

# AFTER ACTION REVIEW REPORT OF THE HAP DEPLOYMENT TO DADAAB

Prepared by:  
**Elie Gasagara**  
Accountability and Protection Advisor  
World Vision International  
Food Programming and Management Group (FPMG)  
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*The HAP team consulting refugees who have recently arrived from Somalia. Due to camp congestion and lack of space, they are sheltering outside the Dagahaley camp boundary and have limited and unequal access to humanitarian services.*

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## ii. Acknowledgements

I want to express my sincere gratitude to HAP International in Geneva for giving me this opportunity to conduct this After Action Review (AAR) in Dadaab. I must recognize that this work was made possible by the active support from all agencies operational in Dadaab. I'm very thankful to them for their availability to accommodate the time for discussion on the HAP deployment in Dadaab. I got a lot of information and all valid. However, I tried to compile it in this report as much as it was possible to me. I may have missed some that agencies might consider as key to be in this report. If this is the case, I sincerely apologize for the shortfall.

I do recognize that this assignment could not have been possible without the high dedication and engagement of the HAP team in Dadaab, led by Ms Maria Kiani, as well as all agencies that contributed financially to make this deployment possible.

I want to take this opportunity to thank my management in World Vision's Food Programming and Management Group for allowing me to take the time needed to complete this assignment.

God bless you all!

## 1. Introduction:

As part of its regular support activities to agencies operational in emergency responses, HAP International deployed a team of two persons at Dadaab, North Eastern Kenya. This province of Kenya is bordering Somalia and hosted refugees since 1991. There are three camps with a total of 289,949 refugees from Somalia, Burundi, and Ethiopia. UNHCR is the main UN agency providing leadership for the response to refugees in Dadaab and it works through implementing partners. There are 23 agencies operational in Dadaab camps.

The HAP deployment team arrived in Dadaab on 16<sup>th</sup> July for a period of three months. The team was hosted by UNHCR (office space) and CARE (accommodation). The deployment had the following overall goal: *to strengthen understanding and practice of humanitarian accountability and quality management with a particular emphasis on facilitating improved information sharing, participation and complaints handling (both at agency-specific and inter-agency level) for refugees and host-community in Dadaab.*

With this overall goal, the deployment had three objectives defined as follow:

1. To increase staff understanding and practice of humanitarian accountability and quality management
2. Explore and establish appropriate means through which collective action can be led, facilitated and undertaken to:
  - a) Strengthen timely, effective and relevant information dissemination to agency staff, refugees and host community through accessible and jointly decided means and mediums.
  - b) Strengthen the effectiveness, safety and accessibility of complaints and response mechanisms available to refugees and host community at agency-specific and inter-agency levels.
3. To facilitate collective learning on issues of humanitarian accountability and quality, analyse share outputs and lessons learnt during the deployment so that HAP and member agencies can continually improve impact and practice

As part of the third objective, HAP organized an 'After Action Review' (AAR) that was done through a field visit in Dadaab from October 4 – 6, followed by meetings at Nairobi. The ToRs for the After Action Review defined the overall aim of this review as being to examine the main outcomes and achievements of the deployment and ways in which future HAP deployments can be improved.

The AAR was conducted by a consultant from World Vision International allocated to this task as a contribution from this organization to the deployment. This report is the result of the AAR in Dadaab and will highlight key learning and recommendations from the deployment.

The detailed [terms of reference of the deployment](#) can be viewed on the HAP website under the **Field Support – Dadaab page**.<sup>1</sup>

## 2. Aim and Methodology:

To achieve the expected results from the After Action Review, the consultant conducted a series of meetings with agencies operational in Dadaab. These meetings were organized by the HAP deployment team with either Head of Agencies in Dadaab and/or with their representatives that have interacted regularly with the HAP team. In addition to face-to-face meetings with agencies, the consultant had a discussion with participants to the Accountability Working Group meeting, organized on October 4. For a better understanding of the situation in camps, the consultant visited one camp (Dagahaley camp) and had interaction with new arrivals that settled their 'tents' outside designated camp area. Two additional meetings were organized with agencies in Nairobi to complete information received from the field.

