

COAST HUMANITARIAN ACCOUNTABILITY FRAMEWORK (HAF)

COAST Trust, is a people-centered organization that reflecting rights-based approach in organization's work. And accountable to it's stakeholders, especially to the participant members and the beneficiaries of all development initiatives. The accountability framework sets out organization's commitment on accountability to it's stakeholders.

COAST Mission

“COAST organizes strategically important activities related to development which, in turn, will facilitate the sustainable and equitable improvement of life especially of women, children and disadvantaged population of the coastal areas in Bangladesh.”

Organization's Values

Organization has a set of norms and values (Annex-1) those are related to Working Approach, Learning Attitude, Human Potentials, Economy, Honor, Culture, People's Organization, Governance, Accountability, Participation, Gender Sensitivity, Transparency, Information Technology and Bio-diversity.

COAST commitments:

Organization has both internal and external standards of commitment that assist us to be accountable, keep up quality, and improve the way we work.

1. Professional Standard

Organization has also a statement of professional standard (Annex-2) which are related to professional's good health and good mind, global knowledge and continuous training, regular review and planning, courtesy and personality, advance information and pre-preparedness, supportive supervision and staff training, communication initiatives, always good in behavior but strict in principle.

2. Core Programs

In all the regions, COAST implements a concept of core programs, i.e., appropriate blending of micro finance, institution building, and good governance and development education. The concept has been developed on the basis of two premises as follows:

2.1 The organization will not deliver any services which are being offered by the state agencies at local level; rather the organization will mobilize the poor to put and mediate their legitimate claim to those agencies in realizing their rights. This approach, in turn, would facilitate promotion of responsive and accountable government functionaries.

2.2 All the components of core programs will be implemented with the surplus income from a progressive people centered micro finance operation.

2.3 Governance Process

Governance process includes participation, accountability and transparency. These three principal parameters of governance process that we try to maintain are described:

3.1 Participation: Participation of all stakeholders e.g., people to execute the decision and people to be impacted by the decision, is ensured. A regular and defined yearly meeting schedule is declared at the beginning of a year. Convergent annual planning/proposal and annual budget are prepared through participatory way. The terms of references of all the meetings are defined to promote the participatory environment.

3.2 Accountability: We follow both the downward and upward system of accountability; upward means to the partners/donors and government agencies and downward means to the member participants/beneficiaries. All our accounts are audited annually by an internationally recognized audit firm and it is appointed by board of trustees. COAST also has a formal complaint and response mechanism for all internal and external stakeholders.

3.3 Transparency: COAST has an information disclosure policy. Written annual budget is open and available to all managers, offices, sectors and project heads. All the meeting minutes are open to all. Each sector of core program publishes monthly desktop newsletters which are distributed to local government chairmen, upazila and district level administration. Human Resource Policy Manual is the guiding principle for maintaining all administrative and disciplinary matters. The salary and benefits of all COAST staff are published in the COAST website; www.coastbd.org . This website is updated regularly.

3.4 Diversity and Equal Opportunity

COAST is committed to the principle of diversity and equal opportunity. We maintain value, embrace diversity in all aspects of COAST activities and respect others irrespective to class, race, color, religion, sex etc.

3.5 Protection from Exploitation and Abuse

COAST upholds the UN Secretary General Bulletin on Special/Measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13).

3.2.1 Sexual exploitation and sexual abuse at any stage of age constitute acts of serious misconduct and are therefore grounds for disciplinary measures, including direct dismissal.

3.5.2 Exchange of money, employment, incentives, goods or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited

3.5.3 COAST does not allow sexual relationships between COAST staff and volunteers or facilitators, or member participants or community people.

3.5.4 COAST will investigate any such behavior referring to proper investigation procedures and take appropriate action.

3. Membership of HAP

As a member of HAP, COAST is committed to the HAP Accountability Principles:

4.1 Commitment to respect and promote the rights of legitimate humanitarian claimants.

4.2 Applying the HAP 2007 Humanitarian Accountability and Quality Management standard in organization's humanitarian assistance work.

