

REPORT

Sphere and HAP International Joint Response to Cyclone Nargis

Myanmar

5-15 July 2008



This context highlights the gap between the existing theory and the implementation of quality and accountability into strategies and projects.

The Cyclone response has been slow with difficulties in access to the affected population. Quality could be enhanced if it would take into account lessons documented from past experiences such as the Sphere Focal Point Project in Pakistan/Afghanistan.

Ensuring that people's rights and needs are being met is a priority. In this context the joint Sphere and HAP International initiative was highly appropriate and relevant. It should serve as a possible framework for more similar initiatives in the future.

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1. Context and Background

1.1. Background on Cyclone Nargis

In the early hours of 3 May 2008, Cyclone Nargis hit the south west corner of Myanmar. The storm travelled eastwards, up the Irrawaddy Delta with great force and winds up to 120 miles per hour. It was estimated to be a category 3 cyclone. The storm surge in part of the delta was reportedly as high as 25 feet in places.

The storm struck Yangon for more than ten hours. Homes were flattened, more sturdy structures damaged, trees uprooted and power lines downed. In rural parts of the country up to 95 per cent of homes were destroyed.

Unofficial UN estimates put the death toll from the cyclone at 216,000 with 2.4 million affected in the 40 most severely impacted townships and approximately 110,000 people living in temporary settlements in 14 townships (UN OCHA May 22). Official government figures put the death toll at 77,738 dead with 55,917 still missing (Check figures). It is estimated that more than two million people have lost their homes or been severely affected¹.

This is a situation that the country has not dealt with before and the scale of the needs is clearly massive. Casualty figures continue to rise.

Many field workers do not have emergency relief experience prior to Cyclone Nargis and are operating with little guidance on the recognised principles and methodologies used in humanitarian response.

2. The Sphere and HAP Joint Initiative

2.1. Background to the Joint Initiative

The Sphere handbook – *Humanitarian Charter and Minimum Standards in Disaster Response* – includes a Humanitarian Charter which describes the principles on which Sphere² is based, and minimum standards, indicators and guidance notes for use in humanitarian emergencies. There are minimum standards common to all sectors, as well as for the core areas of disaster response:

- Water, sanitation & hygiene promotion
- Food security, nutrition & food aid
- Shelter, settlement and non-food items
- Health services

The purpose of the standards is to improve the quality of assistance provided to people affected by disasters, and to enhance the accountability of the humanitarian system in disaster response. The revised, 2004 edition of the handbook is the product of 18 months' work and the involvement of over 4,000 people in 400 organisations in 80 countries.

¹ International Federation of Red Cross and Red Crescent Societies, <http://www.ifrc.org/what/disasters/response/myanmar-nargis/index.asp>

² Sphere, as used generally in these terms of reference, is three things: a [handbook](#), a broad process of collaboration and an expression of commitment to quality and accountability. It does not refer to either the Sphere Project or the Sphere Board.

Aim of the consultancy

For the Sphere handbook to improve the quality and accountability of humanitarian response, it needs to be used effectively in emergency situations. Support to people to do this has been identified as an important need. The consultancy aimed to ensure that all relevant agencies are given the opportunity to build their awareness and practice in relation to Sphere standards, alongside other tools for improving quality and accountability (see below, 'Collaboration with HAP Support personnel') so that their work is representative of recognized "best practice" in humanitarian work. It also aims to be a learning experience informing possible future deployments of Sphere resource personnel. This report covers the first of a series of three consultancies during July and August 2008, so will be complemented by the reports by the subsequent consultants. The ToR is attached in Annex 1.

Collaboration with Humanitarian Accountability Partnership (HAP) support personnel

There is a clear demand from NGO staff (expressed during conference calls organised by HAP during the first few weeks after Cyclone Nargis) for integrated and coherent support to improve quality and accountability in the context of the Myanmar Cyclone Nargis Response. To respond to this, a deployment of Sphere and HAP support personnel that goes beyond conducting inter-agency trainings side by side was proposed. In the first week of this consultancy, the team of two – the report-writer for Sphere and the Field Representative of HAP - explored new modalities to provide joint support to maximise the expertise and resources of HAP and Sphere working together.

