

## Editorial

Over the months of September and October two deployments came to an end: a six-month deployment in Haiti wrapped up at the end of September and a three-month deployment in Dadaab (Kenya) terminated in early October. In the meantime, a two-month deployment – hosted by ACTED and supported by DanChurchAid/ the ACT Alliance, the Danish Refugee Council, UNHCR and WFP – began in Kyrgyzstan.

In September 2010, five new members have joined the Humanitarian Accountability Partnership: four as full members and one as associate member. The partnership currently counts 47 full members and 14 associate members, bringing the total number to 61. We are encouraged by the growing number of applications and see this as a reflection of the increasing importance of accountability in the sector.

On 20 October 2010, the Board met to review the HAP Secretariat Progress Report and discuss the HAP Secretariat 2010-2012 workplan. During the Board meeting, the new 2010 HAP Standard in Accountability and Quality Management was approved. The 2010 edition of the Standard presents all the content of the 2007 edition in a more logical order, in line with *The ISO/IEC Directives Part 2*, and using more accessible language.

The 2010 edition of the Standard will be released in December 2010. During the transition period between December 2010 and December 2011, organisations can opt for a baseline analysis and certification audit against the 2007 or 2010 editions. However, one year after publication of the new Standard, all certifications issued by HAP will be against the 2010 Standard. Forty-eight months after publication of the 2010 Standard, any existing certifications issued under the HAP 2007 Standard will no longer be valid.

On 12 November 2010, HAP International announced the appointment of Angela Raven-Roberts as Executive Director. Dr Raven-Roberts was selected by the HAP Board to lead the organisation following an extensive recruitment process. Dr Raven-Roberts joins HAP with over twenty years experience in the international humanitarian and development field, as a practitioner and advocate within the United Nations and the NGOs community, as well as an academic.

In 2011, the HAP Newsletter will be issued in a web-based format, in order to provide easy access to online material and better serve our growing membership. Should you wish to make any suggestions or contribute to future issues, do not hesitate to [contact us](#).

The HAP Secretariat team

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## New members

### HAP membership reaches 61!

Five new members have joined the Humanitarian Accountability Partnership in September 2010: Khwendo Kor, International Rescue Committee (IRC-UK), Church's Auxiliary for Social Action's (CASA) and Children First as full members; Réseau National de Défense des Droits Humains as associate member.



**Khwendo Kor**, meaning "Sister's Home", is a national Pakistani NGO working for the improvement of the financial and social status of women and children through education, health and women's enterprise. The organisation was founded in 1993 and is registered under the Societies Act 1860 and as charitable trust in the UK.



The **International Rescue Committee UK (IRC-UK)** is based in London and is part of the IRC's work in 42 countries. The IRC provides emergency relief, protection of human rights, post conflict reconstruction, resettlement assistance and advocacy to those uprooted or affected by violent conflict or oppression in Africa (Great Lakes, Horn and West Africa), Asia and Caucasus. The IRC-UK was established in 1997.



The **Church's Auxiliary for Social Action's (CASA)** is a relief and development membership organisation located in New Delhi, India. The 24 CASA members are Protestant and Orthodox Churches and are all members of National Council of Churches. CASA has a presence in 26 states and union territories in India.



**Children First**, Pakistan, formally Save the Children-UK Kashmir Programme, has been operating as a national NGO since 2008. The organisation works to build the capacity of institutions and communities to safeguard children from potential abuse, exploitation and neglect; improve access and quality of education and health for children; poverty alleviation through micro-enterprise development and income generation activities; increase disaster preparedness and risk reduction; and promote gender equality.



The **National Human Rights Defense Network (RNDDH)**, formerly known as the National Coalition for Haitian Rights (NCHR-Haiti), is a non-governmental, non-profit organisation. Founded in New York in 1982 under the original name of "National Coalition for Refugees" (NCHR), NCHR was initially engaged in training and lobbying activities. Over the years, NCHR expanded its mandate to include involvement in grassroots-level issues concerning the flow of refugees and displaced persons in Haiti's provinces.

A complete list of HAP members is available in the [Current Members](#) section of the HAP website.

## In Focus: The International Rescue Committee UK (IRC-UK)

The International Rescue Committee UK (IRC-UK) is the 45th Full Member of HAP International.

The International Rescue Committee (IRC-UK) is based in London and is part of the IRC's work in 42 countries. The IRC provides emergency relief, protection of human rights, post conflict reconstruction, resettlement assistance and advocacy to those uprooted or affected by violent conflict or oppression in Africa (Great Lakes, Horn and West Africa), Asia and Caucasus.

IRC-UK was established in 1997 to meet the following two objectives:

1. To relieve poverty, distress and suffering in any part of the world, in particular for the benefit of refugees and victims of oppression or violent conflict and to administer such relief without regard to the race, nationality or religion of the beneficiaries; and
2. To carry out programmes in global emergency relief so as to assist the victims of oppression and violent conflict and to administer such assistance without regard to the race, nationality or religion of the beneficiaries.

The organisation is affiliated with the International Rescue Committee Inc. including the Women's Refugee Commission (another HAP member), a not-for-profit organisation based in New York.



To learn more about IRC-UK and its work visit the [International Rescue Committee's website](#).

### 2010 HAP Standard in Accountability and Quality Management

The HAP Board, as delegated by the HAP General Assembly, approved the 2010 edition of the HAP Standard in Accountability and Quality Management at its meeting on 20 October 2010. The 2010 edition of the Standard will be released in December 2010.

The Board noted and extended its thanks to all the people who contributed to the development of an improved HAP Standard.

#### **Purpose and scope of the 2010 Standard**

The HAP Standard helps organisations that assist or act on behalf of people affected by or prone to disasters, conflict, poverty or other crises to design, implement, assess, improve and recognise accountable programmes. The 2010 edition of the Standard includes requirements on how to establish a commitment to accountability and on the processes that will deliver quality programmes for the people who experience them first hand.

The 2010 edition can be applied by all types of local, national and international organisations, HAP members and non-members, multi-mandate organisations, organisations that deliver direct assistance and those that work with partners.

#### **How the 2010 HAP Standard was developed**

The 2010 edition is the result of an extensive review of the 2007 edition, based on experience of its application by different organisations and to reflect learning in accountability practice since 2007. The review process was overseen by a Steering Committee approved by the HAP Board and managed by HAP's Policy Services Coordinator. Two technical groups provided specific input in relation to working with partners and prevention of exploitation and abuse.