4.3 To inform beneficiaries about these standards, and their right to be heard.

4.4 Organization will meaningfully involve beneficiaries in project planning, implementation, evaluation and reporting.

4.5 Organization will demonstrate compliance with the standards that apply in our humanitarian assistance work through monitoring and reporting and certification.

4.6 Organization will enable beneficiaries and staff to make complaints and to seek redress in safety.

5. Standby Disaster Policy

This policy drives COAST staff to respond immediately in any disaster that might occur or already have occurred. This policy, first, clearly defines how to respond emergencies of the beneficiaries and the community people. It also clearly defines to secure other staff and important official documents during disaster and afterward. This policy is an integral part of the operation manual and could be found in all the COAST offices.

6. Decision Making Process

In the decision making process COAST management consider the 'views and concerns' of the beneficiaries who, supposed to be impacted by the decision. All the stakeholders of a decision are given scope to clarify her/his position. In this regard, the decision maker talks with the related stakeholders to ensure their involvement and participation. In maximum cases this is the matter of accountability and expert and analysis.

7. Meeting Systems

COAST considers the meetings as a learning opportunity of colleagues. In every internal meeting COAST will create scope for all meeting participants to share experiences, comment on plan of action, review implementation and methodologies etc. This process also will increase openness and will ensure free flow of information to all staffs.

With the participation of every supervisor, office/area/sector heads and other professionals the team leader will organize the meeting regularly. The meeting schedule will be declared annually and it will be sent to all the offices.

8. Conflicts of Interest

To avoid the conflict of interests COAST has developed the following principles:

8.1 The COAST staff should not subscribe/ get involved with other networks or organizations without having approval from the Executive

Director.

8.2 The COAST staff should not involve with any profit making business.

8.3 The COAST staff should not develop any other organization during his/her job tenure with COAST.

8.4 The COAST staff should not receive any fees/financial benefits etc. from other organizations for providing consultancy or other services.

9. Manual Based Program Operation

Every program of COAST is implemented on the basis of clearly defined program operation manuals. There is a provision for the revision of the manuals in every five years. In emergency, the provisions could be replaced through issuing circular. All the amendments are then included in the main manual (s). These program operation manual guides the implementation staff on the program dimension and implementation process.

10. Partnership Relations

We believe that the relations of partners need to have integrity with mutual trust and respect. We expect technical supports from the partners for smooth implementation of program.

Quality and Accountability Framework

Commitment	Reference	Base line-November 2008	Target/Indicator	Activity	Person responsible/ Authority	Time frame
1. Constitution	HAP Bench mark 2, 3	Not for profit organization and registered with the NGO Affairs Bureau of Bangladesh govt.	Annual progress and audit reports; Board of Trustee (BoT) meeting minutes; Approval for any change in the members of BoT	Progress report to NGO Bureau; Regular BoT meeting; Change of BoT members according to Trustee Deed	BoT	Continuous process
2. Mission	HAP Bench mark 2, 3	COAST is working for women, children and disadvantage group of coastal poor people of Bangladesh in coordination with the local structures and build their capacities.	All development initiatives of COAST core and non-core program followed by its mission statement.	Explain mission statement to beneficiaries Tracking social performance of beneficiaries	Senior Management Team (SMT) / Executive Director (ED)	December 2009
3. Professional standard	HAP Bench mark 4	Eight principles of COAST's professional standard that guide the staffs for ways of working, behavioral expectations; competencies, and attitude.	Revised indicators are incorporated in the appraisal format. All partnership reviews affirm the mutual upholding of professional standards.	Professional standards are followed through supportive supervision, staff education, annual appraisal and inbuilt training methodology. The partners will be oriented and to be applied through the set governance procedure and time to time reviewing.	ED / SMT	December 2009 and for partner December 2010.
4. Governance process (Participation, Accountability and Transparency)	HAP Bench mark 2, 3	In its mission and vision COAST has a specific reference of participation. COAST ensures downward accountability with publishing internal news letters, central program review meeting, stakeholder sharing at program inception and annual review. At the web site (www.coastbd.org) staffs	Recognition of the scope of participation of beneficiary/stakeholder with their mandate to the program inception and implementation. Sharing financial status to member participants and stakeholders. Meeting minutes of central program review meeting to all the People's Organization	Central program coordination meeting in every four month, publication of monthly sector-wise meeting, annual plan of operation, update organizational website regularly. Quarterly BoT meeting, conduct annual external audit, implementation information disclosure policy.	BoT, ED, Project Coordinator(PC), SMT.	December 2009.