While HAP and Sphere resource staff are jointly identifying and responding to the individual and collective needs of agencies working in Myanmar, this did not exclude the possibility of HAP or Sphere resource staff separately providing support (within a unified framework), if there was a demand for this. The Sphere Handbook and HAP Standard were presented as complementary tools that can be used separately or together.

Objectives

Working with HAP support personnel:

- To work in close collaboration with national and international agencies responding to the humanitarian crisis, to decide as quickly as possible the most appropriate ways (such as training, coaching, field level advice) to respond to needs for awareness raising and training on the effective use of Sphere, with the HAP Standard as appropriate.
- To deliver that support, with the aim of improving the quality and accountability of the response.
- To work in close collaboration with others (such as the NGO Liaison Officer, UN Clusters, INGOs, local NGOs and any other 'quality and accountability' initiatives such as INEE) who are working on complementary approaches, with a view to mutual learning and sharing of resources as appropriate.
- To identify during the total two months of Sphere consultancies the most appropriate ways to establish longer term support, and the funding and personnel that would be required to achieve this.
- To use this experience to advise on lessons learned, and how to improve the provision of similar support in future emergencies.

2.2. Activities carried out by the 1st consultant, International Sphere and Training Specialist

Representation and Meetings

- One Accountability and Learning Working Group meeting was co-facilitated by Sphere, HAP and the NGO Liaison Officer.
- One short presentation was given during an Action by Churches Together (ACT) Coordination meeting. The Sphere and HAP team briefly described joint and separate activities that could be offered to ACT partners in Myanmar.
- A meeting on the *Pyapone Pilot: Ways of Gathering Feedback from the Community*, attended by the Local Resource Centre, World Vision and Save the Children. The Sphere Handbook was introduced as a tool for strengthening the monitoring and feedback process and the relevant HAP benchmark was discussed as the basis for designing a process to effectively address community feedback. The group is currently planning activities to ensure that an appropriate response mechanism is in place to respond to feedback, which will be followed by further monitoring.
- A brief introduction of HAP and Sphere was provided at the Cluster Lead Meeting on 10 July. The Cluster Leads should be contacted on an individual basis for follow-up. A list of Cluster Leads was provided to the succeeding Sphere and Training Specialist.
- A briefing with CARE representatives Clare Smith and U Khin. CARE is currently adapting the Accountability Framework which covers: 1) Vulnerability 2) Transparency; 3) Participation; 4) Sphere Standards; 5) Feedback & Complaints Mechanisms.
- One meeting with Lyndal Barry, representing an organisation called Internews/ICCD. They are currently being funded by DFID to provide an information service for people living in the delta region of Myanmar, and feature stories from the cyclone response. It was advised that reporters could benefit from HAP and Sphere briefings.
- Meeting with Anissa Toscano, DFID Team Leader, to provide a briefing on Sphere and HAP activities and explore possibilities for future funding. Follow-up is needed with Matt McGuire when he returns to the country.
- A brief introduction was provided to the INGO Forum.

Developing Sphere and HAP Support

The Sphere and HAP representatives worked closely with two groups to plan activities for the two-month intervention:

- the Accountability and Learning Working Group (ALWG), an initiative tasked with promoting organisational and institutional 'good practice' on Accountability and Learning across the Nargis response. The ALWG will primarily focus on strengthening systems of downward accountability (i.e. to the target group) and supporting rapid and accessible learning opportunities from field realities, to allow evidence-based programming.
- the Local Resource Centre (LRC), a joint initiative of the Capacity Building Initiative, Burnet Institute, The Alliance, World Concern, Oxfam and Save the Children. The Local Resource Centre works to assist MNGOs and CSOs with capacity building through training and technical advice. Three meetings took place with the LRC.

- In addition, Paung Ku, a coalition of MNGOs and INGOs was consulted to determine learning needs and explore contextually appropriate approaches in the Myanmar context.

