



# **HAP Deployment to Dadaab**

July- October, 2010

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**Rita Mamai:** Gender Equity and Human Rights

Officer Kakuma- LWF Secondee

**Dadaab: 14 July – 12<sup>th</sup> October, 2010**

**Acknowledgement of Support from:**



Hosting: accommodation and office space



**UNHCR**  
The UN Refugee Agency

Hosting: Office space, logistics etc



Seconded Staff Member (costs covered)

**Financial Contributions from:**



# Overview

**Overall aim:** 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.

## **Objective 1** (Understanding & practice)

To increase staff understanding and practice of humanitarian accountability and quality management

## **Objective 2** (Action)

Explore and establish appropriate means through which collective action can be led, facilitated and undertaken

## **Objective 3** (Learning and improving)

To facilitate collective learning analyse and share outputs and lessons learnt so that HAP and agencies can continually improve impact and practice

## Overall expected outcomes for participating agencies

- **Staff have an improved and shared vision** of, and commitment to the importance of accountability and quality management in programming.
- **Staff awareness and capacity is increased** enabling them to address and strengthen key accountability areas in their ongoing response.
- **Based on interest and commitment from agencies, support has been provided to facilitate collective efforts** for increased participation of beneficiaries in programmes, joint information sharing, complaints and response mechanisms.
- **Enhancing learning of challenges in beneficiary accountability** and programme quality in protracted refugee crisis within Dadaab and wider humanitarian community

***‘We started working as a humanitarian group and not as single entities, we shared gaps and proposed joint solutions, we have a shared commitment for a way forward’***

***Participant – HAP Mapping Exercise***

## **Objective 1: To increase staff understanding and practice of humanitarian accountability and quality management**

1. A two days workshop on 'Introduction to Humanitarian Accountability' for all agencies in Dadaab held on 28- 29<sup>th</sup> July.

***26 staff from 12 agencies attended.***

2. Mapping and action planning exercise to review existing accountability practice carried out on 10<sup>th</sup> August, 2010.

***32 agency staff from 12 agencies participated reaching 119 stakeholders in Ifo camp.***

*Findings shared with heads of agencies on 12<sup>th</sup> August.*

***' The mapping exercise held to establish common ground for all agencies to start seeing our work with an accountability lens'.***

***( Participant from the HAP Training and Mapping Exercise)***

## Objective 1: Increasing understanding and improving practice

<b>Training, orientations and support sessions</b>			
<b>Dates</b>	<b>Support</b>	<b>Agency</b>	<b>Participants</b>
28- 29 <sup>th</sup> July	Workshop & Mapping Exercise	All agencies	32
13 <sup>th</sup> August	Orientation	DRC	15
14 <sup>th</sup> August	Establishing Complaints Mechanism Session	WFP-CARE	18
16 <sup>th</sup> August	PSEA Steering committee	All agencies	8
1 <sup>st</sup> September	Training	All agencies	15
8 <sup>th</sup> September	Orientation	IOM	7
16 <sup>th</sup> September	Orientation	LWF- CPSTs	42
18 <sup>th</sup> September	Orientation	FAI	3
21 <sup>st</sup> September	Training	UNHCR	16
25 <sup>th</sup> September	Orientation	All agencies	18
5 <sup>th</sup> October	PSEA & Accountability	All agencies	
5 <sup>th</sup> October	Orientation	Oxfam GB	5

To understand and strengthen practice the HAP team has been involved in the following activities with various agencies:

- Visits with agency staff to camps to observe agency programmes & activities
- Home visits
- Visits to mobile courts
- Visits to police stations
- Feedback/counselling sessions
- Food distributions
- Registration of new arrivals
- Discussions with beneficiaries in safe havens, transit sites, community centres and meetings with leaders, various committees
- Joint Assessment Mission 2010 ( led by WFP- UNHCR)
- Heads of agencies meetings
- SSG ( Host Community, GoK, Agencies) Meeting

# Host Community Consultations

- Jarijilla District - 22<sup>nd</sup> September  
*26 persons- including community elders DO, Area chief, 2 councillors, youth chairman and CDC chairman.*
- Wajir South - 24<sup>th</sup> September  
*5 women, 13 male - DO, Area Councillor, youth representative, Area Chief and community elders.*
- Consultations with beneficiaries around Dadaab town (IOM) and Bulu Kher (DRC)
- *Meeting with Lagdera community was set up but could not be undertaken as the DO's presence was required in Nairobi*