Commitment	Reference	Base line-November 2008	Target/Indicator	Activity	Person responsible/ Authority	Time frame
		facility, BoT and senior staff's contact details, organization profile, budget, annual audit report by external audit firm etc are open for public.	(PO) leaders. The minutes can be found in the following web-link. http://www.coastbd.org/Minutes/CPRM%20Minutes_En_g_August_09.pdf . The news letters are circulated to the beneficiaries and stakeholders levels. Information disclosure policy in to practice Web site updated regularly			
5. HAP membership	HAP Benchmark all	Base line study conducted on November 2008 and COAST comply with HAP qualifying norms 1, 2, 3 and this document (HAF) is confirming the compliance of norms 4. Compliance with HAP standards the base status of 6 benchmarks and all the requirements have been defined and corrective actions also been identified through the base line study.	Staffs will be designated to integrate HAP standards. An Information officer will also be assigned. Complaints response organogram will be part of the operation manual. Yearly annual work plan (AWP) progress report for HAP secretariat Best practices or negative learning are documented. Existence of a defined monitoring evaluation team.	Information disclosure policy implementation. Complaints response mechanism in practice. HAF will be published in Bengali. HAP principle of Accountability, HAF, Complain response mechanism, information disclosure policy will be included in development education book and disseminate in the beneficiary group meeting	ED and SMT	December 2009
6. Our values	HAP Benchmark 3	Values are reflected in program approaches as impartial and accountable to beneficiaries.	Program initiatives, implementation, beneficiary's selection and operational procedures are followed by its 14 values statement.	Values to be communicated to the beneficiaries and partner organizations. Values are to explain to field staffs as an aspect of beneficiary accountability commitments.	ED/SMT	December 2009
7. Gender	HAP	The human resource policy	In the human resource policy	The desk job mostly to the	ED/SMT	June 2010.

Commitment	Reference	Base line-November 2008	Target/Indicator	Activity	Person responsible/ Authority	Time frame
sensitivity	Benchmark 4	outlines unacceptable staff behaviors that will be considered as misconduct and disciplinary process that will be followed in case of this. Based on staff interviews both senior and more junior staff were particularly aware of COAST zero tolerance approach to staff misappropriation funds and misbehavior with females.	there is a distinct rules and regulation to safe the female staff in the organization. http://www.coastbd.org/gender_policy.pdf The staff facilities are encouraged to join the organization and stay for a long time. The female staff can get easy access to ED so that they can express their grievances frequently.	female staff. The management will take initiatives to set female staff in senior level. The staffs are oriented to behave with the female staff politely. A separate gender policy will be introduced in the organization.		
8. Human resource development	HAP Benchmark 4	The human resource policy lists expected skills, and possible indicators for assessing these, for COAST positions at different level (from Program Organiser to Director). These form the basis for preparation of the terms of reference for each post, which in turn guides the recruitment process and work appraisal. Not all positions are included in the HR Policy, and it appears only to include key programmatic posts linked to microfinance. There is no reference to skills needed by emergency staff.	The policy is applied in case of human resource development. As per the indicators mentioned in the human resource policy manual the staffs are developed and it is a continuous process.	Continuous process for revision of human resource policy manual in view of the human resource development. Related indicators of all positions will be incorporated in the human resource policy manual. The staff will be oriented about the indicators so that they can be developed in such way.	Deputy Director (DD)/ED/BoT	June 2010
9. Learning environment	HAP Benchmark 4	COAST training calendar outlines a series of topic-based courses for senior staff. In addition the human resource policy outlines training needs for staff from Program	Alternative back up professional developed and the promotion process is continuing. The staff feels more easy to learn all things through	Raising motivation to the female staff for accepting higher positions. Identifying training need will be the continuous process for the staff learning.	BM/RPC/H-CO/H-HRD/DD/ED	December 2009.