Based on initial discussions, the Sphere and HAP team proposed a Plan of Engagement and list of potential support activities. The Plan of Engagement can be found in [Annex 2](#). Responses were to be discussed at the following ALWG meeting, and a plan for July and August developed based on the feedback.

Sphere and HAP Joint Agency Support-Save the Children

A short field trip to Save the Children's Office in Twantay Township, Yangon District, was arranged to assess potential Sphere and HAP support needs. Twantay Township is located in the Ayeyarwaddy delta and was the most affected area from Cyclone Nargis within Yangon District. Save the Children was targeting 62,400 of the 156,000 population. The programme has been designed to fulfil children's needs for health, education and safety and for children to attain their rights. Projects included assistance with rebuilding schools, water/sanitation/hygiene promotion (WASH) and shelter.

Two Save the Children representatives and the HAP and Sphere team spent an afternoon with the branch staff members and had an informal discussion to assess any quality and accountability support needs. It was also the first opportunity for HAP and Sphere to work together in an agency-specific intervention.

The discussions revealed the following:

- Save the Children designed programmes according to Sphere standards at the head office level in Yangon;
- Most of the staff members from the Twantay office did not have emergency response experience before Cyclone Nargis;
- Communication between the head office and field offices is challenging. There is currently not a phone at the Twantay office;
- The branch staff members had no awareness of the Sphere Project or the use of standards in humanitarian response.

Meetings and discussions throughout the time in Myanmar highlighted the disconnect between head offices in the capital, and field staff. There is a definite need to improve awareness of the basic concepts of quality and accountability, and to ensure staff members understand how these concepts translate into effective humanitarian assistance.

3. Next Steps in Myanmar: Strategy, Action Points and Tools

Based on the needs identified, Church World Service is supporting Sphere and HAP representatives through the end of August 2008. Sphere and HAP representatives are sitting with the Local Resource Centre and hosted by Save the Children in Myanmar.

3.1. Strategy for next steps in Myanmar

Identify Coordinator for Quality and Accountability Team

The Sphere and HAP representatives will facilitate the ALWG and Quality and Accountability (Q and A) Team until the end of August. To ensure sustainability and the implementation of ongoing quality and accountability activities a coordinator must be identified for at least the medium term (6 months). Ideally the coordinator will be a national of Myanmar.

It has been proposed that the ALWG contributes to funding the coordinator, but this needs to be explored further.

Establish Ongoing Support Needs for Quality and Accountability Coordinator and Team

Past experiences, such as the Sphere and HAP support provided in Pakistan since the 2005 earthquake, have demonstrated that ongoing periodic international support is required for the success of the programme. International expertise and support will be used to:

- Provide ongoing mentoring and coaching for the Coordinator, and enhance their knowledge and skills;
- Facilitate specific learning events, and build the capacity of the coordinator to lead similar events in the future;
- Monitor the work and give recommendations for improvement;
- Capture and crystallise learning to be shared within the humanitarian community.

Identify Funding Required to Support the above

While the Sphere and HAP 2-month initiative will begin the process of meeting quality and accountability support needs for the humanitarian community in Myanmar, an organised response and structured follow-up for the medium term (6 months) are required to develop a sustainable capacity.

3.1. Proposed Action Points

Below is a list of tasks to be followed up by the Sphere Focal Point for Pakistan and Sphere and Training Specialist (second and third consultancies of the two month period) replacing the current Sphere and Training Specialist.

a. Quality and Accountability Team

ALWG members and other appropriate agencies have been asked to nominate up to two representatives to participate in the Q&A Team.

The Sphere and HAP representatives will build the capacity of this local support team to enable them to act as a resource and advisory group for the wider humanitarian community in Myanmar. They will advise on how to implement good quality programs and improve accountability to disaster-affected communities.

