
Index

The full text of the HAP Standard appears in Annex 1. Much of this same text appears throughout the rest of the book, where there are guidelines on how to *use* the Standard. Where indexed terms appear in both places in the text, both page references will be given. Page references in italics followed by *A*, *t*, and *b* refer to Annex entries, tables, and boxes respectively.

- accountability 4, *125A*, *142A* *see also*
 - humanitarian accountability frameworks
- accountability initiatives 6, *224–5A*
- age discrimination issues 13, *34t*, 59, *64b*, 80, *128A*
- ALNAP (Active Learning Network for Accountability and Performance) 5, *38t*, 70, *225A*
- benchmarks for the HAP Standard 42–3, *122A*, *128A*, *131A*, *142–3A*
 - beneficiary participation (Benchmark 3) 22, *43b*, 45, *64b*, *128A*, *131A*, *135A*
 - assessment procedures 66–7, *66b*, *135A*
 - confidentiality 68, *143A*
 - defined 64–5
 - good practice checklist 67–8 and humanitarian partnerships 67
 - indicators 69
 - informed consent *43b*, 47, *64b*, 65, 67–8, *131A*, *135A*, *191A* *see also* under secondary principles under Principles for Humanitarian Action
 - resource implications *112t*
 - tools and further information 69–71 *see also* beneficiary participation under Tools
 - complaints-handling procedures (Benchmark 5) 25, *43b*, 54, 68, *79b*, *128A*, *131A*, *137–8A*
 - assessment procedures 82–3*b*, 82–4, *137–8A*
 - confidentiality 79, *82b*, 85, 86, *137A*, *143A*, *218A*
 - defined 79–81, *143A*
 - good practice checklist 84–6 in humanitarian partnerships 84, 86–7
 - importance 81
 - indicators 81

- resource implications *112t, 113t*
- tools and further information 87
 - see also* complaints-handling procedures under Tools
- continual improvement (Benchmark 6)
 - 25, *43b, 88b, 128A, 131A, 139A*
 - assessment procedures 89–90, *139A*
 - defined 88
 - good practice checklists 90–2
 - in humanitarian partnerships 90
 - importance 88–9
 - indicators 90, 92
 - monitoring procedures 88
 - resource implications *112t, 113t*
 - tools and further information 92–3
 - see also* continual improvement under Tools
- and humanitarian accountability frameworks 44, *131A*
- information (Benchmark 2) 25, 37, *43b, 53, 55b, 128A, 131A, 133–4A*
 - assessment procedures *57–8b, 57–9, 133–4A*
 - defined 55–6
 - disaggregation of beneficiaries 59, 60–1
 - good practice checklist 59–62
 - and humanitarian partnerships 59
 - importance 56–7
 - indicators 62
 - monitoring procedures 62
 - resource implications *110t*
 - risk analysis 61, *150A*
 - tools and further information 62–3
 - see also* information under Tools
- non-compliance exoneration 33, *34–6t, 36*
- quality management systems (Benchmark 1) 25, *43b, 45b, 74b, 75, 109, 128A, 131A, 132A*
 - assessment procedures 48–9, *48b, 132A*
 - defined 45–7, *125A, 150A*
 - good practice checklist 49–52
 - and humanitarian partnerships 49, 53–4, *130A*
 - importance 47
 - indicators 47, 50, 52, 53
 - monitoring procedures 50, 52, *111t*
 - quality assurance 52, 90, 92, *150A*
 - resource implications *110t*
 - responsibility issues 49, 51, 52
 - tools and further information 54
 - see also* quality management systems under Tools
- staff competencies (Benchmark 4)
 - 25, *43b, 72b, 128A, 131A, 136A*
 - appraisals *72b, 74b, 75, 76–7, 113t, 136A, 142A*
 - assessment procedures 74–5, *74b, 136A*
 - defined 72, *143A*
 - good practice checklist 75–7
 - and humanitarian partnerships 75
 - importance 72–3
 - record-keeping *74b, 75, 77, 136A*
 - resource implications *112t, 113t*
 - tools and further information 77–8
 - see also* staff competencies under Tools
 - training *74b, 75, 76–7, 113t, 136A, 198A*
 - transparency *see* information above
- beneficiaries, defined 8–9, *143A, 145A*
- Building Safer Organisations* (HAP) 63, 71, 85, 87
- Certification and Accreditation Review Board (HAP) 98–9, 106, *143A*
- Certification Scheme *143A*
 - accreditation 98, 99, 107, *142A*
 - applications *96b, 98, 99, 100, 101–3*
 - audits *142A, 151A*
 - applications 99, 101

