

# HAP International

Appointment of

## Executive Director

July 2010



Perrett  
Laver



## INTRODUCTION

Do you think disaster survivors have a right to voice their opinion and feedback on the way the humanitarian sector interacts with them in life and death circumstances?

Are you motivated to help the humanitarian system identify, advocate, integrate and sustain a culture of downward accountability to beneficiaries?

Can you manage and inspire a highly skilled team to serve the biggest and smallest organisations alike with consultancy and training in authentic practice of accountability?

Founded in 2003, Humanitarian Accountability Partnership International (HAP) is supporting the voices of the world's most vulnerable citizens. It exists to help the cultural transformation of the humanitarian sector from service providers to an effective and accountable community in times of crisis and rehabilitation. Its membership has tripled in the last two years to 56 members, who agree to listen and respond to the crisis-affected as they seek to survive and begin to re-establish their lives.

HAP now seeks an Executive Director to serve, lead and grow its diverse membership. With a team of impassioned high achievers, the momentum of strong mission progress and proven reputation, the Executive Director will manage the Secretariat, advocate the vision, strategically lead the work's impact, and win the funding necessary to continuing offering affordable and effective service to the growing membership.

Candidates from the global South are encouraged to apply.

## ABOUT HAP INTERNATIONAL

HAP runs the leading global quality assurance scheme for humanitarian agencies.

Since HAP's foundation – and due in part to its efforts – there has been mounting recognition in the sector of the need for improved accountability to the beneficiaries of humanitarian action. This has been reflected in a range of initiatives to emerge from the UN system, bilateral donors, national governments and the non-governmental sector. HAP's model of programme quality assurance has a distinctive, complementary, and transformative contribution to make.

Established in 2003, HAP is the humanitarian sector's first international self-regulatory body. Members of HAP are committed to meeting the highest standards of accountability and quality management. In addition, HAP certifies those members that comply with the HAP Standard in Humanitarian Accountability and Quality Management, providing assurance to disaster survivors, staff, volunteers, host authorities and donors that the agency will deliver the best humanitarian service possible in each situation.

The **vision** of HAP is of a humanitarian system championing the rights and the dignity of disaster survivors.

The **mission** of HAP is to make humanitarian action accountable to its intended beneficiaries through self-regulation, compliance verification and quality assurance certification.

The **objectives** of HAP are to:

- develop and maintain principles of accountability to beneficiaries through research, consultation, and collaboration;
- support members and potential members of HAP in adhering to the principles of accountability to beneficiaries by providing training and advice;
- communicate, advocate, promote, and report on principles of accountability;
- monitor and report on implementation of HAP's principles of accountability to beneficiaries and to accredit its members accordingly;
- assist members in finding solutions where concerns or complaints are raised about them.

**“ In my field work, I saw humanitarian action at its best – heroism, courage, creativity, flexibility – but also at its worst: lack of understanding, respect for the mission and the beneficiaries. Humanitarian action does not exist for our sake. We are involved because we want to protect, rebuild, and restore. Human beings must be at the centre of our responsibilities. ”** *Søren Jessen-Petersen – former SRSG Kosovo*

## HAP INTERNATIONAL CURRENT MEMBERSHIP

HAP now has 56 Member agencies from more than 20 countries, collectively working in over 70 countries and together spending more than \$5 billion per annum by October 2009.

The HAP Standard in Humanitarian Accountability and Quality Management is the most widely recognised humanitarian programme management norm for achieving the best possible humanitarian outcomes for all stakeholders.

HAP's quality assurance scheme is supported by all leading humanitarian donors including AusAID, Danida, DFID, IrishAid, Netherlands MFA, Norwegian MFA and SIDA.

### 7 HAP Certified Members

When an agency is 'HAP certified' it means that it has been assessed for compliance with the HAP 2007 Standard in Humanitarian Accountability and Quality Management by an independent audit.

- CAFOD, United Kingdom;
- Christian Aid, United Kingdom and Ireland;
- DanChurchAid, Denmark;
- Danish Refugee Council, Denmark;
- MERCY Malaysia, Malaysia;
- Office Africain pour le Développement et la Coopération (OFADEC), Senegal;
- Tearfund, United Kingdom.

### 14 Full Members that have undertaken a baseline analysis

Offered as an organisation development service and to agencies enrolled in the HAP Certification scheme, the baseline analysis provides a comprehensive assessment of an agency's strengths and weaknesses in relation to the HAP Standard. Advice on the steps required to achieve HAP certification are included in the detailed baseline analysis report. Below is the list of members that have completed a baseline analysis facilitated by the HAP Secretariat, either at the Head Office or at the Head Office and a programme site.

- Act Alliance, Switzerland;
- Act for Peace, Australia;
- CARE International, Switzerland;
- COAST Trust, Bangladesh;
- Church World Service - Pakistan/Afghanistan (CWS - P/A), Pakistan;
- Concern Worldwide, Ireland;
- Focus Humanitarian Assistance, United Kingdom;
- Lutheran World Federation, Department for World Service (LWF), Switzerland;
- Merlin, United Kingdom;
- Muslim Aid, United Kingdom;
- Norwegian Church Aid (NCA), Norway;
- Sungi Development Foundation, Pakistan;
- Women's Refugee Commission, United States of America;
- World Vision International, (as part of the LTRT in Sri Lanka), Switzerland.