In all these meetings and discussions, the consultant used a semi-structured interview guide to collect the maximum information that would help achieving the objective of the review.

<sup>1</sup> <http://www.hapinternational.org/pool/files/tor-hap-deployment-to-dadaab-final-nb.pdf>

### 3. Findings:

#### 3.1. Key achievements and short term impact:

##### a. Awareness created:

All agencies in Dadaab were unanimously confirming that this deployment was a success and created awareness on the need to be accountable to beneficiaries – and more importantly the need for wide information sharing with disaster affected populations. The deployment was an ‘eye opener’ for many agencies in various ways – being accountability or other areas that needed improvement. The awareness was mainly created after the mapping exercise conducted in Ifo camp. The HAP Team conducted a two days ‘Introduction to Humanitarian Accountability’ workshop that presented the concept of accountability and the HAP 2007 Standard. This workshop helped to develop the methodology for the joint Inter-Agency Mapping and Action planning exercise that took place on 10th August, 2010. In total, 32 agency staff from 12 agencies participated in this exercise.

*“We did not realize that the gap in information sharing was huge. From our perspective, it was enough to tell people that our services are free but we realized that we need to demonstrate this in practice. Having somebody not involved in daily implementation was a plus. Giving us feedback on what we think we are doing. We discovered that in some areas we thought we are doing OK but we got to know several areas of improvement.”*

*Quote from one agency staff in Dadaab*

Along with the awareness creation, there is a higher commitment from agencies to implement various recommendations shared during the deployment. Agencies are taking these recommendations seriously and want to see changes in the way business is done in Dadaab.

*“For me, I find this is good and we are going to benefit from it. It is for us to look at how we are going to use the recommendations as we look at the same direction and push it forward. I will look at these recommendations as ours not a HAP thing. HAP opened our eyes and minds to come up with a broader picture and look at how to modify what is required and use it as a tool to mobilize host communities and refugees.”*

*Quote from one Head of Agency in Dadaab.*

##### b. Staff trained on accountability:

The HAP deployment conducted training sessions with agencies. The approach of doing collective training sessions followed with agency specific support was highly appreciated. While collective training sessions are good, the institutional support (agency support) was highlighted and valued.

*“Agency-specific approach to deal with unique issues relevant to each agency was the greatest to do. At the same time, inter-disciplinary approach in the mapping exercise, where various sectors looked at various issues helped seeing things at a broader perspective”.*

*Quote from agency staff in Dadaab*

As a result of this training, some agencies operational in Dadaab started including accountability in their staff orientation package.

##### c. Promoted networking/inter-agency working:

The HAP deployment managed to pull agencies together and created good collaboration spirit among agencies in Dadaab. The deployment resulted in the creation of the ‘Accountability & Quality Working Group’ – attended by various agencies and expected to continue promoting quality issues – especially maintaining the peer review process to keep the high level of commitment to accountability issues and agency specific action plans.

Working together through the Accountability Working Group is seen as an empowerment mechanism for agencies in Dadaab – as they will present key points in one voice, especially for agencies who partner with UNHCR.

*“We feel empowered to deal with issues that need to reach UNHCR. The Accountability & Quality Working Group will help in fostering Accountability – rather than each agency having to talk on individual basis”.*

*Quote from one Head of Agency in Dadaab.*

#### **d. Information sharing given priority:**

##### **Refugees level:**

The deployment in Dadaab made a significant contribution to agencies realising the need to improve information sharing. Agencies discovered how information was not flowing to the level of individual refugees for various reasons – including the fact that information could reach community leaders and not moving to individuals. With the work of the HAP team, the camp managing agency realised that working with community leaders as the main counterpart did not work as expected. They discovered the need to explore more avenues for information sharing and not rely only on leaders – who can have their own interests in not passing the information down.