Commitment	Reference	Base line-November 2008	Target/Indicator	Activity	Person responsible/ Authority	Time frame
		<p>Organizer to Executive Director, and the timeframe need to be met.</p> <p>Staff frequently mentioned the annual appraisals as mechanisms for identifying training needs, in addition professional development also happens on request.</p> <p>COAST for many years had been promoted from frontline Program Organizers to senior manager positions. In contrast female staff faces a number of social/cultural barriers to taking on more senior roles that meant while these positions had been offered to them they felt unable to accept. Barriers included the need to ride motorbikes and travel alone.</p>	<p>his/her/their job terms of references.</p> <p>Yearly two-way staff appraisal also a tool for the staff learning and creating an environment so that staff can learn from this appraisal process.</p>	<p>The female staff will be given preference to practice in more learning environment.</p>		
10. Local and national level advocacy	HAP Bench mark 3	<p>MF group has a five-member management committee, and all members under one branch form a People's Organization. All these members elect every two year a team of another seven people to lead the human rights and governance activities. They try to contribute to the families of the village, sensitize Union Parishad and Upazila, GOB offices to provide services to the poor people, create social movement on different issues</p>	<p>Achieved legitimate rights from the government local resources through the People's Organization (PO). PO involved with the local level movement for getting the government resources for the poor people. COAST has also some national level advocacy issues. It has also some advocacy works to rehabilitate the environmental refugees.</p>	<p>Strengthening the PO to claim legitimate rights more for the poor people. They will be provided the leadership training so that they can able more to take part in the advocacy issues. Documentation of good cases and dissemination to the other PO group so that they can be motivated for involvement to more advocacy works.</p>	RPC/H-SJ/DD/ED	December 2009.

Commitment	Reference	Base line-November 2008	Target/Indicator	Activity	Person responsible/ Authority	Time frame
		such as education, sanitation, women's rights, violence against children and women etc.				
11. Complaint and Response Mechanism Policy (CRMP) and Information Disclosure Policy (IDP)	HAP Bench mark 5	<p>There is no evidence that COAST has consulted beneficiaries or partners about appropriate ways to handle complaints generically or as per context.</p> <p>There is neither documentation of complaints handling procedure in place nor a formal complaints handling procedure established for beneficiaries and implementing by partners.</p> <p>There is no process in place to raise awareness of beneficiaries or implementing partners on how they can complain.</p> <p>Complaints received have been handled but not according to stated procedures. Tracking and follow-up of how complaints were handled was not possible.</p> <p>There are no documented complaints handling procedure for staff.</p>	<p>There is handling of complaint(s) informally.</p> <p>In the human resource manual there is a clause that any staff can give the complaint directly to ED if his/her/their supervisor(s) does any major misbehavior with him/her/their.</p>	<p>Making draft CRMP and IDP through the participation of member participants, stakeholders and all level staff.</p> <p>Consultation with HAP staff about the draft policies.</p> <p>Then again these will be shared with the member participants, stakeholder and staff from all levels.</p> <p>Preparing draft final for the BoT approval.</p> <p>Getting approval from the BoT.</p> <p>Then making Bengali version of two policies.</p> <p>Giving orientation to the beneficiaries, stakeholders and staff level.</p> <p>Up load to COAST website.</p> <p>Implementation of the policies to all levels.</p>	DD/ED/BoT	December 2009.

This policy has been developed through consultation with beneficiaries, stakeholders and staffs of all sphere of the organization from 1st January 2009 and has been approved at the meeting of Board of Trustee held on 26th December 2010.

Annex 1:

1. Target Group Definition

1.1 Lower strata of resource poor

Person owns only homestead land, which is less than 5 decimal; sells labor at least 90 days in a year. S/he neither has any other physical assets for doing agriculture nor for investing in sharecropping. Or

Person who earns their livings through simple off farm businesses like pulling rickshaw, rickshaw van etc. wherein total invested capital is not more than BDT 10000 (Ten thousand).

