

Terms of Reference for HAP team deployment - Haiti (6 months from March 2010)

Following the devastating earthquake in Haiti on 12th January, 19 HAP members are undertaking humanitarian operations either directly or through implementing partners. Given the magnitude of this emergency, there will be many opportunities and challenges to ensuring a high quality and accountable response. In collaboration with other initiatives, and to support members in implementing the New Emergencies Policy, the HAP Secretariat is working to ensure that quality and accountability (Q&A) are given due focus in the Haiti response.

A) BACKGROUND

In early February, the ACT Alliance initiated the deployment of a Quality and Accountability (Q&A) Support Team – comprised of a HAP staff member and Sphere Resource person – to Haiti for 3-weeks (from 8th-27th February). The main objectives of the deployment were to:

1. Support ACT Alliance partners in Haiti in their efforts to strengthen the accountability and quality of their work in the relief effort.
2. Assess current issues and challenges related to quality and accountability as part of the overall humanitarian response and outline potential roles and activities in planning for a longer deployment.
3. Seek to contribute to the work of other Q&A initiatives in Haiti, and offer support to other agencies (time permitting).

Building on work of the initial team, a longer-term deployment has been established to support HAP members, their partners and other interested agencies to improve understanding and strengthen humanitarian accountability and quality programming.

HAP members responding in Haiti as of February 2010: ACT Alliance, ACTED, CAFOD, CARE, Christian Aid, Concern Worldwide, DanChurchAid, Lutheran World Federation, Medair, MERCY Malaysia, Merlin, Muslim Aid, Norwegian Church Aid, Norwegian Refugee Council; Oxfam GB, PMU Interlife, Save the Children UK, Tearfund, and World Vision.

Other initiatives supporting Q&A in the Haiti response in different means: the Sphere Project, People In Aid, ALNAP, Collaborative Learning Projects (Listening Project and Do No Harm), Transparency International, ICVA and InterAction, RedR and Bioforce, Communicating with Disaster Affected Communities (CDAC), Keeping Children Safe

This ToR has been developed with input from HAP members and other Q&A initiatives responding in Haiti, and based on the findings from the three-week mission of a Quality and Accountability Support Team. Activities outlined in the ToR will be adapted and prioritised based on the changing situation in Haiti, taking into account agencies' needs and interests, time availability and security/operational conditions.

B) AIMS AND OBJECTIVES OF HAP TEAM DEPLOYMENT

Aim: to improve understanding and strengthen practice of humanitarian accountability and quality management as part of the current humanitarian response in Haiti.

Specific objective 1: To identify and deliver appropriate support and learning activities with interested agencies in order to strengthen their understanding of, and ability to apply, established quality and accountability tools.

The HAP team will specifically use the HAP 2007 Standard as a core tool, and will promote understanding and awareness of the Sphere standards as a routine part of their work¹. They will work closely with the Sphere resource team members to ensure that interoperability between the two tools is highlighted and made accessible.

Agency interest and the specific support activities will be agreed through discussions with HAP member focal people and senior managers, partner agency representatives and representatives of other interested

¹ The HAP 2007 Standard in Humanitarian Accountability and Quality Management can be downloaded [here](#).

agencies in Haiti. While the HAP team will devote some of its time to supporting HAP members and their partners, HAP is committed to working broadly with non-member agencies as well. It is anticipated that a combination of inter-agency and agency specific activities will be conducted as part of this. Support activities may include:

- a. Guided assessment and implementation: Support agencies to assess and improve their current response through the lens of accountability and quality using the HAP Standard, and in collaboration with Sphere resource workers where appropriate, with a view to identify means of strengthening practice. Agencies may choose to initially focus on one or two benchmarks, in order to focus efforts to achieve clear and measurable results.

Guided assessment and implementation includes working with, and building the capacity of, designated agency staff so that they may continue to play a role in driving improvements in practice. It normally involves consultations, trainings, and project site visits to speak with affected-communities / project beneficiaries. It is envisaged that the HAP Team will continue to work with agencies throughout the deployment to document the impact of improved compliance with the HAP Standard (See Objective 3).
- b. Technical advice: Provide advice to humanitarian agency staff at a range of levels, including at a senior level to ensure leadership in activities, regarding integration of humanitarian accountability into the design, development and delivery of programs, in measuring performance against the HAP Standard, and in strengthening accountability when working with partners.
- c. Briefings and training as relevant: on quality programming, accountability and other specific issues as identified by agencies (for example complaints handling or information dissemination etc), plus support in action planning and implementation. These briefings and trainings may be conducted jointly or with input from Sphere resource staff, and may be conducted for single or small groups of related agencies, or as part of general and open accountability trainings and events.
- d. On the job coaching: As negotiated with agencies, to assist staff at different levels and with responsibilities to design and implement accountability action plans and overcoming obstacles to complying with the HAP Standard. Emphasis will be placed on identifying and supporting focal people within participating agencies who are in a position to continue the work.
- e. Provide support to agencies on protection and response to sexual exploitation and abuse. Such support includes, but is not limited to, participating on an inter-agency platform concerned with prevention and response to sexual exploitation and abuse, providing tailored advice to agencies, conducting trainings on developing agency specific and / or inter-agency complaints mechanisms and trainings on conducting investigations and advocating for inter-agency complaints mechanisms where appropriate. (Technical support and advice to the deployment team on this issue will be provided by the Complaints Handling Unit of HAP as required).
- f. Other specific projects undertaken with agencies as identified during early consultations.

The number of agencies the team can work with in this way is limited. Selection of agencies will be based upon, for example, demonstrated commitment to take forward work on accountability. Activities may be conducted with individual agencies, or depending on interest, in conjunction with other agencies. Brief bi-lateral MoUs between HAP and each agency will be used to clarify expectations and commitments.

