Significant progress was made in further developing the standards and requirements. Participants expressed their appreciation and confirmed their increased understanding and support of the accountability and quality management standards development process.

For a full list of all feedback received by participants and HAP's response to it see Annex B

Annexes:

A: Revised Accountability Standards and Indicators – draft 3 – dated 27th July 2006

B: Evaluation Summary from Participants – alongside response from HAP

Note: Presentations will be made available on the HAP web site: www.hapinternational.org

Written by

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