1.2 Middle strata of resource poor

Person owns land between 6 decimals and 20 decimals, including the homestead area. S/he might have lands for cultivation or for share cropping, which may satisfy household consumption for minimum 3 months. Sometimes, s/he may sell labor in need. Or

Family that could earn in between BDT 10000-20000 in a month from off farm sources e.g., small business, rickshaw/cycle workshop or hawking in the villages.

1.3 Higher Strata of resource poor

Person owns land between 21 decimals and 40 decimals, including the homestead area. S/he might have land for cultivation or for share cropping which may satisfy household consumption up to six months period.

Family that could earn between BDT 20000 - 30000 in a month from off farm sources e.g. shops/business in the growth centre at union level.

Person does not sell physical labor for their livings.

1.4 Marginal farmer and small Entrepreneur

Person owns land more than 40 decimals, including the homestead area. S/he cultivates his/her own land or might do share cropping, which may satisfy household rice consumption for maximum $\frac{3}{4}$ in a year. Family that has off-farm income sources in Upazila growth centre, wherein invested capital is between BDT 30000 - 60000.

Annex 2: Mission and Values

MISSION

COAST organizes strategically important activities related to development, which in turn, will facilitate the sustainable and equitable improvement of life, especially of women, children and disadvantaged population of the coastal areas in Bangladesh through their increased participation in the socio-economic, cultural and civic life of the country.

OUR VALUES

In October and November 1998, the COAST staff members took part in a discussion about formulating a strategic direction for the next ten years and developed values through a series of workshops. The values were approved in the fifth meeting of the Board of Trustees in February 1999. The values are given below.

OUR EXISTENCE

We exist for the poor and for their interest.

WORK APPROACH

We believe that what we are doing is not the final answer to the quest for development. The progressive cycle of learning, actions and experiences will pave the way for our destination.

LEARNING

We work based on what we know. We say what we understand. We don't do or say anything we don't know or understand. Therefore, we never hesitate to admit our mistakes. We are always ready to learn what is new.

HUMAN POTENTIALS

We believe in the equality of human potentialities as human beings are born with equal potentials. If equal opportunities, resources and facilities are made available, everyone can develop equally.

ECONOMY

We believe in economy not only in our personal life but also in organizational behavior. Because, consuming culture, and in most cases, competitions may expose individuals as well as organizations to a great danger.

HONOR

We may stand differently in terms of salary and responsibilities. But we all are equal in showing honor to each other.

GENDER

We believe in the equality of men and women. The inequality in gender is due to imposition of socio-cultural differences. Women should be provided with special facilities of positive discrimination since they play a very vital role in raising children up.

Right to Participation in Decision-making

RIGHT TO PARTICIPATION IN DECISION-MAKING

We think that the person who makes or implement a decision and the individual who is influenced or affected by the decision have the rights to expressing respective opinions before the decision is made.

CULTURE

We want to acquire the best form all the different cultures of the world but we want to uphold and maintain our down tradition and cultural heritage.

COMMUNICATION

Our thoughts must be updated, modern and universal. Therefore, we want to make the best use of communication and education materials even within our limited capacities.

RELATION AND ACCOUNTABILITY

We try to keep good relationship with all without compromising our values and organizational interest. Since we are people-centered, we do not have any hesitation of being accountable to anyone for our activities.

PEOPLE'S ORGANIZATION

We believe in the separate role of people's organization of the poor, oppressed and vulnerable. Therefore, we play the animator role building up and alternative power structure.

GOVERNANCE

We believe in demand mediation and of being accountable in relationship between the government agencies and people. Therefore, we try to mobilize the people to place their legitimate agencies and in the political process rather than developing alternative services or channel for those people.

ENVIRONMENT AND DIVERSITY

We believe in ecological perseverance and balance. Therefore, we give due importance to the local knowledge of culture and tradition. As we want to keep those diversities in fact for the next generation, we think globally and act locally in this context.

COAST believes that it should be a value-driven organization since it is trying to develop a value-oriented human resources base. It works for structural poverty reduction while it implements any project or stands for an opinion. So it is important to maintain a minimum level of management standard. It was, however, agreed in that meeting that the COAST activities would be reviewed in terms of these values in participation with staff.

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