

Terms of Reference

Bangladesh:

Strengthening the quality and accountability of humanitarian action

Following HAP Field Team interaction with HAP member agencies in Bangladesh (12 November – 7 December) and based on an inter-agency teleconference (November 29), a deployment is proposed to support staff of HAP member agencies, local partners and other interested NGOs in their efforts to strengthen awareness and improve practice of humanitarian accountability and quality management.

The core strategy is to support staff to better understand principles of accountability to disaster survivors and their agencies' compliance with these principles; to promote and support immediate action and longer-term collaborative approaches that strengthen the accountability and quality of humanitarian work; and to facilitate the development and implementation of accountability self-assessment plans. HAP member agencies make a commitment to comply with the Principles of Accountability and recognize the importance of monitoring compliance to identify good practice and making more informed decisions on how to address gaps.

This document sets out purpose, outputs, possible activities and an indicative budget for the basis of further discussion. Appendices (pages 9-12) are for reference purposes only.

1. **BACKGROUND:** The HAP Field Team (Monica Blagescu, Field Representative and Emily Rogers, Field Support Officer) were in Dhaka and had introductory briefings with most HAP members and interested local NGOs when, on November 15, Cyclone Sidr made landfall in southern Bangladesh with winds of 155 miles per hour.¹ As a result, HAP contacted its membership to discuss implementation of the New Emergencies Policy. The policy sets out a commitment by the membership to make a special collective effort to apply the HAP Principles of Accountability² from the outset of all new humanitarian emergencies.

Improving accountability to disaster survivors is linked to improving quality of humanitarian response. Accountability is crucial in strengthening our collective ability to address immediate needs in a way that affirms the dignity of affected populations, and that supports disaster-affected communities in taking control of their lives. Based on recent feedback from HAP members in Bangladesh, including in the teleconference last week, we understand that there is potential (met with commitment) to improve the accountability of humanitarian work in Bangladesh. The Sidr emergency response is a good starting point to address the recognized need and interest to identify accountability good practice and options to address gaps, to engage in joint action and share lessons amongst HAP members and with the wider humanitarian community.

There are currently eleven HAP member agencies responding or planning to respond in Bangladesh through direct operation and working with local partners: ACTED, CARE, CAFOD, Christian Aid, Concern Worldwide, DanChurchAid, MERCY Malaysia, Oxfam GB, Save the Children UK, Tearfund and World Vision International. The HAP Field Support Officer is still in Dhaka responding to members' requests for briefing staff and local partners on how to incorporate accountability principles in the emergency response programs.

2. **PURPOSE:** to promote good practice of accountability and quality assurance of HAP members, local partners and other interested humanitarian NGOs, through supporting their efforts to develop and improve immediate activities and systems that focus on quality and accountability to disaster survivors. The overall goal of this project is to enhance program quality and accountability to disaster survivors during emergency response and, in doing so, contribute to ensuring that intended beneficiaries receive a better humanitarian service.

¹ The latest UN situation update (December 3) reports that 8.6 million people had been affected in 31 districts, with 3,292 people killed, 52,808 injured and 871 still missing.

² See Appendix, Page 9

3. OUTPUTS and ACTIVITIES

For specific outputs and activities, see Logical Framework on page 6. There are potentially further outputs which relate to immediate joint action and capacity building support from HAP following the initial self-assessments. Such outputs will be sought throughout the initiative and agreed accordingly.

Note that the focus of the proposed work is as much on providing direct support to participating NGOs, as it is on building their capacity to assess and continue monitoring the accountability and quality of their humanitarian work and their compliance with the HAP Principles of Accountability.

In the initial stage (January-March 2007) a small HAP Field Team will work directly with six interested agencies and assess their accountability and quality at a field location of their choice, followed by recommendations for immediate action to address findings. The team will also build the capacity of, and provide support to, other interested agencies on accountability self-assessments. Participating agencies will receive support in developing and implementing a plan of continuous self-assessment of quality and accountability. Depending on demand, HAP will respond to other requests for support; this will be planned in due course, within the HAP mandate, competencies and resource availability. Other beneficiary-based monitoring activities may be planned separately.

The six NGOs to receive direct support through guided self-assessments will be identified on a first-come first-served basis.