The review process involved wide consultation with different stakeholders, including crisis-affected people, aid workers and donors. Over 1,900 people in 56 countries contributed to the review process and the preparation of the 2010 edition, bringing to the process authentic experiences from the perspective of different groups. All HAP members contributed to the preparation of the 2010 edition and commented on earlier drafts.

During the review, the HAP Secretariat sought input from quality and accountability initiatives, including the Sphere Project, People In Aid, and others relevant to HAP members, such as the Australian Council for international Development and the UK Disasters Emergency Committee. This effort is part of HAP's ongoing work to improve consistency between the HAP Standard and other relevant codes and standards.

*The ISO/IEC Directives Part 2, Rules for the Structure and Drafting of International Standards (fifth edition, 2004) guided the drafting process for the 2010 HAP Standard in Accountability and Quality Management.*

Editors from the Plain English Campaign reviewed several drafts of the 2010 Standard. With a few exceptions, their editorial comments were accepted and included in the final draft presented to the Board for adoption.

### Major differences between the 2007 and 2010 editions

The 2010 edition presents all the content of the 2007 edition in a more logical order, in line with *The ISO/IEC Directives Part 2*, and using more accessible language. The order of the benchmarks has changed, and minor adjustments have been made to the wording of some benchmarks. In response to feedback from the review consultations, a few specific requirements in the 2010 edition include content that was not already part of the 2007 edition.

A separate section for organisations working with partners has been included under each benchmark. The 2010 edition is also more explicit on its application to multi-mandate agencies (relief, development and advocacy programmes), and stronger on elements of financial accountability and protection from exploitation and abuse by aid workers.

### The 2010 HAP Standard and other quality and accountability initiatives

The HAP Standard is intended to complement other standards that relate to accountability to people affected by different types of crises, as well as issue-specific standards and guidelines on quality management systems, human rights, and protection from abuse and corruption. In particular, the HAP Standard is intended to complement the work by People In Aid, the Sphere Project, the Emergency Capacity Building Project, Groupe URD, ALNAP and national self-regulatory schemes that focus on accountability and quality in the non-profit sector.

The HAP Secretariat will prepare working papers on how the HAP Standard relates to other relevant initiatives. These papers will be regularly updated to reflect learning and changes in the HAP Standard and other initiatives, and will be made available on the HAP website.

### The transition between the 2007 and 2010 editions

With the launch of the 2010 edition of the HAP Standard, a 48-month transition period will commence. Between December 2010 and December 2011, organisations can choose a baseline analysis and certification audit against the 2007 or 2010 editions. However, one year after publication of the new Standard, all certifications issued by HAP (new certifications or re-certifications) will be against the 2010 Standard. Forty-eight months after publication of the 2010 Standard, any existing certifications issued under the HAP 2007 Standard will no longer be valid.

The Guide to the Standard, the Certification Guide, the auditor guidelines and self-assessment guidelines will be finalised within six months of the 2010 Standard date of publication. As requested by users of the HAP Standard, all supporting materials will be made available in electronic format and, depending on demand, some materials will be released in hard copy.

For questions about the 2010 HAP Standard or the transition period, please contact [Monica Blagescu](#).

A briefing paper highlighting differences between the two editions will be made public in December 2010.

### HAP 2007 Standard Review

For more information about the Standard visit the [HAP 2007 Standard Review](#) page on the HAP website.

### New look for the HAP Newsletter

The HAP Newsletter format is currently being reviewed. A more user-friendly version will be issued next year. If you have suggestions on how we can make it more suitable to you or if you would like to contribute to future issues, please [contact us](#).

## New Tools

### The Camp Committee Assessment tool

In recognition of the key role camp committees are playing in NGO accountability, the HAP team in Haiti developed and tested a new Camp Committee Assessment Tool. The tool is aimed at supporting agencies in their work with camp committees.

Camp committees play a key role in the management of camps. Significant decision-making power is often allocated to these committees, related, for example, to the type and distribution of aid, selection of beneficiaries, and assistance for more vulnerable groups. When working well, committees may ensure greater community ownership and empowerment, access to local knowledge, and enable more efficient programme design and delivery. When working poorly they may be linked to corruption, exploitation and abuse; the needs of diverse groups (including women, men, children, elderly, disabled, and other groups) not being identified, and blockages in key information.

The structure, function, and credibility of these committees (including the extent to which NGOs and agencies work with them) impacts significantly upon the capacity of agencies to meet their humanitarian commitments, including their accountability to disaster-affected people.

The Humanitarian Accountability Partnership (HAP) team in Haiti, in collaboration with the International Organisation for Migration (IOM) as part of the Camp Coordination Camp Management (CCCM) cluster, has developed a tool for assessing the role and functioning of existing camp committees. The tool aims to support agencies in defining how to work with the committees and the wider camp population.

Specifically the tool helps answering the following questions:

1. What are the committee structures in place?
2. What are the current roles and functions of the committee(s)?
3. Does the camp population feel the committees are able to represent their views and needs?
4. What can agencies in a specific camp do to improve ways of working with the committee and the wider camp population?

The tool is designed to be used by NGOs and agencies working with camp committees (whether as a camp managing agency or in the provision of other services), and can also be adapted for non-camp settings when working with committees, or groups, as representatives of a larger affected-community. The tool is based on some requirements in the HAP 2007 Standard in Humanitarian Accountability and Quality Management, and offers a practical way for agencies to identify how they can strengthen ways of working with camp populations.

For more information visit the [HAP in Haiti](#) page on the HAP website.



Photo: Gregory Glead, HAP 2010

## From the Roving team

### HAP deployment in Haiti

Following an initial three-week assessment mission to Haiti in February and March 2010, a six-month Quality & Accountability deployment commenced in March with three HAP staff members.

During HAP's presence in Haiti, workshops and trainings have been organised for both members and non-members, a Camp Committee Assessment Tool was developed and tested in collaboration with ACTED and the IOM, a joint complaint and response mechanisms has been set up by HAP, and three member agencies and an Accountability Learning Working Group has been created.

Information on past HAP deployments during new emergencies is available on the [Field Support](#) pages of the HAP website.

HAP will continue to capture and share learning and evidence of impact from its field deployments.

