



Harvard
Humanitarian
Initiative

Impact of the HAP Standard: Development of an Analysis Tool

Mark Foran, M.D.

Harvard Humanitarian Initiative

mpforan@partners.org

January 29, 2010

Geneva, Switzerland

Goals

1. To evaluate, measure, and document the impact of the HAP Standard on the accountability and quality management of member organizations
2. To produce a data collection tool of ongoing value to member organizations, HAP, and academic researchers



Approach

- Design, field test, and implement an impact analysis data collection tool
- Impact on agencies and staff (direct)
- Impact on beneficiary outcomes (indirect)



Proposed Structure

- Key Informant Interviews (KII)
- 2 different datasheets:
(Agency staff and intended beneficiaries)
- Goal 20 minutes per administration
- 15 scaled questions, 2 free text questions
- No unique identifiers of informants



Proposed Content

- Questions designed to measure effects on accountability, quality, and other beneficiary and organization outcomes
- Balance between scientific rigor and practicality of administration
- Balance between quantitative and qualitative components



Potential Applications

- Cross-sectional evaluations
- Comparison between geographic sites
- Coordination between agency levels
- Prospective measurement of change between time of membership application and HAP certification



Administration

- Sample size: 20 interviews per group
- Sampling method: structured, pro-active, and representative (not convenience)
- Balanced inclusion of women, children, and disabled
- Agency staff of various levels of seniority



Data Analysis and Reporting

- Descriptive statistics of quantitative data
- Synthesis of qualitative data
- Summary report to participating agencies
- Clear executive summary
- De-identification of agency names for any peer-reviewed publications



Field Testing

- 3 geographic locations
- 3 organizations per site
(multi-mandated, INGO, national)
- Head office and field levels



HAP Standard Impact Analysis: Beneficiary Interview Datasheet

Interviewer: _____ Date _____ Location _____ Agency _____

Key informant: Age ____ Gender ____ Disabled? ____ Community Role _____

Circle one number for each question:

1. How accessible and comprehensible is the information that this agency provides to you? Are materials in a language you understand? Is the format appropriate (for example, verbal presentations, paper handouts, billboards)?

Worst ☹ 1 2 3 4 5 ☺ Best

2. Has your community been informed of the selection criteria for beneficiaries and the deliverables (aid) that you are entitled to receive? Were you informed via letter of agreement, information board, minutes of a meeting or some other verifiable means?

Worst ☹ 1 2 3 4 5 ☺ Best

3. Do you have access to names and contact information for representatives from this agency? When you try to contact this agency, is the information accurate and the agency representative available?

Worst ☹ 1 2 3 4 5 ☺ Best

4. Do you have access to information about this agency, including staff roles and a financial summary?

Worst ☹ 1 2 3 4 5 ☺ Best

5. Do members of your community participate with this agency in project design, implementation, monitoring, and evaluation?

Worst ☹ 1 2 3 4 5 ☺ Best

6. Do you have a designated individual from your community who represents you when communicating with this agency?

Worst ☹ 1 2 3 4 5 ☺ Best



**Harvard
Humanitarian
Initiative**

7. Do the staff of this agency have sufficient knowledge and skill, and demonstrate appropriate behavior and attitudes?

Worst ☹ 1 2 3 4 5 ☺ Best

8. Are you aware of your right to file a complaint about this agency?

Worst ☹ 1 2 3 4 5 ☺ Best

9. If necessary, are you able to file a complaint against this agency? Is the process confidential, safe, and free from retaliation?

Worst ☹ 1 2 3 4 5 ☺ Best

10. Do you know how to file a complaint against this agency? How well has the agency explained the process to your community? Do you know the steps involved?

Worst ☹ 1 2 3 4 5 ☺ Best

11. Is this agency working to improve the way it delivers aid in your community?

Worst ☹ 1 2 3 4 5 ☺ Best

12. How well does the aid that this agency provides match the needs of your community?

Worst ☹ 1 2 3 4 5 ☺ Best

13. Has this agency improved your quality of life through its work here?

Worst ☹ 1 2 3 4 5 ☺ Best

14. Has this agency improved your health through its work here?

Worst ☹ 1 2 3 4 5 ☺ Best

15. How high is the quality of the work that this agency currently does here?

Worst ☹ 1 2 3 4 5 ☺ Best



**Harvard
Humanitarian
Initiative**

What are your recommendations for improvement for this agency?

In your opinion, what makes a humanitarian relief program high quality?

Interviewer comments and observations:



**Harvard
Humanitarian
Initiative**

HAP Standard Impact Analysis: Agency Staff Interview Datasheet

Interviewer: _____ Date _____ Location _____ Agency _____

Key informant: Age ____ Gender ____ Level _____ Job Title _____

Circle one number for each question:

1. How effective is your agency's humanitarian quality management system?

Worst ☹ 1 2 3 4 5 ☺ Best

2. How thoroughly does your agency publically disseminate information to intended beneficiaries, including organizational background, humanitarian accountability framework, humanitarian plan and financial summary, progress reports and complaints-handling procedures?

Worst ☹ 1 2 3 4 5 ☺ Best

3. How accessible is the information that your agency provides to intended beneficiaries? Is it available in the local language? In appropriate formats?

Worst ☹ 1 2 3 4 5 ☺ Best

4. Has your agency informed intended beneficiaries of selection criteria and entitlements via a verifiable means such as letter of agreement, informational board, or minutes of a meeting?

Worst ☹ 1 2 3 4 5 ☺ Best

5. How well does your agency incorporate participation from intended beneficiaries into project design, implementation, monitoring, and evaluation?

Worst ☹ 1 2 3 4 5 ☺ Best

6. How well do you understand your agency's humanitarian accountability framework and humanitarian quality management system?

Worst ☹ 1 2 3 4 5 ☺ Best



**Harvard
Humanitarian
Initiative**

7. How effectively does your agency evaluate your performance and competences, including knowledge, skills, behaviors, and attitudes?

Worst ☹ 1 2 3 4 5 ☺ Best

8. Rate the support that your agency provides you for continual professional development:

Worst ☹ 1 2 3 4 5 ☺ Best

9. How effectively does your agency process and respond to complaints?

Worst ☹ 1 2 3 4 5 ☺ Best

10. How effectively does your agency continually reassess and improve its humanitarian accountability framework and humanitarian quality management systems?

Worst ☹ 1 2 3 4 5 ☺ Best

11. How much impact has the HAP Standard had on the quality and effectiveness of the accountability and management programs of your agency?

Least ☹ 1 2 3 4 5 ☺ Most

12. Has the HAP Standard improved your job satisfaction?

Least ☹ 1 2 3 4 5 ☺ Most

13. Has the HAP Standard increased the likelihood of you continuing to work for your agency or within the field of humanitarian relief in general?

Least ☹ 1 2 3 4 5 ☺ Most

14. Has the HAP Standard improved your sense of safety or security conducting relief activities in the areas in which you work?

Least ☹ 1 2 3 4 5 ☺ Most



**Harvard
Humanitarian
Initiative**

15. Overall, how high is the quality of the humanitarian relief that your agency provides?

Worst ☹ 1 2 3 4 5 ☺ Best

What are your recommendations for improvement for your agency?

In your opinion, what makes a humanitarian relief program high quality?

Interviewer comments and observations:



**Harvard
Humanitarian
Initiative**

Goals for Today's Discussion:

1. Gather feedback on proposed structure and purpose for the analysis tool.
2. Collect suggestions for specific quantitative data that could be collected from beneficiaries or agency staff.