- audit report 97b, 98, 104–6
- auditors 99, 101, 104
- design of 103–4
- head office audit 96b, 97b, 103, 104
- project site audit 96b, 97b, 103–4
- baseline analysis 100–1, 102, 103–4, 106–7, 110t, 111t, 142A *see also* *under* humanitarian accountability frameworks
- benefits 97–8, 108
- certification mark 107–8
- complaints 99
- costs 108–9, 111t, 113t
- development 6–7, 97
- document review 96b
- expression of interest 96b, 100–1
- procedure 96–7b, 100–8
- purpose 5, 97–8
- qualifying norms 12, 42, 124A
 - assessment procedures 14, 16, 23–6
 - compliance status 96b, 97b, 100
 - financial accountability 17–18, 102, 124A
 - humanitarian accountability frameworks 19–27, 28–9t, 102, 110t, 124A
 - impartiality 13–14, 101, 124A
 - not-for-profit status 15–16, 102, 124A
 - see also* Humanitarian Accountability Covenant
- resource implications 109–14, 110–13t
- who carries it out 98–9
- children and humanitarian assistance 9, 13, 24, 53, 60, 69, 80, 159A
- Code of Conduct for the International Red Cross Movement and NGOs in Disaster Relief* (Red Cross/NGOs) 5, 22, 24, 39
- Compas Qualité 5, 22, 24
- Coordination Sud 5, 38t, 225A
- disaster survivors, defined 8–9, 45, 145A
- Dunant, Henri 2, 3, 5
- Emergency Capacity Building Project (ECB) 38t, 153–4A
- Fundamental Principles of the Red Cross (1965) 13, 31, 32
- GAP (Global Accountability Project, One World Trust) 78, 93
- Gender Handbook in Humanitarian Action* (IASC) 63, 70, 87
- gender issues 9, 13, 34t, 59, 64b, 80, 128A, 145–6A, 182A
- Good Enough Guide* (ECB) 153–4A
- Groupe URD 5, 225A
- Guidelines for Gender-based Violence Interventions in Humanitarian Settings* (IASC) 63, 71, 87
- HAP Standard
 - benchmarks *see* benchmarks for the HAP Standard
 - benefits 4–5, 118–19A
 - certification *see* Certification Scheme
 - development 4, 6–7, 122A, 228A
 - full text *see* Annex 1
 - meeting the requirements *see* qualifying norms under Certification Scheme
 - nomenclature 8–9
 - purpose 4, 120A, 122A
 - urgent corrective procedure 7–8, 144A
 - see also* Humanitarian Accountability Covenant
- Humanitarian Accountability and Quality Management Standard *see* HAP Standard
- Humanitarian Accountability Covenant
 - declaration of additional interests 123A, 128A
 - assessment procedure 39
 - defined 37, 102

- purpose 37
 - what to include 37–8, 38*t*, 128*A*
- humanitarian partnerships
 - assessment procedure 40–1
 - defined 39, 129*A*
 - importance 40, 130*A*
 - quality partnerships 130*A*
 - see also under* individual benchmarks under benchmarks for the HAP Standard
- indicators 33, 39
- overview 30, 122*A*, 126–7*A*
- see also* Principles for Humanitarian Action
- humanitarian accountability frameworks
 - assessment procedure 23–6
 - attribution 21
 - baseline analysis 24–5, 26, 28*t*, 50, 125*A*, 142*A*, 146*A*
 - benchmarks relationship 44, 131*A*
 - coherence 21–3
 - compliance status 19, 23, 25, 26, 28*t*
 - concreteness 20–1
 - defined 19, 125*A*, 146*A*
 - example 27, 28–9*t*
 - implementation plans 25, 26, 28*t*, 29*t*, 46–7, 125*A*
 - importance 19–20
 - indicators 20–1, 22, 25, 26, 121*A*
 - information provision 25, 55*b*
 - monitoring procedures 25, 26, 43*b*, 47
 - prioritisation issues 22–3
 - realism 21, 53
 - relevance 20, 24, 26, 150*A*
 - resource implications 110*t*
 - SMART objectives 25, 47
 - statement of commitments 24, 28*t*, 47, 50, 80, 125*A*
 - what to include 20–3, 46–7
 - see also* Certification Scheme
- Humanitarian Accountability Partnership (HAP) 4, 5–6, 13, 31
- humanitarian assistance
 - agency mandates 14, 35*t*, 50, 127*A*, 142*A*
 - consent issues 3, 4, 31, 34*t*, 68, 123*A*, 127*A* *see also under* beneficiary participation under benchmarks for the HAP Standard
 - dignity issues 5, 8–9, 13, 46, 67, 81, 225*A*
 - disaggregation of beneficiaries 9, 13, 59, 60–1, 66*b*, 135*A*, 181*A*
 - financial implications 15, 17
 - human-rights issues 4, 8–9, 13, 35*t*, 126*A*
 - impartiality issues 13–14, 15, 32, 34*t*, 123*A*, 127*A*
 - indicators 20–1, 25, 53, 62–3, 90, 102, 147*A*, 160–1*A*
 - nomenclature issues 8–9
 - prioritisation issues 22, 31–2, 53, 222*A*
 - shortcomings 2, 3–4, 5, 47
 - standards 5–6, 22 *see also* HAP Standard
- Humanitarian Charter and Minimum Standards in Disaster Response* (Sphere Project) 5, 21, 22, 24, 62–3, 69–70, 78, 93
- IASC 63, 70–1, 87
- impartiality
 - assessment procedure 14
 - defined 13, 127*A*, 146–7*A*
 - as HAP Principle 13, 32, 34*t*, 123*A*, 127*A*
 - importance 13–14
 - not-for-profit relationship 15
 - as a qualifying norm 13–14, 101, 124*A*, 146–7*A*
- International Committee of the Red Cross 31, 32
- Participation by Crisis Affected Populations* (ALNAP) 70
- People In Aid 5, 22, 24, 78, 225*A*
- Pictet, Jean 2, 3, 15, 32, 123*A*