4. METHODOLOGY

- *Direct support* and hands-on training for core staff from participating NGOs to undertake accountability and quality assessments.
- *Building local capacity* to undertake accountability assessments and continue monitoring compliance with Principles of Accountability
- *Learning from experience*: documenting good practice and lessons learnt to inform future decisions and practice of participating agencies and wider humanitarian community and to inform further HAP deployments.

Field assessments: HAP member agencies have made a commitment to comply with the HAP Principles of Accountability. To assess compliance with the principles, the membership had developed and in January 2007 adopted the 2007 HAP Standard in Humanitarian Accountability and Quality Management. The requirements and means of verification in the standard will provide the basis for the assessment framework.³

The assessment teams will combine direct observation and consultation with field staff, disaster-affected communities and other relevant stakeholders, individually and in small discussion groups, to draw an informed conclusion on the humanitarian accountability and quality management of the assessed agency at that specific location.

Using qualitative and participatory methods, the team will ask beneficiaries of humanitarian assistance to share their views on whether principles of accountability to disaster-survivors drive the assessed agency's work at that location. Site based discussions will be combined with observation and random visits, as well as more targeted interviews such as with women's groups, youth groups, school groups and deliberately seeking out vulnerable groups who do not usually participate in discussions.

5. CAPACITY AND ROLE OF THE HAP TEAM

The HAP Team will consist of two people (either the standing HAP Field team, or a HAP staff and a qualified consultant) with experience between them of working in emergencies, with knowledge and skills in the practice and assessment of accountability to beneficiaries, plus *facilitation skills and coaching*.

³ Please see Appendix, page 10

The HAP Field Team has responsibility to manage the proposed initiative (deliver planned activities and report to HAP members, participating agencies, HAP Secretariat); to recruit and manage other personnel, including consultants and interpreters; to revise and improve the TOR. In particular, The HAP Field Team will:

From January to March:

1. Brief and train designated staff from the host agency on humanitarian accountability and quality management during a 2-day briefing in mid-January
2. Work closely with designated staff from the host agency to consolidate field assessment methodology and field interview protocols
3. Provide guidance to designated staff from the host agency and undertake a 4-day guided self-assessment of quality and accountability in the Cyclone Sidr emergency response at one specified field location
4. At the end of the field assessment, debrief field staff and senior management of the host agency, providing recommendations for immediate action
5. Prepare a brief written report for the host agency after the field visit, highlighting main findings (good practice, gaps) and recommendations
6. Seek commitment and confirmation from host agency on how it will address recommendations provided
7. Identify ways to report back to disaster-affected communities on outcomes of the field visits
8. Identify and agree other areas of immediate support that HAP could provide to facilitate the implementation of recommendations depending on need and resource availability
9. Provide guidance to designated staff to develop and implement an accountability monitoring plan
10. Upon completion of the field visits, plan and organise a workshop to discuss findings, identify next steps and areas of joint action
 - a. share and analyse findings of the assessments;
 - b. explore areas of joint action and identify leading agencies to pilot collective information dissemination and complaint handling mechanisms;
 - c. develop plans to continue sharing findings and learning from self-assessment
 - d. have an opportunity to developed or revise accountability workplans, including support for local partners' capacity to comply with the Principles of Accountability.

In August and September (tbc)

11. With input from participating agencies, develop and undertake an after action review, including beneficiary consultation and field visits.
12. Plan and organise a lessons learnt workshop
13. Prepare agency-specific reports (case studies that map lessons learnt from the initial assessment through to action and situation to date)

By December 2008

14. Prepare and disseminate a comprehensive report with findings and lessons learnt
15. Organise translation and plan dissemination of key findings to disaster-affected communities
16. From January through September, provide specific support to agencies engaged in accountability self-assessments, depending on demand and available resources.

6. CAPACITY AND ROLE OF PARTICIPATING AGENCIES

The HAP Team will engage closely with *at least one specific staff member* (referred to as *core agency staff*) from each agency to build their capacity and confidence to lead on their agency's efforts to strengthen quality and accountability, in particular to manage further accountability self-assessments. The core staff will be assigned to the initiative by the Country Director of the participating agency, observing that:

- They are committed to improving program quality and accountability to disaster-survivors
- They have at least 5 years experience working in humanitarian emergencies

- They have been working for the host agency for at least 6 months
- They have monitoring and evaluation experience and are familiar with participatory research methods
- They have the ability to take a leading role in driving their agency's efforts to improve quality and accountability of humanitarian action
- They speak the local language

The HAP Team will ensure that these people are familiar with all aspects of the work carried out and are able to continue any new ways of work proposed by the team.