A sub-set of the Q&A team will be selected to participate in a Sphere Training of Trainers workshop, to enable them to provide short Sphere introductory sessions and other Sphere training upon request.

b. Provide immediate Sphere and HAP Support

The Sphere and HAP representatives will provide immediate support to interested organisations on identified priority needs, including support to ongoing local efforts such as the community feedback pilots and will identify longer-term options for joint agency-specific support through field accompaniments, coaching for staff or development of systems to continuously monitor and improve the implementation of HAP and Sphere Standards. In addition they will take responsibility for:

- **ALWG Meeting Facilitation:** Sphere and HAP will jointly facilitate the Accountability and Learning Working Group until mid-August. The group can be used for capturing lessons learned in the implementation of quality and accountability tools and mechanisms.
- **Sphere Training:** as requested by the humanitarian community.
- **Capturing Lessons Learned:** Documenting and sharing experiences from the humanitarian community to crystallise learning.
- Follow-up with Hannah Reichhardt with **Save the Children regarding Agency-Specific support** in Twantay. Possible that Sphere training for the WASH assessment team could help build on their existing capacity.

c. Awareness Raising

Activities for wider awareness-raising on humanitarian standards. These will target INGOs, MNGOs, CSOs, the UN and other groups of stakeholders such as the local media and the donor community. Some such activities already planned are listed below; other suggestions will be discussed at the next ALWG meeting.

- A **HAP and Sphere joint briefing for ACT partners** is tentatively scheduled for 25 July 2008. ACT is operating through partner agencies who were mainly involved in development work prior to Cyclone Nargis. Erik Johnson, ACT Coordinator is organising the event.
- **Government and Media Sphere and HAP Briefing:** A proposal for a public seminar on the topic has been put forward by the Local Resource Centre and the Capacity Building Initiative. HAP and Sphere need to follow-up with Ngwe Thein of the Capacity Building Initiative and Karl Dorning of the Local Resource Centre.
- Exploration of a **Cross-Cluster Role for Sphere:** Sphere has certainly a role to play in supporting the implementation of the common standards within all clusters. This approach could help to fill a current gap: the lack of a transversal 'quality and accountability' approach. This role could be explored more formally in the future with Cluster Leads Meeting Facilitator, Lianne Kuppens. Cluster Leads should also be contacted individually to identify Sphere support needs.

- **Q & A Tool Translation Coordination (see also below 3.3, Tools)** Sphere and HAP will coordinate a core group of agencies, including LRC, CBI, WC, Merlin and Oxfam, who have expressed interest or have already begun translating quality and accountability tools, including Sphere. These tools will be used for awareness-raising activities. The core group, with support from the Sphere consultants, will be responsible for tracking translations, and for ensuring consistency and quality. The group will be a source of the final materials. Gerry Fox of Pyoepin has completed the translation of the WASH Chapter and Yves Kim Creach of Merlin has expressed interest in translating the Health Chapter. Patrick McCormick of the Local Resource Centre has expressed interest in assisting with the coordination and quality control of translations.

Further Development of Modalities for Working with HAP

While the Sphere and HAP representatives have found ways of approaching humanitarian agencies together, there are still questions as to how joint trainings and agency support would work in detail. Curricula and methodologies need to be developed and tested to inform future Sphere/HAP deployments.

Coordination with other quality and accountability initiatives

INEE and any other quality and accountability initiatives should be contacted for coordination of activities.

Identify funding for future medium-term support

In order to meet the ongoing need for Quality and Accountability support in Myanmar, further funding needs to be identified to support a coordinator and ongoing periodic international support personnel. The Sphere and HAP team have had initial contact with DFID

3.3. Tools

A number of practical tools are at various stages of design and should be available for distribution soon. They are:

Introductory Brochure in English and the Myanmar language

A 4-page introductory brochure with Sphere's main messages has already been developed and translated to enhance awareness-raising.

The Sphere Handbook into Myanmar (see also above, 3.1a Q and A Tool Translation Coordination)

Organisations such as World Concern, Merlin and CARE have taken the initiative to start translating pieces of the Sphere Handbook. Thus far, the Common Standards Chapter, the Red Cross, Red Crescent, NGO Code of Conduct and the Wat/San Chapter have been completed. Merlin has expressed interest in translating the Health Chapter and the Department of Social Welfare (Myanmar Government) has expressed interest in translating the Handbook. These efforts will be coordinated through by the Sphere and HAP representatives.