*“We got the need to be more proactive to ensuring that information is given – especially with new arrival refugees. We saw the need to decentralise the information to reach the ground level. We are exploring ways of decentralizing and ensuring that the people arriving in camps immediately know where to go for their needs”.*

*Quote from Head of agency in Dadaab.*

##### **Engagement with host-communities:**

Before the HAP deployment, agencies did not pro-actively give information to the host community in a coordinated manner. The HAP team contributed to raising awareness that the relationship and engagement with host-communities can be improved through coordinated information sharing.

*“There is a negative attitude by agencies towards host-communities. Some agencies here have the perception that they are here to serve refugees only and they don’t pay enough attention to host-communities. As a result, only a few agencies don’t have problems with host-communities. Agencies should be more open to work with host-communities. The HAP team tried to engage with them but time was limited. There is a need to follow up on this”.*

*Quote from one Head of Agency in Dadaab.*

The need to work more closely with host-communities was highlighted by agencies and they recognize the importance of working and being at peace with them and providing them with the support and assistance they deserve.

*“Security around camps is an issue and agencies need to deal with it – by sharing information and being transparent on what we are here for. Some agencies are coming and start to work without sharing information on why they are here for and what services they will be providing”.*

*Quote from one Head of Agency in Dadaab.*

*“We needed to consider doing a mapping exercise with host-communities. We needed a more proactive approach on how to deal with them. We cannot talk of accountability in Dadaab and ignore host-communities. We must know how to deal with them”.*

*Quote from Agency staff in Dadaab.*

### 3.2. Anticipated impact from the deployment:

#### a. Impact on programming:

Recommendations from the Inter-agency Mapping and Action Planning Exercise and HAP deployment will be used to improve program management. Agencies are committed to mainstreaming accountability in the project cycle and improving participation of disaster affected populations. Some of them are committed to making accountability a part of their organizational culture and integral part of their humanitarian services delivery in Dadaab. In this spirit, one agency started putting this into practice by inviting community representatives from all camps in their planning exercise for activities of their Fiscal Year 2011.

*“We don’t want to be planning for them but we want to plan together”.*  
*Quote from one Head of Agency in Dadaab*

From the UNHCR point of view, program managers are aware of the need for quality and accountability in the response. They are aware of the requirements and will influence agencies to comply with these requirements, and also consider ensuring that release of funds is linked with compliance with accountability standards.

At the same time, it is planned to incorporate accountability as part of the review of UNHCR program in Dadaab. This will imply closer monitoring of agencies on accountability issues.

#### b. Improved collaboration, coordination and networking:

The common understanding and commitment to implement accountability and address various issues that came out of the Mapping and Action Planning Exercise will benefit program implementation in Dadaab. It is expected that the peer support and review, as on the agenda of the AQWG and working together on common issues will enhance the collaboration between agencies. The work of the AQWG will help in keeping the accountability standard high and generate positive competition between agencies as they try to demonstrate compliance with these high standards.

At the same time, this would contribute positively in better planning and budgeting for quality and accountability initiatives.

*“When you discuss quality issues included in the budget, you will be talking of the same thing – when partners discuss budget issues, it will be easy to understand and agree on key budget lines as we now all understand the need for accountability”.*  
*Quote from UNHCR staff in Dadaab.*

It is expected that the spirit of coordination will be maintained and enhanced between agencies operational in Dadaab, which will help in improved service delivery to disaster affected populations. This will help in avoiding duplication and knowing gaps and filling them on time.

#### c. Better relationship with stakeholders:

Improved information sharing and transparency with stakeholders (refugees, host-communities, local authorities, etc) will contribute to reducing tension between agencies and these stakeholders, especially with host-communities.

