

## **Humanitarian Accountability Partnership - International**

*"making humanitarian action accountable to beneficiaries"*

# **Humanitarian Accountability and Quality Management Standards Development**

***Drafting the Humanitarian Accountability and Quality  
Management Standards Manual***

## **INFORMATION FOR THE REFERENCE GROUP**

For further details: <http://www.hapinternational.org/en/pages.php?IDcat=4>  
click on "Standards"

## Introduction

HAP-I was launched in 2003 after extensive consultation, research and negotiation within the humanitarian system to seek practical ways to address the profound accountability deficit identified by the Joint Evaluation of the international response to the 1994 Rwanda crisis. The next stage of HAP-I's development is now in process; building credibility for the accountability cause by making the practice of humanitarian accountability actionable, accessible and beneficial.

**Vision of HAP-I:** A Humanitarian system championing the rights and the dignity of its intended beneficiaries.

This will ensure a humanitarian sector with a trusted and widely accepted accountability framework, which is transparent and accessible to all relevant parties.

**Purpose of HAP-I:** To make humanitarian action accountable to its intended beneficiaries through self-regulation and compliance verification.

This will help us achieve and promote the highest principles of accountability through self-regulation by members linked by common respect for the rights and dignity of beneficiaries.

In order to achieve this HAP-I has in consultation drawn up seven **Accountability Principles**.

### **Accountability Principles:**

1. Respect and promote the rights of legitimate humanitarian claimants  
Commitment to humanitarian standards and rights
2. State the standards that apply in their humanitarian assistance work  
Setting standards and building capacity
3. Inform beneficiaries about these standards, and their right to be heard  
Communication
4. Meaningfully involve beneficiaries in project planning, implementation, evaluation and reporting  
Participation in programmes
5. Demonstrate compliance with the standards that apply in their humanitarian assistance work through monitoring and reporting  
Monitoring and reporting compliance
6. Enable beneficiaries and staff to make complaints and to seek redress in safety  
Addressing complaints
7. Implement these principles when working through partner agencies.  
Implementing partners.

### **Process to make this actionable**

#### **Development of actionable and verifiable standards and indicators for HAP-I's accountability principles**

In order to ensure a wide consultation and agreement in the drafting of these standards and indicators, intense work is required to:

- Identify and agree on relevant and critical indicators and benchmarks for good accountability and quality management practices

- ❑ Clarify the means of verification of these indicators
- ❑ Test them thoroughly in field situations
- ❑ Gain as wide and as international an agreement, acceptance and ownership of the process and outcome as possible.

### **This is where YOU come in!**

To guide and lead this process HAP-I has appointed a Humanitarian Accountability and Quality Management Standards Development Manager who will act as the focal point and facilitator of the work. Her contact details are:

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## **Rationale behind the Process<sup>1</sup>**

The last ten years have seen important developments in the professionalism demonstrated in humanitarian aid and this hard work ploughed into aid responses has helped to strengthen the quality of humanitarian assistance, and with it, greater credibility for aid agencies / workers internationally. However this increased visibility brings with it a demand to respond to questions of legitimacy, accountability and transparency.

In order for the aid sector to maintain their cutting edge, enrich their unique characteristic qualities (independence, innovativeness in ideas, nimbleness in operations and energy in implementation), they will need to sharpen, protect and strengthen their impact, their approach methodologies (especially participation and inclusion of beneficiaries), their image, their transparency and their accountability. Accountability being increasingly measured through performance in both qualitative and quantitative standards.

## **The Process**

<b>Stage</b>	<b>Activity</b>	<b>Time Frame</b>	<b>Status</b>
<b>1</b>	Identify a <b><u>diverse</u></b> and <b><u>committed</u></b> Humanitarian Accountability and Quality Management Reference Group.  <b>Optimum Number of Participants Aimed for: 80-100</b> <ul style="list-style-type: none"> <li>▪ Invitations sent and acceptances received</li> <li>▪ Agenda and work begin for 1<sup>st</sup> Reference Working Group meeting</li> </ul>	1 <sup>st</sup> July '05 to 31 <sup>st</sup> August '05	Started 3 <sup>rd</sup> August 05 <ul style="list-style-type: none"> <li>• 166 participants from 67 agencies</li> <li>• Workshop postponed</li> </ul>
<b>2</b>	Establish a Humanitarian Standards <b><u>Manual</u></b> <b><u>Editorial Steering Group</u></b> .  <b>Number of Participants Aimed for: 10</b>	1 <sup>st</sup> August '05 to 30 <sup>th</sup> November '05	4 potential leaders of working groups identified

<sup>1</sup> <http://www.hapinternational.org/en/pages.php?IDcat=4> and click on "Standards"