## **Objective 1 Increasing understanding and improving practice**

Agency specific findings that require attention have been taken forward through action plans which clearly outline: areas that need strengthening, required activities, person responsible to take it forward, timeframe and the related monitoring indicators

### **Action Plans have been drafted and taken forward by:**

- CARE
- DRC
- NRC
- Oxfam GB
- Save the Children

To be shared:

- LWF
- UNHCR
- IOM
- WFP

# Agency Action Plans

These action plans have been by designated/focal staff developed based on:

- Discussions with beneficiaries
- Key findings from the HAP Mapping and Action Planning Exercise conducted in Ifo.
- Real time evaluation visits in all three camps by the HAP Team with the focal points- helping agency staff to think through their projects and services through an accountability lens.
- Availability and accessibility of key documents – linking official policy and practice
- Coaching and bilateral sessions with the HAP team to discuss the key findings and way forward

**Senior Management Support is needed!**

## **Objective 1: Increasing understanding and improving practice**

### **Key areas of action include:**

- Undertake stakeholders analysis and review role in programme implementation (new ones or need to review existing ones emerged after the mapping exercise e.g religious leaders, guards, committees, incentive workers etc)
- Drafting Information provisions guidelines and roll out plan
- Drafting Complaints handling guidelines and roll out plan
- Review of beneficiary selection process and closer monitoring
- New strategies to increase participation and involve refugees in project design, implementation and review.
- Sharing learning with agencies in Dadaab and at headquarters

# Salient Collective findings

## 1. Long term vision and strategy for Dadaab refugees and host community?

### Action needed:

- a) Discuss and develop *collectively*
- b) Develop an *integrated development strategy* for host community in collaboration with host community projects and funding

## 2. Coordination & Collaboration: *'We are not clear whose doing what where which causes suspicion, confusion and competition'* (Agency Staff)

### Action needed:

- a) Clearly define deliverables and parameters of responsibilities ( e.g issue of new arrivals)
- b) Integrated approach should be strengthened - link projects and activities where possible
- c) Incentive staff shouldn't be sent to coordination meetings as representatives unless specified and needed.
- d) Ensure quality partnerships based on clarity, mutual trust and respect

# Salient Collective findings

## 3. Institutional Knowledge Sharing

### Action needed:

- a) New Agency/ HOA Induction Package & Orientation
- b) Share critical issues and good practice

## 4. Lack of accessible information/ information sharing between agencies

### Action needed:

- a) Dadaab operations website (statistics, contacts, meetings, key documents, needs/urgent issues, referral etc)
- b) Improved information sharing within agencies e.g information from meetings needs to be shared with staff

## 5. Referral mechanism- time consuming, gaps in tracking causing delayed response and service

**Action needed:** Systemisation (electronically), with clear documentation, tracking and follow-up

### 3. New Agency/ HOA Induction Pack & Orientation:

1. Partnership Agreements
2. Partnership Values and Principles need to be reasserted i.e working as one, collaboration, etc
3. Inter-agency protocols and standards on PSEA, Code of Conduct ( **not all new or old agencies have signed these**), Sphere/UNHCR etc
4. Information about:
  - Government structure, relationship, contacts (local government, DO, DRA etc)
  - Overview of Host community relations
  - Host community inter-agency agreements and practices such on employment, contracts, etc ( copies of Garissa Report, SSG minutes),
  - Contact information of stakeholders: HoA's, relevant staff of UNHCR and sector leads of agencies, CDC/SSG, DO's, DRA etc
  - Overview of role and deliverables of each agency
  - Budget allocations
  - Inter-agency meeting schedules, sector/ technical groups etc
  - Overview of Camps: Leadership structure, names and contacts etc

# 4. Information sharing between agencies

- Improved presence on UNHCR website i.e overview – maps of Dadaab, camps, statistics, who is working where, projects and links of IPs etc –
- **Dadaab specific website - can be restricted or visitors only if needed:** making the following available for use at Dadaab and camp level.