3.4. More Resources for the Follow up in Myanmar

Human resources to support Sphere in Myanmar

A list of key resource persons involved or who could be involved in the Sphere support initiative in Myanmar is needed to form a tool easily usable by the Sphere focal point and other partners. The list of the Sphere board is attached in Annex 3.

Websites of interest

- The HIC Myanmar and Myanmar Information Management Unit is located in the Chatrium Hotel in Yangon and the web-site provides further information: <http://myanmar.humanitarianinfo.org>.
- <http://www.reliefweb.int> provides background and various updates from the humanitarian response.
- <http://www.irinnews.org/> has several articles on Cyclone Nargis and the challenges being faced by the humanitarian community

Training materials of interest

Education

“The Inter-Agency Network for Education in Emergencies (INEE) serves a unique purpose in reaching out to education practitioners around the world working in situations of emergencies and crisis. In view of the Convention on the Rights of the Child, the EFA Declaration and the Dakar Framework, INEE promotes access and completion of education of high quality for all persons affected by emergencies, crises or chronic instability. INEE's web site has a wide-range of Good Practice Guides for Education in Emergencies and other current research and information. This web site, along with an active list-serve, make INEE a flexible and responsive mechanism for sharing resources and experiences.”³

Protection

At least two of the training modules on protection from the Reach Out Project can be useful:

- Gender-Based Violence (GBV)
- Internally Displaced persons (IDPs)

Those training modules can be downloaded from the ICVA web site <www.icva.ch/reachout> or the UNHCR web site <[www.unhcr.ch/reach out](http://www.unhcr.ch/reachout)>. ICVA is the official repository and has CD Roms and binders available from its office in Geneva upon request at <secretariat@icva.ch>.

³ INEE: www.ineesite.org

Security

RedR⁴ and Bioforce⁵ have experience and tools available on security management.

⁴ RedR: www.redr.org

⁵ Bioforce: www.bioforce.asso.fr

4. Lessons Learned

4.1. Lessons learned

In brief...

The Sphere and HAP joint deployment has proved to be a highly appreciated and appropriate experience. It has to be followed up as soon as possible with a concrete plan of implementation through the end of August.

Opportunities: there is a high demand and needs are identified for the follow up on the implementation of Sphere standards for more quality and accountability.

There are risks of little use and/or misuse if no follow up and technical support is provided.

Jointly Approaching the Humanitarian Community

- Staff time is precious during an emergency response and organisations responded well to being approached jointly by Sphere and HAP.
- In the Agency-Specific Support provided to Save the Children, presenting Sphere and HAP together was an efficient way to raise awareness to the field team. However, in future agency specific interventions, it would be pertinent to plan the activities so that joint and separate activities are considered within the visit. In this case, the Sphere representative might have spent more time with a team that was preparing for a WASH assessment, while the HAP representative focused on coaching the school re-building team on methods for encouraging participation.

The need for a Quality and Accountability Team

- A roster of international Sphere and HAP specialists available for deployment to new emergencies would improve response time and ensure a more integrated approach to supporting quality and accountability efforts.
- There is definitely a need to build and support a core team of mainly national resource people who can provide ongoing support to the humanitarian response in Myanmar. The Accountability Learning and Working Group is an ideal platform for forming the team.
- To ensure the activities are coordinated in the medium term, a Myanmar Q&A coordinator based in Yangon and travelling frequently to the affected areas for a 6-month period would be required.

Coordination of Quality and Accountability Tools

- Agencies have demonstrated determination to provide quality and accountability tools translated into the Myanmar language. However, the lack of coordination in the translations has been a concern. Therefore a translation coordination team is needed to ensure the consistency and quality of translated materials.

Logistics of Hosting and Support

- Save the Children as a host agency has been an appropriate and relevant choice.
- Placement of the Sphere and HAP team within the Local Resource Centre helps to ensure that the needs of MNGO's are addressed.

Compliance

- There is a need to define better what compliance to Sphere means and how that could be established within the Myanmar context.

Sharing lessons learned

- It could be of great value to take more time to study and link experiences and lessons from other initiatives, such as the Sphere and HAP support in Pakistan since 2005.