Within the scope of the proposed initiative:

- I. Six agencies will be receiving direct support from HAP through guided self-assessments, and their staff receive hands-on training during this process. These agencies will:
 - 1) Sign an MOU with HAP in relation to the field assessments
 - 2) Make the core staff available and support them throughout the proposed activities, including during the field visits
 - 3) Facilitate access to project sites during the assessments
 - 4) Have senior management commitment to consider recommendations from the field assessments and make necessary resources available to take immediate action accordingly
- II. At least other eight agencies will receive indirect support – through core staff training, guidance and advice – to develop self-assessment tools and a monitoring plan. They will:
 - 1) Make the core staff available and support them throughout this work
 - 2) Provide necessary resources to undertake at least one self-assessment

All participating agencies will contribute and benefit from all activities under the proposed initiative.

They will:

1. Provide financial and in-kind contribution to enable the delivery of this initiative
2. Document lessons learnt and share them accordingly during the planned activities
3. Communicate with HAP Field Team on a regular and timely basis to facilitate successful implementation of the proposed activities
4. Ensure that at least one member of the senior management team and one field manager actively participate in activities 2.1 and 2.3 as per the attached logframe
5. Cover all relevant travel, accommodation and other expenses of their staff incurred during the proposed activities

7. TIMEFRAME AND LOCATIONS

Please see section 6 above and the proposed logframe. Exact timings for the field assessments as well as locations will be agreed with participating agencies during the mid-January briefing.

8. COORDINATION OF IN-COUNTRY WORK

Concern Worldwide has offered to host the HAP team in Bangladesh and will:

- Help the team with securing necessary visas and travel documentation
- Brief the team upon arrival
- Host the team, ensuring that they have a place to work with internet and phone connections at least in Dhaka
- Provide support with organising accommodation and other logistics so that the team can work successfully
- Support the team in making logistical arrangements for field assessments and any other immediate support activities that are undertaken

9. HOW IT WILL BE FUNDED

- Participating agencies will contribute financial resources to this initiative for cost-recovery purposes. The contribution will be proportionally associated with the relevant costs, though some agencies will consider higher contributions to cover expenses for small local NGOs that are interested to be part of the initiative yet cannot make a financial contribution.
- NGOs providing funding to this initiative will contribute to strengthening the accountability and quality of humanitarian sector in Bangladesh and will be credited accordingly in all activities.
- Activity numbers below relate to activities in the logframe on the next page
- Depending on need and interest, institutional grants will be sought to cover capacity building and other support activities to respond to identified needs.

<i>Budget detail</i>	<i>Estimates in GBP</i>	<i>Notes</i>
Staffing costs	18,750	Field Rep, Support Officer, consultant, interpreters
Direct costs	7,372	
Activity 1.2	720	Costs related to 2-day meeting for 20 participants
Activity 1.3	3,090	Transport, accommodation, etc related to field visits
Activity 2.1	888	Costs related to 2-day findings workshop for 27 participants
Activity 2.2	2,674	Costs related to after action review field visits and 2-day lessons learnt workshop for 30 participants, including 6 disaster survivors
Activity 2.3	0	Report printing, tbd
Indirect costs	10,680	
International travel	4,200	Jan-Dec 2008
Domestic travel	1,190	Car rental for 85 days
Accommodation	2,550	For 2 people, for 85 days
Per diem	2,550	For 2 people, for 85 days
Other printing costs	90	
Other phone costs	100	
Admin & management	2,576	
Contingency	5,907	
TOTAL Estimate	GBP 45, 285	A breakdown of the estimated costs can be provided upon request