*During its field work, an agency had to deal with a serious resistance/opposition from a youth leader from the host community. This youth leader was claiming the right for employment and contract for the type of work the agency was involved in. He did not understand that this required high technical skills and competency that was not necessarily available at the host-community level. The work stopped for two weeks while discussions went on with the youth trying to persuade him. The agency was of the opinion that services provided are for refugees and since the funding from UNHCR is allocated for refugees they had little to do with the host community. It took two weeks of negotiation before the work resumed.*

*After this experience and having gone through the accountability training with the HAP team, the agency understood the need for better communication and information sharing with host-communities*

*about their work and projects. In so doing, they would have avoided wasting two weeks in discussing with the youth leader that had blocked the work.*

*(Story shared by staff of the agency in question to highlight their learning)*

**d. Improved staff attitude:**

While some agencies had previously tried to initiate some accountability measures in their programs, it was a bit difficult for field staff to understand the rationale and value of these measures. Some of these staff would behave like business people working for the pay check at the end of the month. With the trainings and other capacity building efforts of the HAP team on accountability, field staff understand the value of being accountable to disaster affected population and the need for better coordination and collaboration. At the same time, agencies recognized the need and importance of staff attitude – in addition to competency.

*“Some opinions of field staff needed to be corrected about the role of our organization. Some staff have been thinking that they are here to be employed and not serve beneficiaries. The purpose of our organization is to serve beneficiaries”.*

*Quote from one Head of agency in Dadaab.*

*“The HAP deployment has been an eye opener for several of our field staff on and the benefit of accountability to our work and shown the way that simple things can have a huge impact and not cost a lot of money. It created a proactive approach of thinking in our staff: thinking at how you do things and how you can improve.*

*It boosted the morale of our staff and people to recognize that things can change (it promoted change and better coordination)”.*

*Quote from one Head of Agency in Dadaab.*

**e. Improved participation:**

Agencies recognized the need for more participation of disaster affected population in the response. As indicated above, some agencies have already started putting this in practice by inviting community representatives in their planning process. It was also highlighted the need to strengthen the participation of community leaders in regular Inter-agency meetings to make sure that their voice is heard.

Another agency indicated their commitment to push for participation of community representatives to the highest possible.

*“Participation of beneficiaries must come in big not small. We need to reinforce participation and delegation of responsibility. The question is ‘how far can this go?’ but we need to go to the possible limit”.*

*Quote from one Head of agency.*

There have been recommendations to elect new community leaders with clear guidance and training of refugees on the election process and roles of leaders. The elections are planned for November 2010.

**f. Revive Prevention from Sexual Exploitation and Abuse (PSEA):**

The deployment also supported the PSEA efforts in Dadaab which had earlier been done by Ms Ester Dross, specialist on PSEA at HAP in Geneva. This work is in line with the Nairobi Protocol signed in 2003 on the prevention from sexual exploitation and abuse (specific to the Kenyan context). With this deployment and issues highlighted, UNHCR is planning to revive this protocol and encourage agencies to sign it.

### 3.3. Challenges:

#### a. High staff turn-over:

Recruiting and maintaining good and qualified staff in Dadaab is a real challenge. There is a high staff turnover at all levels – including management staff. As a result, staff that are trained keep moving and this may either delay or kill the implementation of some initiatives.

*“As a result of the high staff turnover, good intentions remain intentions and not realized”.*  
*Quote from one Head of agency in Dadaab.*

#### b. Mainstream accountability into the organization:

Some agencies operational in Dadaab have their head offices in Nairobi and have programs in other districts in Kenya or Somalia. While these agencies received support with the Dadaab program, it is a challenge to get this good initiative adopted by other programs beyond Dadaab. The head of agencies in Dadaab will share the plan with Nairobi to get it approved and adopted in Dadaab and other operational areas (provided that this is adopted by the entire organization as a priority). Given that this initiative (accountability) is new for some of these agencies, mainstreaming it into the work plan for 2011 will need adequate preparation and sensitization.

#### c. Staff time for accountability:

While agencies allocated staff members to work with the HAP team during the three months, they realized that implementation of accountability in their work will require significant staff time. During the three months of deployment, staff designated to work with the HAP team had other duties to be accomplished in their regular activities. They were overstretched.

Agencies also discovered that people at all levels are very busy and simple things can be forgotten or neglected. This experience has been an eye opener for more human capacity to properly implement accountability in their regular programs.