Annex 1

Sphere/HAP Plan of Engagement

Plan of engagement of HAP-Sphere resource staff

Submitted by Monica Blagescu and Kelly Wooster to the Accountability and Learning Working Group

12 July 2008

Background

The overall aim of the HAP and Sphere joint deployment is to support humanitarian staff in Myanmar in their efforts to strengthen the humanitarian accountability and quality of the Nargis response. By the end August, the HAP-Sphere resource staff would have contributed to improving the understanding and practice of humanitarian standards, identified and facilitated opportunities for joint activities and inter-agency collaboration (including training and direct support), developed a strategy for longer-term sustainability of quality and accountability efforts, and identified working modalities for future joint HAP-Sphere deployments.

Updates

After the first few days in Yangon, based on input from various interested stakeholders and at the request of the Accountability and Learning Working Group (ALWG), the HAP-Sphere resource staff propose the following as priorities through the end of August 2008:

- 1. Building the capacity of a local support team which will act as a resource and advisory group for the wider community in Myanmar on how to implement good quality programs and improve accountability to disaster-affected communities.*
- 2. Providing immediate support to interested organisations on identified priority needs, including support to ongoing local efforts such as the community feedback pilots*
- 3. Activities for wider awareness-raising on humanitarian standards; this will target INGOs, MNGOs, CSOs, the UN and other groups of stakeholders such as the local media and the donor community. A proposal for a public seminar on the topic has been put forward by two local groups. Other suggestions will be discussed at the next ALWG meeting.*

To support the above, the HAP-Sphere staff will also contribute to:

4. Documenting and sharing case studies and lessons learnt, through the ALWG, etc
5. Coordinated translation of materials and tools into Myanmar language and their distribution

This document addresses in more detail points 1 and 2 as follows:

- I. *Proposed ToR for the Myanmar Quality and Accountability Support Team; until the end of August the HAP-Sphere resource staff will work closely with the Team to build their awareness, skills and confidence to play a resource, advisory and support role within their own agency and to the wider community.*
- II. *List of immediate activities, which could be inter-agency or agency specific, including briefings and training; or more direct support such as design and testing of tools, agency-specific accompaniment visits and staff coaching (the latter giving priority to the Myanmar Quality and Accountability Support Team).*

Part I. Proposed Terms of Reference for the Myanmar Quality and Accountability Support Team

1. Goal: *To support capacity building needs and demands on humanitarian accountability and quality management in Myanmar through setting up a quality and accountability resource and advisory team by and for national and international NGOs, local civil society groups and other relevant stakeholders.*

2. Purpose

The Myanmar Quality and Accountability Support Team is a peer support group for national and international NGOs, local civil society groups and other relevant stakeholders working in Myanmar to enhance information exchange, sharing of lessons learnt and coordination on humanitarian accountability and quality management. This comes from a shared belief that individual organisations can and should support and complement each other in their efforts to strengthen the quality of humanitarian programs.

Until the end of August 2008, the HAP-Sphere resource staff will work closely with team members towards strengthening their awareness, skills and confidence to continue playing a resource, guidance and advisory role on humanitarian accountability and quality management, for their own organisation and the wider sector. From the end of August onwards, team members will support each other and take on a resource and advisory role for their own organisation and the wider community in Myanmar on how to implement good quality programs and improve accountability to disaster-affected communities.

The team is established on the basis of voluntary participation of interested organizations and practitioners. It will work very closely to the ALWG, and the regular ALWG meeting will be used as a time for training, reflection and learning. Overlap of members with the ALWG is expected and encouraged. However, a higher level of commitment is needed and expected from the Support Team members than from the ALWG participants (see sections 5-6 below).

Longer term options will be explored to ensure the sustainability and continuous development of the group, such as: secure funding for a coordinator position to manage the group's activities, possibly based in the LRC; for HAP and Sphere to provide ongoing remote and direct guidance support every 2-3 months through visits to Yangon.