	Narrative	Verifiable Indicators	Means of Verification	Assumptions/Risks
	<p>GOAL Enhance the accountability and quality of humanitarian programs in the Sidr Cyclone Response</p>	<p>1. Significant improvement in humanitarian accountability and quality management⁴</p>	<ul style="list-style-type: none"> After action review report 	<ul style="list-style-type: none"> That more accountable humanitarian programs are a proxy indicator to better outcomes
	<p>PURPOSE Promotion of good practice in humanitarian accountability and quality management in Bangladesh</p>	<p>1. Good practices in humanitarian accountability and quality management of humanitarian action identified 2. All participating agencies integrate principles of accountability to beneficiaries into immediate and longer-term activities and programming</p>	<ul style="list-style-type: none"> Beneficiary focus groups and opinion surveys Interviews with staff of participating agencies and other relevant stakeholders Identification of critical management practices in successful and less successful projects 	<ul style="list-style-type: none"> Availability of resources from HAP members to lead on quality and accountability processes Participating NGOs' motivation and receptiveness to humanitarian accountability and quality; their ability to translate knowledge into practice; and capacity to promote good practice to other humanitarian agencies
<p>1</p>	<p>OUTPUT 1: Participating NGOs have the capacity to assess and immediately strengthen their humanitarian accountability and quality management</p>	<p>1. Significant improvements in staff awareness of humanitarian accountability and quality management, existing good practice and options to address gaps⁵ 2. Six NGOs use findings from assessments to take immediate action and strengthen accountability and quality.</p>	<ul style="list-style-type: none"> Interviews with field staff and senior managers Internal reports and minutes from planning sessions Humanitarian plans Evaluation reports Beneficiary focus groups and opinion surveys 	<ul style="list-style-type: none"> NGOs are interested and open to humanitarian accountability and quality management assessments Participating NGOs will act upon the recommendations provided Field managers receive required support from their line managers in Dhaka and beyond. NGOs will continue to monitor the accountability and quality of their work
<p>2</p>	<p>OUTPUT 2: Humanitarian agencies in Bangladesh engage in coordinated and collaborative approaches to strengthen humanitarian accountability and quality management</p>	<p>1. At least one collective accountability activity planned 2. Participating NGOs document and share existing practice and lessons learnt 3. Increase in the number of NGOs that use accountability principles as frameworks to plan and evaluate their programmes</p>	<ul style="list-style-type: none"> Accountability work plans and evaluation reports Interviews with NGO staff and relevant stakeholders Humanitarian accountability and quality management issues as agenda items or in coordination minutes 	<ul style="list-style-type: none"> Participating NGOs are willing and able to encourage collaborative approaches and lesson sharing Security situation remains stable

⁴ Significant to be assessed during the after action review by comparison with the baseline levels

⁵ Significant to be quantified following the assessment of baseline levels of awareness and application

	Narrative	Verifiable Indicators	Means of Verification	Assumptions/Risks
<p>1.1</p> <p>OUTPUT 1 Activities</p> <p>Identification of NGOs, locations and <i>designated staff</i>; funding secured</p>	<p>1.1.1. Six NGOs to be assessed in Jan-March 08 and designated staff that will part-take in the field visit (at least one from each agency) identified</p> <p>1.1.2. timetable and locations for field visits agreed</p> <p>1.1.3. other NGOs and designated staff that will receive training on self-assessment identified</p>	<p>confirmation of names of NGOs and designated staff from Country Directors</p> <ul style="list-style-type: none"> • Gantt chart 	<ul style="list-style-type: none"> • NGOs and their Country Directors are willing and able to make resource commitment within the proposed timelines 	
<p>1.2</p> <p>Briefings and training for designated staff on (assessing) humanitarian accountability and quality management</p>	<p>1.2.1 at least 14 <i>designated staff</i> briefed and trained [mid Jan]</p> <p>1.2.2 self-assessment framework, interview protocols and respective implementation plans developed</p>	<ul style="list-style-type: none"> • Workshop agenda and report; participants' evaluation results • Written monitoring plans 	<ul style="list-style-type: none"> • Availability of staff and level of commitment to be involved in the initiative 	
<p>1.3</p> <p>Field assessments of quality and accountability and immediate recommendations to improve practice</p>	<p>1.3.1. Six guided self-assessments (one for each NGO, at the location of their choice) take place through: field visits/ direct observation; interviews with relevant field staff at each location; focus groups and interviews with disaster survivors</p> <p>1.3.2. field staff and senior management debriefed, receive recommendations and take immediate action after the completion of the assessment</p> <p>1.3.3. written report provided after each visit, including specific good practice, gaps and recommendations</p>	<ul style="list-style-type: none"> • Records from staff interviews and beneficiary focus groups • Records of debriefing meetings and feedback received on recommendations provided • Written assessment report 	<ul style="list-style-type: none"> • Staff willing and able to act upon recommendations 	
<p>1.4</p> <p>HAP remote support to self-assessment teams that attend the training but do not receive hands-on support at field locations from HAP</p>	<p>1.4.1 guidance and advice provided to other self-assessment teams on demand;</p> <p>1.4.2 number of monitoring visits and self assessment reports</p>	<ul style="list-style-type: none"> • Records of communication between HAP staff and self-assessment teams • Interviews with self-assessment teams • Written self-assessment reports 	<ul style="list-style-type: none"> • NGOs that do not receive direct assessment support from HAP are interested and committed to undertake self-assessments 	