### 23 Full Members

- Agence d'Aide à la Coopération Technique Et au Développement (ACTED), France;
- Amel Association, Lebanon;
- Association Najdeh , Lebanon;
- Australian Council for International Development (ACFID), Australia;
- Community and Family Services International (CFSI), Philippines;
- Community Development Centre (CODEC) Bangladesh;
- Coordination of Afghan Relief (CoAR), Afghanistan;
- Diakonia, Sweden;
- International Aid Services (IAS), Sweden;
- KinderUSA, United States of America;
- Medair, Switzerland;
- Medical Aid for Palestinians (MAP), United Kingdom;
- Naba'a, Lebanon;
- Norwegian Refugee Council (NRC), Norway;
- Oxfam America;
- Oxfam GB, United Kingdom;
- PMU Interlife, Sweden;
- Saibaan Development Organisation, Pakistan;
- Save the Children UK, United Kingdom;
- Society for Safe Environment and Welfare of Agrarians in Pakistan (SSEWA-PAK), Pakistan;
- Sustainable Environment & Ecological Development Society (SEEDS), India;
- Yakkum Emergency Unit (YEU), Indonesia.

### 12 Associate Members

- African Network for the Prevention and Protection against Child Abuse and Neglect, Liberia (ANPPCAN), Liberia;
- Centre for Peace and Development Initiatives (CPDI), Pakistan;
- Christian World Service Aotearoa, New Zealand;
- Danida, Denmark;
- Department for International Development (DFID), United Kingdom;
- Disasters Emergency Committee (DEC), United Kingdom;
- Mango, United Kingdom;
- People in AID, United Kingdom;
- SIDA, Sweden;
- Transparency International (TI), Germany;
- Women's Rights Association Multan, Pakistan;
- Kohsar Welfare & Educational Society (KWES), Pakistan.

## THE SECRETERAT

The Secretariat of HAP is responsible for:

- Developing and maintaining principles of accountability to beneficiaries through research, consultation, and collaboration;
- Supporting members and potential members of HAP in adhering to the principles of accountability to beneficiaries by providing training and advice;
- Communicating, advocating, promoting, and reporting on principles of accountability;
- Monitoring and reporting on implementation of HAP's principles of accountability to beneficiaries;
- Assisting members in finding solutions where concerns or complaints are raised about them.

### Core services provided by the Secretariat

The services provided by the HAP Secretariat are divided into three core fields: Regulatory, Development and Policy Services. These teams help members improve their accountability to disaster survivors and facilitate standard setting, certification, training, research and specialised advice and support.

#### Regulatory services

Regulatory Services uses the power of self-regulation to help agencies hold themselves accountable to beneficiaries. It helps agencies achieve certification against the Standard, accreditation as HAP certifying body and high-quality complaints handling.

#### Development services

Development Services is the spring board for organizational change. It helps agencies meet and exceed their commitments to accountability by providing training on the HAP Standard and complaints handling for staff, peer-to-peer support for in-house accountability leaders and field support for accountable programming in protracted and acute emergencies.

#### Policy services

Policy Services generates and disseminates knowledge on good practices in humanitarian accountability through research, standard-setting and communications within and outside the humanitarian community.

## EXECUTIVE DIRECTOR

The Executive Director will provide strong leadership in four key areas, being responsible for:

- working with members to develop and promote the vision, mission and directions of HAP;
- leading the development and implementation of HAP strategic and annual plans and budgets;
- providing effective leadership and management of HAP's work, Secretariat, staff and resources;
- representing HAP externally and raising funds and other support for HAP's work.

**“The HAP Standard offers a useful way to distinguish good practice from good rhetoric in the humanitarian sector.”** *Mamadou Ndiaye, Executive Director of OFADEC, May 2009*

## ROLE DESCRIPTION AND KEY RESPONSIBILITIES

With responsibility for the overall leadership and management of HAP, the Executive Director will need to listen to and serve the membership, formulate best practice in simple and scalable downward accountability, develop future strategy and influence at the very highest levels of the humanitarian community, including governments, the UN system and the NGO communities.

The remit of this post will include the following responsibilities:

### Key duties and responsibilities

#### 1. Working with members to develop and promote the vision, mission and directions of HAP:

- In consultation and collaboration with the member organisations of HAP, the Board, staff and other stakeholders, develop the long-term vision, mission and directions for HAP.
- With members and others, build understanding, ownership and engagement across the humanitarian sector around accountability as a fundamental component of assistance, as well as in support of HAP's vision, mission and directions;
- Work with HAP members and other stakeholders to develop accountability approaches that ensure high standards of accountability, that are appropriate and practical, and which add value to the work of various types of humanitarian and multi-mandate organisations;
- Play a leading role, together with members and other stakeholders, to develop and ensure that a trusting and learning environment prevails within HAP's membership, the secretariat, Board and other stakeholders.