### The accountability challenge for humanitarian organizations working with camp committees: Findings of assessments from three camps in Haiti

Camp committees often play a key role in the management of camps, and in Haiti, frequently act as the primary interface between humanitarian agencies and the wider camp population. Significant decision-making power is often allocated to these committees, related, for example, to the type and distribution of aid, selection of beneficiaries, and assistance for more vulnerable groups. However, the roles and responsibilities of the committees and the expected code of conduct are often undefined, and unknown to the wider camp population. The structure, function, effectiveness and credibility of these committees therefore impacts significantly upon the capacity of humanitarian agencies to meet their accountability and quality commitments. One of the key accountability challenges for the humanitarian community following the Haiti earthquake has been to assess and moderate the role that camp committees play as intermediaries between agencies and the wider camp community.

In June 2010, the HAP team in Haiti designed a method for assessing the structure, function and community perception of camp committees. The findings of this initial assessment were published on the [HAP website](#). In collaboration with the International Organisation for Migration (IOM), the team further developed and tested the tool in three camps in Port-au-Prince; St.Preux, Terre Roche, and Terrain de Golf. This has led both to a deeper understanding of the accountability issues related to camp committees in this context, and to the finalisation of the [Camp Committee Assessment Tool](#), that should have broader application within the humanitarian sector worked with the displaced in camp settings.

#### Main findings in three camps

With the tool, three very different camp committee structures were investigated, and while there were a number of similarities and differences between the three locations, the findings highlighted the need for a context specific approach to be taken by camp management agencies in order to address unique issues arising, and to improve ways of working in each of the settings.

#### Committee structures

None of the camp committees assessed in this project had been elected by the population, and some of the committees were based on associations that existed in the neighbourhood before the earthquake. None of them provided camp communities with the opportunity to exclude a member due to poor performance or unacceptable behaviour, across all the camps there was low participation of women and special interest or needs groups in the committees, and, in one of the camps, several of the committee members were not living in the camp.

Comparing the camps, one of the main differences was the number of committees present. This ranged from only one, to one committee plus a newly formed rival group, to multiple independent committees. In the latter case, there was a lack of coordination between the committees, and the central committee had dissolved due to disagreement among the members.

### The role of the committees in ensuring participation, basic information sharing and other camp functions

Discussions with both camp residents and committee members revealed a lack of regular meetings between the committee and the population in the three camps, with only a minority feeling that camp residents' needs were being communicated by the committee to the NGOs. In addition, participants in the assessments reported a low level of information sharing by the committees, and low levels of awareness about NGO activities in the camp, with a need in particular for stronger efforts to communicate with groups other than men, including women, people living with disabilities, youth, or the elderly.



Photo: Gregory Gleed, HAP 2010

In one camp, while the committee played a strong function in terms of ensuring security, running anti-stress programmes, and even sending away NGOs that they were not satisfied with, they did not share information about the collaboration with NGOs with the population, and less than 40% of those asked felt informed about what was happening in the camp.

In another camp, the committee clearly stated that they felt their role was to “*work for the people but without the people*”, “*managing the site and deciding for the people but without their participation*”.

In the camp with multiple committees, the confusion over the roles and responsibilities of area and sector committees resulted in many agencies not working with the committees. Consequently, they played less of an intermediary role.

The lack of information sharing and participation seemed to be caused by a number of factors:

- Differing expectations regarding the role of the committee, while the assumption was that the committee's role was clear to all. This finding highlights the importance of ensuring clarity on the roles and responsibilities of all involved.
- Lack of information being shared with the committee. In one camp in particular, discussions revealed that neither the committee nor the population felt well informed about planned activities in the camp, and both groups expressed frustration that the NGOs were not playing a stronger role in providing information regarding activities and available services.
- Capacity of the committees to perform this role. Where committee capacity was identified as limited, the need for capacity building or identification of possible resources was highlighted.

### The importance of complaints handling and the committee's role

In terms of complaints handling, there were no formal mechanisms set up by agencies in any of the camps. Interviews with local communities revealed that the vast majority of the population was still reluctant to complain about the work of the NGOs. A significant number of people interviewed stated that they did not feel that they had the right to complain and some groups expressed fear of repercussion if they did so.

The importance of complaints and response mechanisms was highlighted in one particular camp, when focus group participants raised allegations of theft, favouritism and nepotism. Of greatest concern were examples of sexual exploitation and abuse, where committee members demanded sex for the provision of services. (It should be noted that these claims were referred to the managing agency for further investigation.)

### Challenges of being stuck in the middle

The challenges faced by committees as the ‘intermediary’ were expressed by committee members in one camp: “*when people [from NGOs] come to meet with the committee, people think things will happen, then ask*

*the committee what [the NGO] is doing*", if people do not understand they think the committee has kept the aid. One committee had attempted to address this by asking the NGO to hold direct meetings with the camp community, but this had not happened.

### Conclusions and recommendations

The Camp Committees Assessment Tool proved instrumental in identifying strengths and weaknesses of committee structures and functions, and enabled an exploration of perceptions in the three camps. Recommendations were shared with the camp management agencies involved, and included the following:

- In one camp, the committee was well functioning and well respected, enabling continued and increased involvement in decision making. In this camp capacity building of the committee could be done to improve their role and to build upon their working relationship with the camp management agency.
- In the second camp, while the committee president was well respected, allegations of favouritism and sexual exploitation linked to aid distribution raised a serious red flag. This demands a focused protection assessment, with on-going monitoring. In addition, it was recommended that agencies should ensure final decision making on allocation of aid does not lie with the committee.
- In the final camp, where there were multiple area and sector committees but a lack of coordination between them and a proliferation of new committees, the agencies working in the area were advised to review the role and inter-linkages between the committees, plus identify if there was a need for an elected central committee the support with this.

In general, the tool highlighted a need to:

1. Define the roles, responsibilities and code of conduct of the committee, including what the agency expects from the camp committee, and what the camp committee can expect from the agency;
2. Ensure direct contact between the NGO and wider camp population, in addition to contact via the committee. For example, direct information sharing about the project activities, beneficiary selection and right to complain;
3. Establish not only complaints mechanisms by which camp populations can raise complaints safely with the agency about how aid is being distributed, but also to ensure on-going monitoring of the use of aid and the role of committees in this; reviewing and adjusting the amount of decision making power given to committees; and having an agreed code of conduct for committee members;
4. Build the capacity of the committee so that they can better perform and meet expectations, and are able to better work as a committee and with the camp populations;
5. Give more attention to the involvement and participation of women, and groups with specific needs, such as people living with disabilities, the elderly, and children.