*“HAP things are common sense. It is amazing how people can forget things or think that people are aware but then you discover it is not so. When you look at it critically, you see how easy it is to lose track. The question is ‘how to make sure accountability stays in the organization and people feel this is part of the program change. How to maintain all standards while keeping the work going?’”*  
*Quote from one Head of agency in Dadaab.*

*“This is an extra work for agencies. It has to appear in their weekly plans. If it is not deliberately included in the Logframe/Actions plan, it will be difficult to make it happen and set aside resources for accountability. It takes effort to ensure attending meetings and stay engaged”.*  
*Quote from one Head of agency.*

#### d. Time allocated for deployment:

The three months allocated for the deployment were short and it was a challenge for the HAP team to achieve all they wanted to achieve without working day and night. This was made even more difficult by the referendum period in Kenya, which slowed down almost all activities in Dadaab. However, the HAP team managed to accomplish much higher than people could expect from them in three months time.

In line with time management, the questionnaire for the mapping exercise was good and was meant to collect valid information. However, it was massive to be administered within the time allocated. As a result, some questions were rushed as beneficiaries started getting tired.

### **e. Organizational policies:**

Some organizations have not yet developed their transparency policy and they are not open or clear on what to share. It becomes a challenge for field staff to manage the balance between confidentiality (required by organizational policies) and being transparent with information sharing.

### **3.4. Key lessons from the deployment:**

- It is important to ensure all programs have an accountability component from the beginning. There are simple things that we assume are in place and we know they are very important and when they are not in place as expected, it can lead to serious problems.
- Information is power – sharing information is very important. Information sharing with beneficiaries on project cycle need to move down at the beneficiary level – not kept at the office level (case of the notice board with information kept at office level).

*“Being accountable makes life easier. Being available to share information with beneficiaries at every stage of the project ease a lot of tensions we went through in the past.”*  
*Quote from one Head of agency in Dadaab.*

- While staff competency is important for project management, staff attitude is very critical.
- There is an urgent need in Dadaab for coordination and information sharing between stakeholders: agencies, beneficiaries, host community and local authorities.
- There is need for proper induction of staff in humanitarian accountability and mainstream accountability into programming. In the same line, there is need for better induction of new agencies by UNHCR highlighting past experiences – including information on dealing with host communities (what worked and challenges).
- There is need to establish and/or strengthen complaints and response mechanisms for/in all agencies in Dadaab – to allow beneficiaries to give their views and complaints and make sure they get adequate and timely response.
- Agencies focused more on SPHERE standards and have not been aware of the HAP standard and benchmarks. It is time to push more and strengthen implementation of HAP standard in various agencies operations and humanitarian responses.

### **3.5. Recommendations sustainability in Dadaab and for future:**

#### **a. Sustainability in Dadaab:**

- To maintain the current level of engagement within agencies in Dadaab, it is important to keep the accountability agenda on-going in various forums – including the Head of Agencies meetings. This would need one agency to play the leading/focal point role with the responsibility to keep forward accountability in Dadaab and keep encouraging top management to continue supporting this initiative, including the Accountability & Quality Working Group. This role can be played by UNHCR or any other agency in Dadaab. However, UNHCR is recognized by agencies in Dadaab to be the best indicated to play this role and UNHCR expressed the readiness to take it up and make it happen.
- Some agencies recommended considering hiring an accountability specialist to play the role HAP team played during the last three months. This person would be assigned in Dadaab for a period of one year.
- A closer follow up and support by HAP with individual agencies will be needed to ensure implementation of various plans of action that have been prepared. This follow up will also look

into the Accountability & Quality Working Group and its representation in the Head of Agencies' meetings. This follow up and support would be done from Geneva and needs to be followed by one or two field trips to Dadaab in the next three months.

- Donors and UNHCR need to continue promoting accountability and push agencies to include it in their proposals and plan of actions.
- To ensure continuity and avoid losing the momentum, agencies operational in Dadaab should consider appointing focal people in their organizations to be in charge of promoting accountability. This should be reflected in their job descriptions.