#### 2. Leading the development and implementation of HAP's strategic and annual plans and budgets:

- Develop, in consultation and collaboration with the membership and other stakeholders, HAP's strategic and annual plans and budgets for the realisation of agreed directions for the organisation and its members;
- Lead and manage the implementation of HAP's strategic and annual plans and budgets;
- Ensure that HAP's plans are aligned with and supportive of the accountability work plans of HAP member organisations, including through helping members improve their accountability practices, and the provision of member services;
- Lead the development, management, and servicing of a diverse membership.

#### 3. Providing effective leadership and management of HAP's work, secretariat, staff and resources:

- Responsible for the accountable, effective and efficient operation of the HAP Secretariat and its work;
- Provide effective leadership and management of HAP staff, consultants, and volunteers in order to ensure a highly productive, motivated and functional team;
- Ensure the financial health and growth of HAP, including through fundraising, membership fees, budget management, and meeting financial obligations;
- Ensure HAP's operations are conducted in accordance with prevailing legal and regulatory requirements;
- Arrange and support Board and General Assembly meetings and other activities.

**4. Representing HAP externally and raising funds and other support for HAP's work:**

- Represent HAP and its work externally effectively to international and national NGOs, inter-governmental organisations, governments, donor organisations, the world's media and the general public;
- With support from staff and members, lead fundraising efforts with institutional and private donors in order to secure and maintain adequate funding for HAP's work;
- Work closely with other accountability-related organisations to ensure consistency, co-ordination and collaboration in humanitarian accountability efforts.

**Reporting:**

- The HAP Executive Director will work under the general direction of the Board to manage the Secretariat;
- Responsible for ensuring accurate and timely reporting to the Board;
- Meet regularly with the Chair and HAP Executive committee to keep them apprised of progress, successes and challenges;
- Report to and advise HAP's Board and General Assembly on HAP's strategic and annual plans and budgets, their implementation, and on policy and strategic issues;
- Maintain regular, formal and informal contact with members and key stakeholders (including donors);
- Ensure all donor reporting requirements are fulfilled in a timely manner and that reports are of high quality.

**“ Accountability is not rocket science. Have community expectations been understood, were they built into the design and implementation process, did we deliver on them, were they provided opportunity for input into the projects and did we avoid doing harm in the process? Simple, but hard to get the ops teams to consistently do this without the frameworks and the people. The inclusion of a Humanitarian Accountability Team and the HAP framework in our program made this more than possible. I would never go into another emergency response without an Humanitarian Accountability Team. The value added to this program was tremendous.”** *Andrew Lanyon, Operations Director (Program Implementation) Lanka Tsunami Response Team, World Vision International*



## PERSON SPECIFICATION

The goals of HAP are ambitious, so a bold and passionate leader, who is confident working with a diverse range of stakeholders, is required. The Executive Director will need drive, dynamism and lots of diplomacy.

In particular, candidates will be expected to show experience and expertise in the following areas:

- Significant experience in the international humanitarian or related sector at a senior management and leadership level at both field and headquarters;
- Up-to-date with relevant themes and debates in the humanitarian, development, and accountability domains;
- A 'leading edge' thinker and team builder who can influence the direction of HAP and who maintains an active network of high level contacts in the humanitarian arena;
- diplomacy and gravitas to engage and influence effectively and credibly with senior levels in the humanitarian system and with influential actors at country level;
- a facilitative approach to decision making and the ability to lead consultatively and effectively encourage a dynamic and entrepreneurial team;
- ability to strengthen donor relations and win funding from new donors;
- a commitment to human rights and principles of equal opportunity;
- ability and willingness to travel internationally and speak multiple languages.

Candidates from the global South are encouraged to apply.



## TERMS OF APPOINTMENT

The successful candidate will be expected to take up the post of Executive Director as soon as is reasonably possible.

The role will be based in Geneva, but some international travel should be expected.

The remuneration will be commensurate to INGO executives based in Geneva.

An executive search exercise is being undertaken by Perrett Laver. Perrett Laver will support the Selection Committee in the discharge of its duties, both to assist in the assessment of candidates against the requirements for the role and to identify the widest possible field of qualified candidates.

Perrett Laver will conduct preliminary interviews with longlisted candidates in early to mid-August 2010. Shortlisted candidates will subsequently have Skype interviews before finalist candidates are chosen to meet with the Selection Committee for the formal selection process, which will take place in mid-September 2010.

The appointment will be made subject to satisfactory references and medical checks.

## HOW TO APPLY

Applications should consist of a full curriculum vitae and a covering letter of application addressing the role description and person specification. Candidates are asked to describe in their application the nature of their most recent and significant career appointments, including detailed articulation of key achievements.

Applications should be uploaded at [www.perrettlaver.com/candidates](http://www.perrettlaver.com/candidates) by quoting reference number 0725. The closing date for applications is midday on **Thursday 22nd July 2010**.