More information about the [Camp Committees Assessment Tool](#) can be found on the [HAP website](#).

While the emphasis in Haiti was camp committees, a similar approach could be applied to other settings where a group is acting as representatives of others, either self appointed or elected.

For more information contact [Barb Wigley](#).

### Collaboration and Innovation: a joint complaint and response mechanism in Haiti

In July 2010, World Vision, Save the Children and Lutheran World Federation, with support from the HAP Secretariat, initiated a project to develop a Joint Complaint and Response Mechanism to be piloted in a camp where the three agencies were working. Over the course of two months, the agencies worked together to develop key tools, seek input from the camp committee and residents, and reach the point where the joint mechanism could be rolled out.

The process and tools developed have been summarized to inspire and support other agencies interested in working together to set up a Joint Complaints and Response Mechanism.

- Collaboration and innovation developing a [joint complaint and response mechanism](#).
- Related [tools](#) for the joint complaint and response mechanism.

#### Why listen to complaints?

One of the key features of humanitarian accountability is the deliberate effort to listen and respond to complaints raised by the people humanitarian agencies seek to assist, and others living in the same area, about the quality of services delivered by aid agencies, and staff and volunteer behaviour (including allegations of corruption, misconduct and sexual abuse and exploitation). Agencies that have implemented mechanisms to receive and respond to complaints have reported: early identification of programmatic problems, detection of fraud, better staff retention, and saving of money, among other benefits. Ultimately, strengthening accountability (which includes upholding the right of disaster survivors to make complaints and receive a response), aims to improve quality, relevance and effectiveness of programmes.

A Joint Complaints and Response Mechanism provides a number of channels through which disaster survivors and host community members can complain about the activities of two or more NGOs. From the perspective of those seeking to complain, a joint mechanism is more 'user-friendly', as compared to each NGO setting up independent mechanisms. By working together in setting up a Joint Complaints and Response Mechanism, participating agencies are aiming to increase the satisfaction of those they seek to assist and improve ways of working in the camp.

For more information about the work on joint complaints and response mechanisms done in Haiti contact:

- [Mimose Jeune](#) (World Vision)
- [Alex Joseph](#) (Save the Children)
- [Webert José](#) (Lutheran World Federation)
- [Barb Wigley](#) (HAP)

## Main accountability challenges in the emergency response in Haiti

After the six-month HAP deployment in Haiti, the following is an analysis of the accountability challenges eight months into the emergency response. Unfortunately, the HAP team left Haiti feeling that much needs to be improved regarding information sharing, participation and complaint mechanisms to ensure a successful emergency response. The analysis is based on concrete camp assessments, training, management coaching and involvement in several accountability initiatives and by participating in coordination meetings. Besides identifying seven main accountability challenges, the article presents recommendations for both Haiti and future emergencies on how to work on the challenges.

The **first challenge** identified is a lack of accountability capacity at the agency level. At the implementation level a lack of understanding of the importance of accountability and a lack of capacity on how to ensure a satisfactory level of accountability was found. As such there is a gap between the commitments of many agencies at headquarter level and their accountability framework and strategies, and what is being implemented on the ground. Furthermore, there seemed to be a difference at the county level between the managerial perception of accountability efforts undertaken and the reality in camps and neighbourhoods. Suggested action could be to discuss at agency level how to simplify (priorities, first step, second step etc) accountability frameworks and ensure that the needed resources are available. Furthermore, it could be instrumental to integrate field assessments in an early phase as part of the operational methodology to ensure constant updating on the involvement of beneficiaries.

The **second challenge** is lack of collaboration and often open conflicts between development units (working in Haiti prior to the earthquake) and the emergency units (arriving after the earthquake). The lack of collaboration, management change and even open conflicts in agencies resulted in: a) that the knowledge of local context, history and culture of the development unit was not utilized, b) that the programs of the emergency units after 6 months were not linked to Early Recovery or sustainable development, c) that the open conflict and management changes led to inefficient organizations and operations. Suggested action could be to outline an agency strategy for management structure and collaboration between development and emergency units during an emergency.

The **third challenge** is a lack of knowledge on how to provide emergency aid in an urban setting. For many agencies it was a new challenge to work in a context where people were mobile; could move around between camps (several tents in several camps); keeping neighbouring camp residents away from camp specific distribution; deal with street crime; lots of many, small and often difficult accessible camps. The urban setting moreover allowed camp residents to know what was being distributed in other camps, which lead to conflicts, as camps residents would feel they were receiving less. Action suggested could be a study of the emergency response in Port-au-Prince and development of guidelines working in an urban setting during an emergency, such as the need of more ambitious information strategies explaining in more detail the reason for level and difference in distribution.

The **fourth challenge** is a lack of complaint mechanisms. It was very few agencies that had established complaint mechanisms and none had success stories to share. In the first months of the emergency, the agencies working with complaint mechanisms based it primarily on Hotlines (telephone lines). This had resulted in: a) an overload of calls, where most of calls could not be categorized as complaints (feedback or more often requests for aid), b) if complaints on other agencies were reported, they would not be handled or referred to the concerning agency. It furthermore appeared that the capacity to handle or investigate complaints were very low. The lack of complaints mechanisms resulted in a Wild West situation where the international and national staff could do more or less what they wanted without being held accountable. There were accusations of sexual abuse; staff and camp committee members demanding money for free services or keeping it for themselves or families and friends etc. This would need further investigation to measure the extent of such behaviour. Action suggested could be assistance to set up agency and inter-agency complaint mechanisms and training on complaint handling and investigation.

The **fifth challenge** identified is at camp level, where power is being given to camp committees without knowing who they are. This results in situations where the international aid is leading to corruption and abuse. After the earthquake, the international community asked the camps residents to select committees that could represent them. If the committees are well functioning, this can lead to effective emergency programs that are participatory and responds to the actual needs. But if the committees are not representative, corrupt and abusive, gang-related, then working with and through such groups can change the pre-earthquake power

structures and/or do more harm than good. The camp committee assessments of HAP showed committees that were: a) representative, honest and well functioning, b) not representative, but honest and well-functioning, c) corrupt and abusive. Action suggested is to undertake a mapping (either camp management agency, individual agency or in collaboration with other operating agencies) of who the committees members are, how they are functioning and how they are perceived by the camp population in order to decide how to engage and which level of power to allocate to the committees.