- Principles for Humanitarian Action 30, 49, 127A
- assessment procedure 32–3
 - exoneration 33, 34–6*t*, 36, 105, 123A
 - primary principles 32, 34*t*, 123A, 127A
 - humanity 32, 123A, 127A
 - impartiality 13, 32, 34*t*, 123A, 127A
 - prioritisation issues 31–2
 - purpose 30, 31
 - secondary principles 32, 34–5*t*, 123A, 127A
 - duty of care 31, 35*t*, 123A, 127A
 - informed consent 31, 34*t*, 123A, 127A *see also* under beneficiary participation under benchmarks for the HAP Standard
 - witness 31, 35*t*, 123A, 127A
 - tertiary principles 32, 35–6*t*, 123A, 127A
 - complementarity 22, 31, 36*t*, 40, 123A, 127A
 - independence 35*t*, 123A, 127A
 - neutrality 32, 36*t*, 123A, 127A, 147A
 - transparency 31, 35*t*, 123A, 127A, 128A, 151A
- Principles of Accountability (HAP) 4, 6, 37, 40, 49, 120–2A, 123A, 149A
- quality initiatives 6, 224–5A, 231A
- Red Cross movement 5, 13, 15, 22, 24, 31, 32
- Secretariat (HAP) 7–8, 98, 99, 101
- sexual exploitation and abuse 57, 73, 85, 86, 150A, 216A
- Sphere Project 5, 22, 24, 62–3, 69, 78, 93, 160A, 225A
- tools
- beneficiary participation (Benchmark 3)
 - community engagement: stakeholder analysis (Tool 8) 54, 166–7A
 - community feedback system: complaints cards (Tool 23) 200–10A
 - community programmes calendar (Tool 9) 168–78A
 - heart of community engagement (Tool 17) 69, 191A
 - how to assess child-protection needs (Tool 3) 69, 159A
 - how to conduct a focus group (Tool 15) 69
 - how to conduct an individual interview (Tool 12) 69, 183–4A
 - how to hold a lessons learned meeting (Tool 29) 69, 223A
 - how to introduce your agency: a need-to-know checklist (Tool 10) 92, 179–80A
 - how to involve people throughout the project (Tool 14) 69, 186–90A
 - how to profile the affected community and assess initial needs (Tool 11) 69, 181–2A
 - how to say goodbye (Tool 16) 92, 190A
 - how to start using indicators (Tool 4) 69, 160–1A
 - making a consultation meeting effective (Tool 18) 69, 192A
 - participation strategy framework (Tool 19) 69, 193–5A
 - complaints-handling procedures (Benchmark 5) 180A
 - community feedback system: complaints cards (Tool 23) 87, 200–10A

- how to set up a complaints and response mechanism (Tool 24) 87, 211–13A
- notes and guidelines (Tool 25) 87, 214–16A
- points to remember (Tool 26) 87, 217–18A
- step-by-step guide to setting up (Tool 27) 87, 219–20A
- tips on file storage and data management (Tool 22) 87, 199A
- continual improvement (Benchmark 6)
 - corrective and preventative action plan tracking guide (Tool 28) 92, 221–2A
 - how to conduct a focus group (Tool 15) 92, 188–9A
 - how to decide whether to do a survey (Tool 2) 69, 158A
 - how to give a verbal report (Tool 5) 92, 162A
 - how to hold a lessons learned meeting (Tool 29) 92, 223A
 - how to observe (Tool 13) 92, 185A
 - how to say goodbye (Tool 16) 92, 190A
 - how to set up a complaints and response mechanism (Tool 24) 92, 211–13A
 - how to start using indicators (Tool 4) 92, 160–1A
 - plan-do-check-act (PDCA)
 - quality assurance cycle (Tool 6) 47, 54, 92, 163–4A
 - SWOT analysis (Tool 7) 92, 142A, 165A
- information provision (Benchmark 2)
 - community programmes calendar (Tool 9) 168–78A
 - how accountable are you?
 - checking public information (Tool 1) 69, 156–7A
 - quality management systems (Benchmark 1)
 - community engagement: stakeholder analysis (Tool 8) 54, 166–7A
 - plan-do-check-act (PDCA)
 - quality assurance cycle (Tool 6) 47, 54, 163–4A
 - staff competencies (Benchmark 4)
 - performance assessment checklists (Tool 20) 77, 196–7A
 - training track record (Tool 21) 198A
- World Vision International 38t, 153A, 171A, 178A, 202A, 204A