## Contacts

- UNCHR Staff
- Partners
- Government
- Host Community

## Meetings at:

- Dadaab
- Camp level
- Technical
- Schedule
- Agenda
- Minutes
- Follow-up actions

## Key Documents

- Inter-Agency Protocols/Agreements
- Government structure,
- Brief on Host community relations
- Inter-agency agreements and practices: eg Host community issues ( Garissa report, information about employment, contracts, PSEA, CoC etc
- Key & Urgent Issues
- Reports
- Assessments etc

## Details per Camps

- Statistics
- Partners
- Activities
- Updates
- Urgent Needs/issues
- Leadership Structure details
- Security Alerts
- etc

# Salient Collective findings

**6. New Arrivals:** *'We are only left with one bar of soap, no plot, no NFI, no information, no transport'* (refugee)

**Action needed:** Collectively agreed strategy on provision of services to new arrivals with clear monitoring and follow-up

**7. Beneficiary criteria, entitlements:** *'In one family there are three shelters/latrines whereas others have none'* (refugee)

**Action needed:**

- a) Clear beneficiary criteria process which is agreed and publicly shared with the community
- b) Agency on site monitoring needed *'Agencies need to observer directly instead of sending block leaders'* (refugee)

## Salient Collective findings

**8. Community Structures:** Conflict of interest, holding two offices, politicisation of relationship between structures, refugees and with agencies. Lack of accountability of leaders.

**Action needed:**

- a) Monitoring and review of structures, implications of agency work
- b) Clarity of ToRs roles and responsibilities and making them publicly available to agencies and refugees

**9. Identification of agency staff and representatives**

**Action needed:**

- a) Clear identification of agency staff, incentive staff, committee and leaders
- b) Prevent use and display of logo of other agencies on T-Shirts/person in camps

**10. Cultural perspectives and attitudes**

**Action needed:** reinforce humanitarian values and principles to mitigate cultural biasness and attitudes in dealing with refugees and host community.

# Salient Collective findings

## 11. Engage traditional systems

### Action needed:

- a) elders and religious leaders need to be engaged to become 'enablers'
- b) Provide legal aid and associate support to build understanding and confidence in legal system

**12. Host Community Issues** *' Every organisation should come up with what it does so we know how to engage with them' ... ' It is not about money, we need to come up with solutions, ask us what needs to be done and we will do it together, speak to us.'* ( Host community member)

### Action needed:

- a) Strengthen relationship with and work through the DO and other official counterparts in dealing with the host community.
- b) Information and clarity about agencies mandates, procedures and plans for host community projects
- c) Start a coordination meeting of agencies implementing projects in host community to ensure integrated and sustainable programmes

# Salient Collective findings

## **13. Strong interest in humanitarian accountability and quality amongst agency staff.**

“The deployment is timely, you ( HAP team) have come at the right time”

“It has helped me to improve my interaction with beneficiaries”

“Mainstreaming accountability is easier than thought”

*Agency staff comments in workshop evaluations*

## **14. Receptive and supportive senior management of participating agencies. Issues prioritised and action taken.**

## **15. The “third party” perspective appreciated .**

## Objective 2: Collective Action- Dadaab Accountability & Quality Working Group

**Overall Aim:** To be an **agent of change and a resource** to strengthen quality and accountability of the Dadaab humanitarian operations.

ToRs developed by the participants of the group and heads of agencies: IOM, WFP, UNHCR

### Participating agencies (September 2010)

- ADEO
  - CARE
  - DRC
  - Film Aid
  - Handicap International
  - IOM
  - LWF
  - NRC
  - Oxfam GB
  - Save the Children
  - UNHCR
  - WFP
- Advocate for and strengthen agency and collective action on accountability
  - Pilot joint activities
  - Peer Learning and sharing forum
  - Resource for best practices from different agencies
  - Identify additional specialised support needed and follow-up activities

*Electronic Google group being formed, Meet on rotational basis and session is chaired by hosting agency, Reports to HOA*

### **Objective 3: Facilitate collective learning analyse and share outputs and lessons learnt so that HAP and agencies can continually improve impact and practice**

- After Action Review of the deployment and associate activities of participating agencies .
- Report on key findings- recommendations and learnings from the deployment will be shared
- Future HAP deployment methodology will be adapted by HAP based on lessons learnt from this deployment.
- HAP Roving Representative will debrief agency focal points at HQs.
- Inter-agency efforts to strengthen accountability and quality will be led in Kakuma by LWF Secondee Rita Mami

# Way Forward

- Implement action plans
- Practice guides policy- set the example in Dadaab
- Share outcomes and learning with Headquarters
- Support the Accountability and Quality Working Group
- 3-4 months follow- up visit....be ready!!
- Suggestions?

Thank you.