The **sixth challenge** is a lack of collaboration and coordination between operating agencies at camp level. Many camp managing agencies expressed that they had engaged with the camp committees and mapped out the needs of the camp, but they were only successful in getting some of the operating agencies to work on the outlined camp plan. Other agencies would work in the camp without informing the camp managing agency or camp committee and reject any collaboration. The consequence would be: a) frustration by the camp committees as they felt undermined and felt betrayed by the managing agency, b) inefficient program implementation, c) conflicting operations and programs. Action suggested could be a discussion at agency level and in the humanitarian sector of how the camp managing agency can be reinforced in ensuring coordination and collaboration, such as sanctions, involving the UN, IOM, in such cases (having a system in place for such issues) etc.

The **seventh challenge** is at the national coordination level. During the eight months since the earth quake, a strong and unified voice has lacked to push important decisions at the government level with direct impact on the efficiency of the emergency response. Many agencies have had distribution items vital for the survival and well-being of the earth quake victims stuck in customs without knowing why or for how long. Secondly, there has been a lack of involvement of national NGOs in the emergency response. Though improvement found place around July, national NGOs could not enter the UN Log Base to participate in the Cluster meetings and they were in general bypassed in the consultation and decision making processes. Suggested action could be a discussion in the humanitarian sector on how, during an emergency with a weakened government, the international community can speak with one unified voice to avoid custom issues and why and how the national NGOs can be better involved.

### Voices of Beneficiaries – Haiti



Photo: Gregory Gleed, HAP 2010

As the HAP deployment came to an end in Haiti, a series of focus group discussions (FGDs) were organised in Port au Prince and Leogane over a period of 7 days from the 16<sup>th</sup> of September 2010. In total, 261 disaster-affected persons were interviewed over a period of 7 days in 10 locations. Of the 261 participants, 137 were male and 124 were female.

The purpose of these discussions was to engage with the disaster affected populations in order to gain insight into their perceptions on the quality and accountability of the aid they had received. The FGDs were conducted to provide information that will form the basis of a chapter in the 2010 Humanitarian Accountability Report that is due to be published early next year.

The FGDs highlighted some of the challenges that aid agencies have faced in establishing and ensuring an accountable response. The key findings highlight the difficulty agencies have in sharing information with disaster-affected populations, engaging with disaster-affected populations in different stages of the project cycle, and dealing with the concerns and complaints raised by people affected by the earthquake.

Each location visited varied considerably. Each context presents its own set of challenges for agencies engaged in the earthquake response. The locations that are secluded presented particular difficulties in terms of access. However, even in these circumstances, aid agencies that had an integrated approach to share information with the communities, engage them in decision making and respond to their complaints handling were able to deliver aid in a manner that appeared to promote a more concordant relationship between the disaster affected populations and aid agencies.

For further information on the Voices of Beneficiaries research conducted in Haiti please contact [Gregory Gleed](#).

## HAP Deployment in Dadaab



**“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 in a HAP workshop*

The three-month HAP deployment to Dadaab, hosted by UNHCR and CARE, ended on 11th October with the active participation of agencies such as CARE, DRC, NRC, Oxfam GB, Save the Children, Film Aid, LWF, the UNHCR, IOM and WFP.

Dadaab in northern Kenya is one of the oldest and largest refugee camp complex in the world. Established in 1991/2, the three Dadaab camps (Ifo, Dagahaley and Hagadera) were set up to accommodate 90,000 refugees escaping the conflict in Somalia. Over the years, with the conflict in Somalia continuing unabated, the number of refugees fleeing into Dadaab has continued to rise.

According to June 2010 figures of the UNHCR:

- the overall population in Dadaab camps stands at 276,599 persons, a 17.5 per cent increase since the beginning of 2009 (235,455).
- a total of 21,998 arrivals have been registered since the start of 2010, which means that approximately 956 new arrivals are registered per week.

In essence, there are two operations running simultaneously in Dadaab: on the one hand, agencies are providing services for the 20-year-old protracted refugee crisis; on the other hand, they are conducting emergency operations for the influx of new arrivals. In addressing the needs of such a large refugee population, aid agencies face a number of operational challenges such as coping with the growing influx of new arrivals; shortage of land; camp congestion; overstretched financial and human capacities; tensions with the host community and general state of despondency amongst the refugees.

Despite its scale and magnitude of unmet needs, Dadaab largely remains a "forgotten" humanitarian crisis. Through its deployment, under the New Emergencies Policy, HAP International not only endeavoured to support interested agencies, but also to bring Dadaab into the spotlight as a humanitarian crisis deserving renewed attention.

### Focus of the deployment

Considering the unique nature of the humanitarian crisis in Dadaab and the feedback from agencies during a consultation visit in March 2010, agencies highlighted key [accountability challenges](#) which shaped the [Terms of Reference of the Dadaab deployment](#). The agreed overall aim of the three-month deployment has been 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.

### Secondment from LWF

The deployment was carried out by the HAP Roving Representative Maria Kiani and Rita Mamai. Rita was seconded from the LWF Kakuma Programme for the duration of the deployment. As part of her secondment



**Mother and son outside their shelter on the outskirts of Dagahaley Camp**

*Photo: Maria Kiani, HAP 2010*

agreement to increase cross learning between the Kakuma and Dadaab refugee operations and to share experiences and outputs, Rita has drafted an action plan identifying agency specific and inter-agency steps that will be undertaken to strengthen accountability in the Kakuma refugee operations.

### Inter-agency Mapping and Action Planning Exercise

Thirty-two members of staff from 13 agencies undertook an inter-agency mapping and action planning exercise on 10th August. The 32 members of staff facilitated the exercise with 126 stakeholders consisting of refugees, staff and volunteers were consulted through focus group discussions, interviews and survey questionnaires. The findings from the mapping exercise helped to identify the key areas that need to be addressed in the Dadaab refugee operations. These findings were discussed in a plenary to prioritise actions points that agencies need to take forward individually and collectively to strengthen accountability. Staff enthusiastically participated in this exercise and saw it as strengthening inter-agency understanding and collaboration. This is the first time an inter-agency accountability mapping exercise and joint action planning of this scale has been conducted during a HAP deployment.