Narrative	Verifiable Indicators	Means of Verification	Assumptions/Risks
<p>2.1 Workshop to analyze assessment findings and explore short and long-term strategies for collectively promoting humanitarian accountability and quality in Bangladesh</p>	<p>Workshop, where</p> <p>2.1.1. Areas for joint action are explored and agencies identified</p> <p>2.1.2. Agency-led plan to continue sharing findings and learning from self-assessments is developed</p> <p>2.1.3. Accountability work plans are developed or revised and improved, and at least four HAP members develop a plan to support local partners' capacity to comply with the Principles of Accountability.</p> <p>2.1.4. Further HAP support identified</p>	<ul style="list-style-type: none"> • Workshop materials, reports and evaluations; follow up meeting records • Plans and resources confirmed for the pilot joint mechanisms • Written accountability workplans • Bilateral/collective agreements with HAP 	<ul style="list-style-type: none"> • Agencies set aside resources to act collectively • No new emergency puts strain on staff availability
<p>2.2 After action review and lessons learnt workshop</p>	<p>2.2.1. After action review plan jointly developed by members with HAP support and implemented, including beneficiary consultation, in Aug. 08 (tbc)</p> <p>2.2.2. Agenda identified for workshop to take place in September; participants from at least the participating agencies and 6 disaster-survivors attend</p>	<ul style="list-style-type: none"> • After action review work plan • Records from field visits and beneficiary-based consultation • Workshop materials, reports and evaluation • Agency specific case studies 	<ul style="list-style-type: none"> • Resources secured to implement all activities for the review • No new emergency puts strain on staff availability
<p>2.3 Prepare and disseminate report on the quality and accountability of humanitarian action in the Sidr Cyclone response.</p>	<p>2.3.1 Report content developed to integrate the process and findings of this initiative, key findings translated and disseminated to beneficiaries</p>	<ul style="list-style-type: none"> • Copies of the report 	

The HAP Principles of Accountability

1. Commitment to humanitarian standards and rights

- Members state their commitment to respect and foster humanitarian standards and the rights of beneficiaries

2. Setting standards and building capacity

- Members set a framework of accountability to their stakeholders*
- Members set and periodically review their standards and performance indicators, and revise them if necessary
- Members provide appropriate training in the use and implementation of standards

3. Communication

- Members inform, and consult with, stakeholders, particularly beneficiaries and staff, about the standards adopted, programmes to be undertaken and mechanisms available for addressing concerns

4. Participation in programmes

- Members involve beneficiaries in the planning, implementation, monitoring and evaluation of programmes and report to them on progress, subject only to serious operational constraints

5. Monitoring and reporting on compliance

- Members involve beneficiaries and staff when they monitor and revise standards
- Members regularly monitor and evaluate compliance with standards, using robust processes
- Members report at least annually to stakeholders, including beneficiaries, on compliance with standards. Reporting may take a variety of forms

6. Addressing complaints

- Members enable beneficiaries and staff to report complaints and seek redress safely

7. Implementing Partners

- Members are committed to the implementation of these principles if and when working through implementation partners

** Framework of accountability includes standards, quality standards, principles, policies, guidelines, training and other capacity-building work, etc. The framework must include measurable performance indicators. Standards may be internal to the organisation or they may be collective, e.g. Sphere or People in Aid*

Draft Assessment/Self-assessment form

The assessment teams will combine direct observation and consultation with field staff, beneficiaries and other relevant stakeholders, individually and in small discussion groups, to draw an informed conclusion on the level of humanitarian accountability and quality management of the assessed agency at a specific location. Good practice and gaps will be identified. The following will be addressed: (Read in conjunction with pages 11-12)