3. Criteria to observe in the composition of the team:

- *Representation of INGOs, MNGOs, local groups and other relevant stakeholders such as UN agencies*
- *When members are nominated by an agency, no more than two staff from the same agency will join, one from management and one program staff. At least one of these will be Myanmar national staff.*
- *Gender balance*
- *The team will start with a maximum of 25 members, with the expectation that at least 10 of these will be involved throughout most of the activities*
- *If more agencies are interested and we have exceeded the number of 25, we will reduce the number of staff to one staff per agency to enable more agencies to be represented*

4. Individual members of the Myanmar Quality and Accountability Support Team:

- *Are committed to deliver good quality humanitarian programs that respect the rights and needs of disaster survivors*
- *Have in-country program experience*
- *Will continue to work in their current organisation and/or role for another 6 months*
- *Have good communication skills and have proven ability to engage with colleagues across the sector, including with senior management*
- *Relevant briefings, tools to be developed, etc will be interpreted/translated in the Myanmar language, though it is suggested that national staff have some working knowledge of English. Non-Myanmar team members are expected to have a good command of English.*
- *Are interested to continue playing a leading role in supporting and promoting quality programs in Myanmar*

5. Expectations for the team members. *Until the end of August 2008, members of the Support Team will set aside an average of 1 to 1 ½ days per week until the end of August to work closely with the HAP-Sphere resource staff. This will involve a commitment to*

- *attend a weekly briefing and planning session*
- *participate in an initial briefing on Quality and Accountability and at least two of the training sessions of their choice (1.2 through 1.6 in PART II)*
- *actively contribute to at least two of the Direct Support activities and relevant subgroups (see 2.1 and 2.2 in PART II of this document)*

Members will agree the list of activities with their organisations and the HAP-Sphere resource staff during the next ALWG on July 16. For example, if an agency requires direct support and staff coaching from the HAP-Sphere team on how to better engage with disaster-affected communities in program planning, design and monitoring, some members of the Support Team will shadow the HAP and Sphere staff in their engagement with that agency.

6. Expectations from the organisations. *Organisations that nominate staff to become part of the Support Team are expected to*

In the mentoring and training phase (up to the end of August)

1. Appoint designated staff to the team (as per the suggestions above) to work directly with the HAP and Sphere resource staff
2. Assist their staff on the team – through commitment from senior management – so that their time will be made available and support will be provided to them throughout the training and mentoring phase. This will be an average of 1 -1 ½ days per week until the end of August unless otherwise requested by staff or agency.
3. Identify areas where staff from the Support Team can provide direct support alongside a resource person from HAP and/or Sphere (suggestions on the form of support is provided in Part II of this document)

After the mentoring phase/ September 2008 onwards

4. Support staff to seek opportunities for maintaining and strengthening their competencies in humanitarian accountability and quality management
5. Enable staff to play an active role in providing advice, support and guidance to other agencies upon request, up to a maximum of 2 days/month (the type of support will be guided by activities as per the Part II of this document)

7. What the team members will gain / possible indicators for measurement of results. *After the coaching and mentoring phase, members of the Myanmar Quality and Accountability Support Team will:*

- *Have reached agreement on a selection of relevant indicators of effective use of Sphere and HAP in this particular context, to provide a way of measuring progress*
- *Individually and collectively have a clear understanding how to communicate the humanitarian standards and their applicability in Myanmar to a diverse set of stakeholders*
- *Be able to explain how HAP and Sphere Standards are relevant to their organisational mandate, priorities and key activities*
- *Have contributed to the development and piloting of (or be able to further design and test) tools and guidelines that can be used by their agency and other interested to implement HAP and Sphere Standards, as per the list in Part II*
- *Be able to identify how their agency can improve the quality and accountability of their programs and provide bespoke support effect, as described in Part II*
- *Have the knowledge, skills and confidence to provide advice, guidance and support to other agencies on how to apply humanitarian standards in their respective work, focused around the activities in Part II*
- *Have explored options for continuous inter-agency work towards the adoption of common approaches to assessment, design and implementation of activities that incorporate HAP, Sphere and other humanitarian standards as appropriate*
- *Have discussed and agreed most appropriate ways to continue their work individually and as a group*

PART II

Please complete this form and e-mail it to mblagescu@googlemail.com by end of day on 15 July 2008 and bring a copy to the ALWG meeting on July 16, 13:00-14:30 at the LRC, SPC building, Wizaya Road. Thank you.