Rita Mamai facilitating an orientation session

Photo: Maria Kiani, HAP 2010



Chairlady of Ifo Camp highlighting key issues in the Inter-agency Mapping and Action Planning Exercise

Photo: Maria Kiani, HAP, 2010

Participants made the following comments in the evaluation of the mapping exercise (direct quotes):

- The focus group discussions were enlightening. Would be nice to have such frequent meetings with the community.
- I liked the interaction with the beneficiaries, listening and discussing issues of gaps and points of improvement.
- HAP is very useful and relevant to project implementation. It has improved my perception towards accountability. The response was sincere.
- I liked the participatory approach of developing the questions and the involvement of all agencies- HAP and non HAP members in the exercise.
- Beautiful exercise to collect beneficiaries' opinions. Do it often.
- The exercise has pointed out reality on ground.

The methodology of the inter-agency mapping and action planning exercise will be made available shortly on the HAP website.

### Various agency-specific and inter-agency activities

The team also undertook various inter-agency and agency specific activities to increase staff awareness and strengthen practice. Different workshops have taken place between July and October, with a particular focus on establishing complaints handling mechanisms. A total of 212 practitioners from different agencies have participated in these capacity building activities.

In addition to the orientations and trainings, the team has been involved in a full range of activities to provide hands on and direct support, some of these include:

- Visits to the camps to observe agency programmes activities
- Home visits to gather the views of refugees
- Visits to mobile courts to understand legal assistance and counselling provided to refugees
- Visits to police stations to meet with refugees who have been arrested on arrival



- Food distributions visits
- Registration of new arrivals
- Discussions with beneficiaries in safe havens, transit sites, community centres and meetings with leaders of various committees
- [Joint Assessment Mission 2010 \(led by WFP- UNHCR\)](#)
- Heads of Agencies meetings
- Stakeholder Steering Group Meetings (including the host community, the agencies and the Government of Kenya)
- WFP-CARE Joint Complaints Handling System

### **Dadaab Accountability and Quality Working Group**

12 agencies have joined hands to form an inter-agency "Accountability and Quality Working Group" (AQWG). The group has been established to act as an agent of change and a resource to strengthen quality and accountability of the Dadaab humanitarian operations. The AQWG meets twice a month to discuss relevant developments, plan joint activities and make recommendations to the heads of agencies on particular accountability and quality issues related to humanitarian accountability and quality in the Dadaab operations. To increase ownership and promote a sense of partnership, the responsibilities of hosting, chairing and rapporteuring are rotated and shared by all of the participating agencies. Support and oversight to the AQWG is provided by the Dadaab based heads of agencies of UNHCR, WFP per the [terms of reference of the Dadaab Accountability and Quality Working Group](#).



**PVP Team who has made the Documentary "Our Say..."**

*Photo: Maria Kiani, HAP 2010*

### **Consultations with the Host Community in Dadaab**

An important stakeholder in the Dadaab Refugee operations is the host community. The HAP team participated in various meetings to strengthen host community relations and also undertook consultations with the community members of Lagdera, Jarajilla and South Wajir.

### **"OUR SAY" - Voices of Refugees captured and shared by the youth of Dadaab Camps**

HAP has collaborated with FilmAid International to showcase the voices of beneficiaries and their perception on humanitarian accountability in a short 5-minute documentary. This documentary has been created under FilmAid's Participatory Video Project (PVP), which is aimed to help youth within the refugee camps achieve their potential and use photos and films to be able to air issues affecting them and their peers. The HAP Team gave the PVP team an orientation about the accountability and HAP 2007 Standard before the team set out to start filming and talking to the refugees in the camps. You can read more about the energetic PVP team from the Dadaab Refugee camp in the [Refugee Newsletter](#), which is also written and published by them under the auspices of FilmAid. The documentary will be available online soon.

### **Funding and Support**

HAP would like to acknowledge and thank CARE, DRC, LWF, Save the Children, UNHCR for their contributions and making this deployment possible. Through their collective commitment and support, all operational agencies in Dadaab have benefitted from the activities of the deployment in one way or the other.

HAP would like to acknowledge the financial and in-kind contributions made by HAP Members and UNHCR in Dadaab. The HAP team has been co-hosted by UNCHR (providing office space and logistical support) and CARE (providing accommodation). LWF has covered all the costs of the secondment while financial contributions have been made by CARE, Danish Refugee Council, Save the Children and UNHCR.

A post-deployment report on the findings and key recommendations, along with the after action review outcomes, will also be made available shortly.

For more information on the Dadaab deployment please contact [Maria Kiani](#).

### New deployment in Kyrgyzstan

In September, a two-month interagency support deployment started in Kyrgyzstan. The aim of the deployment is to improve understanding and strengthen practice of humanitarian accountability and quality management as part of the current humanitarian response in the country.

HAP International is hosted by ACTED and supported by DanChurchAid/ the ACT Alliance, the Danish Refugee Council, UNHCR and WFP. A particular focus is given to assisting participating organisations to establish and/or refine complaints and response mechanisms (CRMs) that will be secure, reliable and accessible for the people these agencies seek to assist. Joint mechanisms are trialled where practicable, and the CRMs emphasise the need to be able to elicit and respond to allegations of sexual exploitation and abuse arising through the humanitarian response.

HAP is pleased to note that this deployment was initiated by the member agencies themselves with the collaboration of their UN colleagues.

#### Overview

Five months have elapsed since Kyrgyzstan's clashes and ethnic violence in southern Kyrgyzstan, which claimed hundreds of lives and resulted in massive destruction of property. To this day, the situation in the region remains volatile, with tensions high between ethnic Kyrgyz and Uzbeks.

Several HAP member organisations are currently deployed in the region (ACTED, members of the ACT Alliance, DRC, Save the Children) and are working towards the promotion and implementation of good accountability practices within their work and have set-up an accountability working group. These organisations recognise the relevance and importance of ensuring transparency and accountability in the context of the humanitarian intervention in Kyrgyzstan and invited HAP to support their efforts in the region that they are undertaking. This group of organisations agreed that a **stronger focus on accountability to beneficiaries** is essential in the frame of the current intervention in Southern Kyrgyzstan, in a context characterized by fear, division, and mistrust among the population.

To support and build capacity of the working group's current practices, a HAP Accountability Advisor was requested to work alongside participating organisations. The HAP deployment started in 21 September for a period of 2 months.

#### Activities of the deployment include:

- To support the Accountability Coordination group that is attended by HAP member and non-member organisations and UN bodies operating in South Kyrgyzstan. The main aim is to review existing accountability mechanisms within NGOs, identify current gaps / needs, to discuss coordination regarding complaint mechanisms jointly.
- Support ACT Alliance in developing the Humanitarian Forum, an inter-organisation initiative, led by local organizations, to strengthen the quality and accountability of local and international humanitarian actors in Kyrgyzstan. The project will support organisations to develop skills, capacity, commitment and knowledge to deliver improved quality programming that considers beneficiary accountability throughout the project/programme management cycle.
- Support the work of several NGOs who have set up and are implementing Complaint Handling Systems;
- Translate and distribute key documents to members and partners.