#### **b. Issues for the future:**

- The duration of the deployment in Dadaab was short. HAP should consider longer deployments – up to six months.
- Quality and accountability issues need to be on the top agenda in humanitarian response. HAP need to advocate for donors to support accountability and give priority to proposals that demonstrate a strong component of accountability to beneficiaries.
- For future deployments, HAP should explore all venues to inform agencies operational at the field (not only HAP members) on the planned deployment. This will avoid surprises or being informed of such an important deployment at the last minutes (some agencies were informed of the Dadaab deployment only two weeks before the deployment in the Head of Agencies meeting). The earlier they are informed the better they are prepared to support and work with the deployed team. HAP could use its international network to assess agencies operational at the field and try to get them informed on time.
- Consider recruiting the seconded staff to the HAP deployment from the deployment location. Hiring such a person would contribute to keeping the ball rolling easily after the deployment period. In other words, having someone from Dadaab instead of bringing in someone from LWF in Kakuma.

### **3.6. Other key points from the deployment:**

#### **a. Surprises/What could have been done differently:**

- The initial assessment was done in IFO camp. It would have been better to pilot it in the three camps, taking into account that each camp is different and could have its uniqueness.
- While the MOU for this deployment was prepared and shared with agencies before the deployment, it happened that it has not been signed on time. The MOU was signed very late, some did sign it at the end of the deployment.
- The HAP support visit by the Programme and Membership Services Coordinator was not communicated well enough. Some agencies did not know why she was there and asking for meetings
- The HAP team managed to mingle with all agencies and strengthen relationships, without annoying any. They were neither shy nor afraid of people. They would say things diplomatically without making people defensive. This was a positive surprise. At the same time, working from the UNHCR compound and staying with CARE contributed to ease this interaction. This was also important for ownership by field agencies – if the team was fully hosted by UNHCR (working and staying), agencies would not have benefited enough, as they would have taken the deployment as a 'UNHCR thing'.

## **b. Lessons from the secondee:**

Rita was seconded from LWF in Kakuma for a period of three months in Dadaab. At the end of this deployment, she was very thankful for having been part of the deployment and excited to return in her workplace to try new things. She highlighted the need for accountability systems in refugee camps like Dadaab and Kakuma and the deployment has been an eye opener and capacity building opportunity. From this deployment, she realised that agencies need to work with refugee leaders but there is a need to work more with refugees themselves, going beyond their leaders. As she return to her regular assignment, she is committed to sharing the knowledge acquired from the deployment with peers in Kakuma. She plans to assess the current systems and help agencies to improve their practices in accountability, taking into account the diversified needs of refugees. There is a need to translate various documents in different languages to accommodate the needs of different groups of refugees in Kakuma.

*"I learnt how work together with different agencies here in Dadaab and we can do the same in Kakuma. I feel at the end of the deployment that now I have the capacity to make a difference and engage with stakeholders (such as refugees, UNHCR, agencies, Host communities, etc).  
Quote from Rita.*

This deployment to Dadaab has already started bearing fruits in LWF in Kakuma. She explained to her management the value of accountability and they are well mobilized and willing to send more staff for accountability trainings. Rita considers that LWF will be able to budget for accountability, especially that the organization is working on plans for next year.

She commended her mentor and team Leader, Maria Kiani, for her excellent quality and capacity to provide orientation, training and team work.

## **4. Conclusion**

The HAP deployment contributed significantly to creating awareness of agencies operational in Dadaab on the need for accountability and working together. All agencies operational in Dadaab benefited from this deployment through the joint field assessment, training and institutional support. Several important issues were raised and appeared as surprises to many organizations in Dadaab. The latter indicated their commitment to changing the way they have been working with refugees, especially through improved information sharing and complaint handling systems.

While the deployment has been very successful and important for the Dadaab operation, its sustainability remains a challenge. It is the responsibility of each individual agency to support this initiative and keep this fire burning. Agencies operational in Dadaab expect the UNHCR to continue providing support and leadership to maintain the current high level of engagement of all agencies to being accountable to refugees. At the same time, the UNHCR office in Dadaab is committed to make this happen. Along with this commitment, there is a call for close follow up by the HAP team in Geneva through long distance support and planning another field visit in the near future.