Emphasis will also be given to identifying ways in which support can be provided to national actors (in particular national NGOs).

Specific objective 2: To collaborate with relevant stakeholders **and advocate** for quality and accountability of the wider humanitarian response, including through raising awareness of existing approaches to Q&A and highlighting strengths and gaps observed to date.

Activities are likely to include:

- a. Advocate for an increase in quality and accountability of the wider humanitarian response through a variety of means as appropriate, and including engagement with a variety of key actors such as

donors, UN bodies and the cluster system, national and international non-member NGOs, affected communities, local/central government authorities², and other key players and stakeholders.

- b. Conduct information and learning events on accountability where relevant and strategic.
- c. Based on information gathered from field visits undertaken as part of agency support activities share perspectives of affected populations regarding their experience of the humanitarian response and ideas for improvements.
- d. Ensure that protection from sexual exploitation and abuse issues are placed and remain on the agenda of key respondents to the earthquake and work towards the establishment of an appropriate and effective means of response.
- e. Where possible and appropriate work collaboratively with other initiatives working towards improved accountability in the Haiti response. This includes, but is not restricted to: the Sphere Project, People In Aid, RedR/BioForce, Transparency International, Communication with Disaster-Affected Communities (CDAC), Keeping Children Safe (KCS) and InterAction/ICVA (as part of the NGO Coordination Support Office) to maximise resources and promote quality and accountability through a coherent approach.
- f. In collaboration with relevant actors, and in particular, the Sphere resource workers, support the establishment of a locally based Accountability and Learning Working Group, and provide technical expertise on accountability to the group.

Specific objective 3: To document and share good practice and learning in order to build on the pool of resources available for senior managers and practitioners in Haiti and globally, and for use as part of wider discussions on the 'state of' quality and accountability as part of current humanitarian response.

Activities will include:

- a. Document and disseminate key learning related to quality and accountability as part of the Haiti response, including beneficiary perceptions on Q&A as part of the emergency response and key recommendations for the humanitarian community regarding the strengthening of Q&A.
- b. Document and disseminate case studies, good practice and tools (in collaboration with HAP members) related to accountability for wider sharing within Haiti and the wider humanitarian community globally.
- c. Collect evidence on and document the impact of the application of the HAP Standard – with focus on the agencies who have received direct support from the HAP Team under Objective 1.
- d. Manage the translation of key HAP documents, tools and learning into French and Creole.
- e. Provide regular updates on activities for the HAP website ([HAP in Haiti](#)), newsletter and secretariat (monthly), feed into OneResponse and ALNAP portals, and a summary report at the end of the deployment.

Within the first month of the deployment, the team will draft a detailed workplan, outlining specific activities and indicators that will lead to the achievement of the broad aims of the deployment. This workplan will be submitted to HAP's Programme and Membership Services Coordinator for approval, and will be reported against in detail on a monthly basis. Summary versions of these reports will be posted on the HAP website. The workplan will be reviewed and updated as appropriate through the deployment.

C) LONGER-TERM SUPPORT, AND ASSESSING IMPACT OF THE DEPLOYMENT

Longer-term support and sustainability

It is anticipated that by the 31st May the team will be able to make recommendations and identify strategies for the effective evolution and sustainability of the deployment and an accountability presence in Haiti over a longer period, including the potential for recruiting local staff to train as accountability advocates and trainers. At this point a decision will be made if HAP's engagement in the Haiti response will be extended.

Assessing the impact of the deployment

² Such as the Department of Civil Protection. This may either be in collaboration with other Q&A initiatives responding in Haiti, or through supporting the work of a HAP Member, with the aim to enable positive dialogue with NGOs on key standards related to quality and accountability and their use.

In line with HAP's recent deployments in Sri Lanka, Myanmar and Bangladesh, it is anticipated that a final evaluation and/or an After Action Review will be conducted to review HAP's work in Haiti³. A brief terms of reference will be developed and shared with HAP members and other stakeholders in due course. It is hoped a wide range of stakeholders will input into assessing the impact of the deployment.

D) FUNDING AND HOSTING

- The initial 3-week deployment for a Quality and Accountability (Q&A) Support Team was part funded by DanChurchAid and ECHO, and was hosted by Lutheran World Federation.
- The 6-month deployment will be part funded by Danida (via DanChurchAid) and ECHO up to the 31st March, after which costs will be funded by a Danida grant to DanChurchAid.

HAP will be hosted by RedR/Bioforce in Port au Prince.

E) HAP HAITI TEAM

The two-person HAP team will be supported by the HAP secretariat through a combination of support visits and phone/email. The team is French speaking and comprised of:

- Senior Accountability Advisor: Elie Gasagara (egasagara@hapinternational.org) – seconded to HAP from World Vision FPMG where he is their Accountability and Protection Adviser. Elie will be working for HAP for 4 months from 8th March – 13th July 2010.
- Accountability Advisor: Troels Egeskov Sorensen (tesorensen@hapinternational.org) - who has been working with the World Bank and has experience setting up accountability mechanisms coherent with requirements in the HAP Standard. Troels will be working for HAP for 7 months from the 1st March 2010.

The team is managed by Barb Wigley (bwigley@hapinternational.org), HAP's Programme & Membership Services Coordinator, and supported by Emily Rogers (erogers@hapinternational.org), HAP's Field Officer (Roving Team).

³ The scope of the AAR or final evaluation will be determined in conjunction with other stakeholders, and may be expanded beyond focusing solely on HAP's response to look at the wider impact of Q&A activities.