#### Accountable when and where it counts

The [New Emergencies Policy](#) (NEP) is a commitment by HAP member agencies to make to special collective efforts to apply the HAP Principles of Accountability from the beginning of all new humanitarian emergencies. The [Protocol for the Implementation of the New Emergencies Policy](#) sets out a simple mechanism for putting this commitment into practice, and exploring the case for collective action.

### Update on activities

One of the prominent issues highlighted by agencies is the significant number of concerns being raised by beneficiaries regarding protection issues and the general confusion that exists amongst the affected population in regards to the overall humanitarian response, including a lack of understanding of what individual agencies are responsible for. To address the number of issues arising immediately after the June events, UNHCR and national implementing partner CIP (Centre for Internal Protection) set-up a 'hotline' in the region to offer advice and refer people to relevant agencies. There are a number of other crisis-lines and hotlines and efforts are being made within the UN Protection Cluster to analyse if this is the most effective method for issues to be referred and resolved. Organisations are making efforts to keep people informed. A number of different joint information leaflets have also been published by OCHA and UNHCR answering specific Frequently Asked Questions from beneficiaries. HAP have been able to input into these campaigns to advise on content, format and messaging.

For example: In light of targeting changes to upcoming WFP food distribution there is a fear that unless informed of the reasons why the selection of beneficiaries for the food has changed, beneficiaries will be confused and angry. In an already volatile environment, trying to mitigate against any unrest or potential controversy between members of the communities and with NGOs is crucial. Information posters are being produced to publicise information about the food distribution and will be displayed in every community alongside the beneficiary selection lists. HAP conducted training to ACTED distribution Team Leaders and coordinators and Complaint Officers, on issues around accountability in terms of the distribution. It is proposed that the complaint officers will be present at the distribution sites to take questions, log complaints and refer people to the right forums to complain. It is also planned that a briefing on HAP will also be given to DRC and ACT protection officers in the coming week.

A number of agencies have been involved in developing a Joint Complaint Mechanism (JCRM). The organisations that are involved are Transitional Shelter, winterization and Food Distribution partners UNHCR, ACTED, DRC, Save The Children and Act Alliance. The process for how the joint mechanism will work in practice is being developed. Each organisation has an internal CRM system and a process of referral and tracking. Participating organisations are developing a process that will allow them to use the same formats and process to manage complaints, referrals and of tracking trends. The JCRM plan to set-up a committee, which will meet regularly to review the system itself and will act as a platform to discuss common accountability and programming issues and to find solutions together.

Implementing the JCRM will take time but a plan is taking shape and is being held by the Accountability Working Group (AWG). Coaching for Complaint Officers within ACTED and Interbilim (national network organisation) is ongoing and will feed into further development of the JCRM process and the AWG.

ACT Alliance have organised field visits to talk with beneficiaries, a briefing on HAP to the National Humanitarian Forum and a training workshop for representatives of 10 implementing partner organisations. The training covered the main concepts of accountability and worked through the HAP standard using materials developed by Christian Aid and HAP. Following this a few organisations met to set in place an accountability plan against the HAP standard. The organisations will consult HAP on how to move forward on each plan once they have been finalised within their organisations.

For more information on the Kyrgyzstan deployment please contact [Barb Wigley](#).

### Secretariat Staff News

#### New Executive Director of HAP International appointed

On 12 November 2010, HAP International announced the appointment of Angela Raven-Roberts as Executive Director.

Dr Raven-Roberts was selected by the HAP Board to lead the organisation following an extensive recruitment process. Dr Raven-Roberts joins HAP with over twenty years experience in the international humanitarian and development field, as a practitioner and advocate within the United Nations and the NGOs community, as well as an academic.



#### About Dr Raven-Roberts

Angela Raven-Roberts began her international career with Voluntary Services Overseas in Papua New Guinea and managed humanitarian and development programmes for Oxfam America and Save the Children USA in Ethiopia for several years. In 1991, she joined UNICEF in New York as a Senior Project Officer in the Office of Emergency Programmes, where she was responsible for policy development in gender and conflict issues, post-conflict recovery programmes and internally displaced children. From 1998 until 2002, she took a leave of absence from UNICEF to join Tufts University as Director of Academic Programmes for the then newly formed Feinstein International Famine Centre. At Tufts, she oversaw the design of the first Master's of Arts in Humanitarian Assistance (MAHA) degree in the USA, developed specialist courses on gender, culture and humanitarian assistance and spearheaded several successful humanitarian initiatives with MIT, Harvard and other universities. She rejoined UNICEF in Geneva in 2005 as the Regional Emergency Advisor for Central and Eastern Europe and Commonwealth of Independent States.

Educated in the USA and United Kingdom, Dr Raven-Roberts holds a PhD in Development Anthropology from the University of Minnesota, a Master's degree in Social Anthropology from Oxford University, and a Bachelor's degree in African History and Social Anthropology from London University School of Oriental and African Studies. She has written and co-authored articles on many aspects of humanitarian policy, covering issues such as gender, peacekeeping operations, children in war, livelihoods, and violence.

Dr Raven-Roberts' extensive experience, together with her commitment for strengthening the quality and accountability of the humanitarian sector, through intensive interaction and involvement with local communities and individuals, will ensure that the crucial work of HAP continues to move forward substantially under her leadership. Dr Raven-Roberts will assume the HAP Executive Director position in February 2011.

#### Welcome

**Nathalie Perroud** joined HAP as Communications Manager at the end of August. Having previously worked as e-Communications Manager for Nestlé at their Headquarters in Vevey and, before that, in a communications position at the IFRC in Geneva, Nathalie comes to HAP with extensive experience relevant to her role. Nathalie holds a post-graduate degree in Corporate Communications from the Swiss Public Relations Institute in Lausanne and a Master's degree from the Graduate Institute of International and Development Studies in Geneva. She is also a lecturer for post-graduate students at the Swiss Public Relations Institute and the University of Fribourg. We warmly welcome Nathalie to the team and look forward to the changes that our communication work will undergo in the months ahead.