Stage	Activity	Time Frame	Status
	<i>ToR and criteria being drafted</i>	This group will interact and meet more frequently where possible throughout the time frame	
<b>3</b>	<p><b>Host Reference Group Workshops</b></p> <p>There will be the two such workshops.</p> <p><b>Time Commitment Estimation:</b> Members of the Reference Group will be expected to contribute to the production process mainly through commenting upon drafts via email or telephone, although we also anticipate holding up to <b>two workshops</b>, the first of which was planned for 10 &amp; 11 November in Geneva.</p> <p><b>ToR for Reference Group:</b> (initial draft)</p> <ol style="list-style-type: none"> <li>1. To bring and share their expertise, skill and knowledge in a consultative way in order to draw out appropriate and actionable <ol style="list-style-type: none"> <li>a. Standards</li> <li>b. Benchmarks</li> <li>c. Indicators</li> <li>d. Means of Verification</li> </ol> that support accountability and quality management to the beneficiary and other stakeholders.</li> <li>2. To commit to giving feedback, input and support of the entire process.</li> <li>3. To be willing to host field trials of the standards and indicators being developed.</li> <li>4. Where needed and possible to host discussion groups and consultation with a wider group of actors in their sphere of contact with regards the process and the progress.</li> <li>5. To promote accountability and quality management as a vital part of humanitarian aid.</li> </ol>	<p><b>1<sup>st</sup> Meeting Planned :</b> 10<sup>th</sup> &amp; 11<sup>th</sup> November '05</p> <p><b>Location: Geneva</b></p> <p><b>2<sup>nd</sup> Meeting:</b> July / August / September 2006</p> <p><i>Location to be announced</i></p>	<p><b>Postponed</b></p> <p><b>New dates to be announced</b></p>
<b>4</b>	Report on the applicability, relevance and appropriateness of ISO standards, the SGS NGO Benchmark, Social Audit 8000 and similar standards.	1 <sup>st</sup> July '05 to 30 <sup>th</sup> April '06	Information being collated
<b>5</b>	Co-ordinate trials of self assessment, peer review and inspection using draft standards and researched system of certification.	1 <sup>st</sup> March '06 to 30 <sup>th</sup> September '06	Standby
<b>6</b>	<p>To publish and launch the 1<sup>st</sup> draft of the HAP-I Accountability and Quality Management Standards manual (<i>working title only</i>)</p> <p>The manual is planned to contain the following:</p> <ul style="list-style-type: none"> <li>• humanitarian accountability principles</li> <li>• actionable and verifiable humanitarian accountability standards or indicators</li> <li>• guidelines on planning for humanitarian accountability and quality management</li> </ul>	Deadline: 30 <sup>th</sup> December '06	Standby

Stage	Activity	Time Frame	Status
	<ul style="list-style-type: none"> <li>training of trainers source materials</li> <li>good practices in humanitarian accountability “field-craft”</li> <li>standard forms or templates (e.g. for membership, for registering complaints, for reporting etc)</li> </ul> <p><b>NB: List is not conclusive</b></p>		
7	Set up on evidence based accreditation system	Principle set up by Feb 06	Research started

### Criteria Considered for Reference Group Participants

A list of all known contacts who have been involved in accountability and quality management in one form or another has been collected. This was then further enlarged by research existing networks, alliances, interested agencies / individuals that have shown or will increase the diversity and expertise of the reference group. Lastly, each of these contacts are being requested to identify contacts in their sphere of reach that fit the criteria, especially those who are currently involved in ongoing emergencies from both North and South representation.

Minimum time commitment / availability	Geography	Diversity	Commitment to participation
Minimum of 3 years humanitarian aid / standards development experience	Expressed or known interest/ work in quality / accountability / standards / compliance	Membership / association / commitment / support of one or more of the following: <ul style="list-style-type: none"> <li>HAP-I Principles</li> <li>Red Cross Code</li> <li>SPHERE</li> <li>Quality Project</li> <li>Social Accountability</li> </ul>	<ul style="list-style-type: none"> <li>ISO</li> <li>People In Aid Code</li> <li>Internal Accountability Processes</li> </ul>

### Summary

The publication of this manual is planned for **December 2006** – ambitious! It will be an exciting 16 months leading up to that. An opportunity for us all to really thrash out what is good and right for the humanitarian aid sector from a standards and accountability point of view. This is certainly not for the faint hearted but for those who want to make a difference and set a mark for us all to be proud of.

The following table illustrates the time frame of planned activities leading up to the planning meeting held on the 10<sup>th</sup> November 05:

No	Activity	Aug	Sep	Oct	Nov	Comments
1	Contact and identify reference group participants					Started 3 <sup>rd</sup> Aug. 05.
2	Contact and identify working group facilitators					8 facilitators identified
3	Draft scenarios for possible approaches to benchmarking / standard development					Through planning meetings on 17/08 and 10/11
4	Develop and distribute initial drafts per designated working group					Planned for Jan / Feb 06
5	Select and identify editorial steering committee					4 potential leaders identified
6	Distribute preparation reference group material					Ongoing
7	Host 1 <sup>st</sup> Reference Group w/shop					Postponed – planning meeting held instead.