No.	Benchmarks	Current Status Implementation	Planned Actions Indicators	Comments
1	The agency shall establish a humanitarian quality management system			
2	The agency shall make the following information publicly available to intended beneficiaries, disaster-affected communities, agency staff and other specified stakeholders: (a) organisational background, (b) humanitarian accountability framework, (c) humanitarian plan, (d) progress reports, and (e) complaints handling procedures			
3	The agency shall enable beneficiaries and their representatives to participate in programme decisions and seek their informed consent			
4	The agency shall determine the competencies, attitudes and development needs of staff required to implement its humanitarian quality management system			
5	The agency shall establish and implement complaints-handling procedures that are effective, accessible and safe for intended beneficiaries, disaster-affected communities, agency staff, humanitarian partners and other specified bodies			
6	The agency shall establish a process of continual improvement for its humanitarian accountability framework and humanitarian quality management system			

Benchmark 1: Humanitarian quality management system

The agency shall establish a humanitarian quality management system.	
1.1	The agency shall document its humanitarian accountability framework (referring to all relevant internal and external accountability and quality standards, codes, guidelines, and principles committed to by the agency)
1.2	The agency shall demonstrate that its humanitarian quality management system enables implementation of its humanitarian accountability framework

Benchmark 2: Information

The agency shall make the following information publicly available to intended beneficiaries, disaster-affected communities, agency staff and other specified stakeholders: (a) organisational background; (b) humanitarian accountability framework; (c) humanitarian plan; (d) progress reports; (e) complaints handling procedures. <i>* Humanitarian Plan</i> includes overall goals and objectives (outputs/expected results), time frame and linked financial summary. <i>Progress Reports</i> includes progress as measured against the humanitarian plan and financial summary - reports to be made available at agreed intervals.	
2.1	The agency shall ensure that information is presented in languages, formats and media that are accessible and comprehensible for beneficiaries and specified stakeholders
2.2	The agency shall inform disaster-affected communities about beneficiary selection criteria and deliverables as agreed with their representatives
2.3	The agency shall include its name and contact details in all publicly available information
2.4	The agency shall make available information about the relevant parts of its structure, including staff roles and responsibilities

Benchmark 3: Beneficiary participation and informed consent

The agency shall enable beneficiaries and their representatives to participate in programme decisions and seek their informed consent.	
3.1	The agency shall specify the processes it uses to identify intended beneficiaries and their representatives with specific reference to gender, age, disability and other identifiable vulnerabilities
3.2	The agency shall enable intended beneficiaries and their representatives to participate in project design, implementation, monitoring and evaluation

Benchmark 4: Competent staff

The agency shall determine the competencies, attitudes and development needs of staff required to implement its humanitarian quality management system.	
4.1	The agency shall maintain a statement of the competencies (knowledge, skills and behaviours) and attitudes required from its staff
4.2	The agency shall ensure that staff are aware of the humanitarian accountability framework and humanitarian quality management system, its relevance and importance, and understand their responsibilities in its implementation
4.3	The agency shall implement a system to review staff performance and competencies, including their knowledge, skills, behaviours, and attitudes
4.4	The agency shall enable continual staff development for more effective implementation of the humanitarian quality management system

Benchmark 5: Complaints-handling

The agency shall establish and implement complaints-handling procedures that are effective, accessible and safe for intended beneficiaries, disaster-affected communities, agency staff, humanitarian partners and other specified bodies.	
5.1	The agency shall ask intended beneficiaries and the host community about appropriate ways to handle complaints
5.2	The agency shall establish and document complaints-handling procedures which clearly state: <ul style="list-style-type: none">• the right of beneficiaries and other specified stakeholders to file a complaint• the purpose, parameters and limitations of the procedure• the procedure for submitting complaints• the steps taken in processing complaints• confidentiality and non-retaliation policy for complainants• the process for safe referral of complaints that the agency is not equipped to handle• the right to receive a response
5.3	The agency shall ensure that intended beneficiaries, affected communities and its staff understand the complaints-handling procedures
5.4	The agency shall verify that all complaints received are handled according to the stated procedures
5.5	The agency shall establish and implement an effective and safe complaints handling mechanism for its staff, consistent with the requirements set out in 5.2

Benchmark 6: Continual improvement

The agency shall establish a process of continual improvement for its humanitarian accountability framework and humanitarian quality management system.	
6.1	The agency shall specify the processes used for continual improvement of: <ul style="list-style-type: none">• the agency's humanitarian accountability framework• the agency's humanitarian quality management system, inclusive of all HAP benchmarks
6.2	The agency shall together with its humanitarian partners monitor and evaluate the agreed means to improve the quality of the partnership with respect to the Principles of Accountability, and the Principles for Humanitarian Action