**Priscilla Addison, Gregory Gleed** and **Stephanie Matti** have joined HAP's internship programme.

**Priscilla Addison** graduated in International Studies and French from Dickinson College in the United States in May 2009. As part of her undergraduate studies, she spent a semester studying French in Toulouse, France. Prior to joining HAP, she was an intern at the United States Mission to the United Nations (UN) in Geneva in the Economic and Science Affairs department. She also served as a research assistant to Universal Periodic Review (UPR) Info, a non-governmental organisation dedicated to the Human Rights Council and UPR

sessions at the UN. Next fall, she plans to pursue a Masters in Human Rights and Humanitarian Affairs. At HAP, Priscilla assists the Finance and Complaints Handling teams.

**Stephanie Matti** holds a degree in International Relations from La Trobe University, Melbourne. At La Trobe, she worked as a research assistant in the Centre for Dialogue and tutored in the School of Politics. In 2010, Stephanie was the executive coordinator of the Middle East Centre on International Cooperation based in Cairo. She has travelled extensively and worked on grassroots projects in several countries. In 2010, Stephanie commenced a two-year Masters in International Studies in the Political Science stream at the Graduate Institute of International and Development Studies in Geneva. Stephanie joined HAP as part-time Research Assistant. Her work includes updating the annotated bibliography of HAP-relevant topics, finalising the draft literature review, helping to administer and write the findings of a survey of perceptions of HAP and assisting in the preparation of a major conference.

**Gregory Gleed** holds a Master's degree from the Institute of International Health and Development (IHD) in Edinburgh, Scotland, where he achieved a distinction in Social Development and Health. After completing his degree, Greg joined SGS's Governments and Institutions Department to work specifically with the NGO Benchmarking Service team. At the beginning of 2010, Gregory travelled to Liberia to work for Landmine Action for a six-month period to conduct research on armed violence in Monrovia. Upon his return from Liberia Gregory joined HAP International as a Research and Communications Assistant. His duties include conducting research in Haiti for the "Voices of Beneficiaries" chapter of the annual report and carrying out various communications and research tasks.

## Farewell

After three and a half years at HAP in the roles of field officer and accountability advisor, **Emily Rogers** has decided to develop her career further in the operational side of the humanitarian response and to seek a less mobile lifestyle. It is with much sadness that HAP will bid farewell to Emily in December this year, after having benefited greatly from Emily's intelligent and committed input to the development of our New Emergencies Programme. Emily has contributed to the success of HAP deployments to Bangladesh, Sri Lanka and Haiti, and has been an effective and professional ambassador for HAP and the cause of humanitarian accountability throughout her time with us. HAP wishes Emily all the very best for the future.

## Changes

Following her recent relocation to Abuja (Nigeria), **Monica Blagescu** has decided to step down as HAP's Policy Services Coordinator. Monica joined HAP in 2007, as its Field Representative. In this role, she adapted HAP's approach to field deployments, by focusing on tailored services and policy advice in response to demand from HAP members and non-members; she also led HAP's New Emergency programme in Bangladesh, consultations in Somalia, and the first joint deployment with the Sphere Project in Myanmar/Burma. Most recently, Monica managed the revision of the 2007 Standard and development of the 2010 Standard, the production of HAP's annual reports, and the upscale in HAP's outreach and policy engagement work. As most of you know, the development of the 2010 Standard has been a huge undertaking and Monica has managed the process with intelligence, diplomacy, patience and humour. HAP is very grateful to Monica for her contribution to HAP's strategic and operational development in the past three and half years, and we are delighted that she will continue to work with us on a consultancy basis.

The **HAP Development Services Teams** have recently reorganised in order to better respond to the growing HAP membership and requests for engagement from the wider humanitarian sector. The team formerly known as Complaints Handling Unit is now the Membership Services Team. This team will take on the coordination and provision of a broader range of services to HAP members and their partners and it will continue to champion the prevention of sexual exploitation and abuse by aid workers and increased capacity in complaints handling and investigations. The team will consult with new members regarding pathways to meeting membership obligations and achieving certification, identifying training needs, developing capacity of others to deliver the services, coordinating delivery, providing feedback on accountability work plans, HAFs and implementation plans, supporting and advising members in achieving their individual agency goals. The team is composed of **Smruti Patel**, Membership Services Coordinator, and **Ester Dross**, Complaints Handling and Investigation Advisor.

The Programme and Membership Services team is now the Organisation Change and Sector Programmes team. The shift reflects the growing profile of HAP and the gradual broadening of our engagement through all of our programmes and not only the new emergency deployments and baseline analysis services managed by this team. The guidance of the HAP Board in increasing our engagement with the broader humanitarian sector is reflected in the final version of HAP's Strategic Plan. While still retaining HAP members at the core of service and support delivery, this team situates HAP members in the context in which they operate; an interdependent humanitarian system consisting of international and national NGOs, UN and inter-governmental organisations, donors, governments, and quality and accountability initiatives. New Emergency Protocol (NEP) deployments are no longer a members-only service and the team works routinely with members and the wider humanitarian community from the planning phase of a response through to evaluation. The baseline analysis against the HAP Standard is a service that involves the networks and partners of the agency undertaking it, is requested by HAP members and non-members alike, and is being increasingly viewed as a critical analysis tool that not only single agencies but networks and partnerships could use to evaluate and improve their work. The team is composed of **Barb Wigley**, Programmes Coordinator, **Maria Kiani**, Roving Representative, **Jamie Munn**, Organisation Development Advisor and a number of short term team members working on specific deployments.

The two teams are committed to increasing linkages and ensuring a "cross fertilization" of skills and expertise. For example, we aim to build the knowledge of NEP team members in the prevention of sexual exploitation and abuse so that they can advocate more effectively during deployments, and the trainings designed and tested during deployments are available for use in other settings. We hope that these changes will further enhance HAP's work and contribution to increased accountability in the sector.

### Supporters of HAP

HAP is grateful for the continued financial and political support provided by the Bureau of Population, Refugees and Migration (USA), Danida (Denmark), DFID (UK), ECHO (European Union), IrishAid (Ireland), the Ministry of Foreign Affairs (the Netherlands) and the Oak Foundation (Switzerland).

We would also like to thank DanChurchAid for leading the ACT Alliance in raising funds and securing support from Danida for the two HAP deployments to Haiti.

We acknowledge the generous support from donors in 2009 including the Ford Foundation (USA), the Ministry of Foreign Affairs (Norway), Oxfam (UK), and SIDA (Sweden).

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