## 5.1 Appendix



# AFTER ACTION REVIEW OF HAP DEPLOYMENT TO DADAAB

## Terms of Reference

### Introduction:

HAP International has undertaken a three month deployment (13 July- 12<sup>th</sup> October) 2010 to Dadaab in Northern Kenya. Dadaab is one of the oldest and largest refugee camp complexes in the world and with escalating conflict in Somalia it continues to grow larger with an average of 4000 new arrivals per month ( August 2010).

The overall aim of the deployment is to strengthen understanding and practice of humanitarian accountability and quality management with a particular emphasis on facilitating improved information sharing, participation and complaints handling (both at agency-specific and inter-agency level) for refugees and host-community in Dadaab. For details see attached ToRs of the deployment.

### After-Action Review (AAR):

Under objective 3 of the deployment ToRs, an after- action review to assess activities of the deployment is to be undertaken. In order to ensure objectivity, share learning between agencies and solicit feedback to improve future deployments, Elie Gasagara, Accountability and Protection Advisor at World Vision's Food Programming and Management Group has been requested to undertake this activity. World Vision is a HAP member but is not operational in Dadaab and so the facilitator is well placed to carry out a credible and independent AAR.

### Aim of the AAR:

The aim of the AAR is to examine the main outcomes and achievements of the deployment and ways in which future HAP deployments can be improved.

### Methodology:

Semi- Structured Interviews with:

- Dadaab heads of agencies
- Participants of the Accountability & Quality Working Group
- Participants of the HAP trainings and other relevant staff members

Focus Group Discussion with some representative with community members (as appropriate).

Meetings with key stakeholders to validate key findings and get more details as appropriate.

**Output:** A report of the AAR will be submitted by the facilitator which will be shared with all participating agencies.

### Logistics & Costs:

All costs of the AAR will be covered from the deployment budget.

World Vision is contributing the time and services of the facilitator towards the deployment.

The facilitator will be provide transport to and from Dadaab by UNHCR while accommodation will be provided by CARE.

**Security:** The facilitator will be obliged to follow security guidelines of CARE and UNHCR per the bilateral MoUs with the agencies.

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## 5.2 Appendix

### Participants of the After Action Review October 2010

N°	Names	Title	Organization
1	Juergen Feldmann	Senior Program Manager – Emergency and Refugee Operations	CARE
2	Boisy William	Head of Agency - Dadaab	NRC
3	Kassim Were	M&E Officer	NRC
4	Anne Wangari	Head of Agency - Dadaab	LWF
5	John McCue	Head of Agency - Dadaab	IOM
6	Bornwell Katange	Senior Operations Officer	UNHCR
7	Prachuap Yangsa-Ngobsuk	Programme Officer	UNHCR
8	Lourdes Ibara	Head of Agency - Dadaab	WFP
9	Margaret Asewe	Public Health Promoter – Team Leader	Oxfam GB
10	Michael Ochieng	Public Health Promoter	Oxfam GB
11	Benson Maina	M&E Coordinator	Save the Children
12	Richard Floyer	Head of Agency (HSO) - Dadaab	UNHCR
13	Jackie Oreta	Head of Agency - Dadaab	Film Aid
14	Samwel Cheruiyot	Security Officer	LWF
15	Benedict Gibore	Programme Officer	IOM
16	Mwongeli Makau-Mkuzi	Protection Officer	UNHCR
17	Daisy Chepkemoi	Project Assistant	IOM
18	Michael Ndeje	M&E Officer	CARE
19	Dennis Okore	Information Officer	LWF
20	Emmanuel Ayiro	Programme Assistant	Film Aid
21	Elizabeth Munyiria	Gender Officer	CARE
22	David Kang'ethe	Country Director - Nairobi	DRC
23	Michael Adams	Sr Sector Manager – Program Quality	CARE
24	Miriam Warui	Program Assistant – Emergency & Refugee Operations	CARE
25	Rita Mamai	HAP Team member – secondee from LWF	HAP Team