A. ORGANISATION INFORMATION

Organisation:		Contact Person:	
E-mail address		Phone Number	

B. ACTIVITIES

Below is a list of potential support activities that could be provided to your organisation to improve quality and accountability. Your responses will help to develop a schedule of activities to be addressed by the Sphere/HAP representatives. Members of the Myanmar Quality and Accountability Support Team (as in PART I) will be given priority.

1. Briefings and Trainings

Please type the *number of people* your organization would like to have trained. Please specify the number who need training in English and the number who need training in Myanmar. Also, please note that Sphere Level 2 and Level 3 training could be divided into two shorter sessions. Ex: Part 1 in one week and Part 2 in another week.

Activity	No. who speak English	No. who speak Myanmar language
<p>1.1 *Briefing on Quality and Accountability (2 hours – ½ day) The purpose of this short session is two-fold: 1) To give participants an opportunity to share their experiences in humanitarian response and 2) To briefly introduce some of the basic concepts of quality and accountability in a contextually appropriate manner, and the support being offered from HAP and Sphere in Myanmar.</p> <p>*This is suggested as background for all other activities listed here.</p>		
<p>1.2 Humanitarian Accountability and Quality Management (1 Day)</p> <p><i>Workshop on the six HAP benchmarks, which will enable participants to</i></p> <ul style="list-style-type: none"> Understand the components that make up a quality management system and how these can enable the implementation of a humanitarian accountability framework, i.e. existing commitments to different humanitarian standards and codes of conduct. Have a practical understanding of what it means to apply the HAP Standard, particularly in relation to <u>information dissemination</u>, <u>community participation</u>, responding to <u>community feedback</u>, <u>continuous learning</u> <p>Follow up ½ day sessions on the specific topics highlighted above can then be scheduled based on further interest.</p>		
<p>1.3 Level 1: Sphere Training (1/2 Day - 1 day with translation) After participating in the Sphere Level 1 training, participants will be able to:</p> <ul style="list-style-type: none"> Discuss some current trends or events that have impacted our understanding of humanitarianism Describe why the Sphere Project is important Discuss the Sphere Project's structure and process Describe the Sphere handbook's basic structure Describe the difference between, Minimum standards, Key indicators and Guidance notes 		

Activity	No. who speak English	No. who speak Myanmar
<p>1.4 Level 2 Sphere Training (1/2 day-1 day with translation)</p> <p><i>Participants must attend Level 1 Sphere Training before receiving Level 2 training. Please indicate your interest in the possible 1/2 Day session topics below.</i></p> <p><i>Red Cross, Red Crescent NGO Code of Conduct Sphere & Health</i></p> <p><i>Common Standards Sphere & Food</i></p> <p><i>How to Use Sphere in Assessments Sphere & Wat/San</i></p> <p><i>How to Use Sphere in Proposal Writing Sphere & Shelter</i></p> <p><i>How to Use Sphere in Monitoring Other: please list</i></p> <p>Participants will create an action plan for how they will use what they have learned during the training.</p>		
<p>1.5 Level 3 Mini-Sphere Training: Training of Trainers Workshop</p> <p>(5 days: could be two 2 1/2 -day sessions)</p> <p><i>Participants are required to have a good working command of English though some interpretation to the Myanmar language will be available.</i></p> <p><i>Sphere ToT Workshop Objectives:</i></p> <ul style="list-style-type: none"> • <i>Explore how to apply the Sphere Handbook as a tool for disaster response</i> • <i>Describe the structure and content of the Sphere Handbook</i> • <i>State the principles of adult learning and apply them to designing and running a Sphere learning event</i> • <i>Design and deliver a Level 1 Sphere training</i> • <i>Demonstrate a range of training and facilitation skills</i> • <i>Prepare for running Sphere learning events</i> <p><i>Participants must have a specific plan to provide Sphere training after completing this workshop. Specific follow-up support will be provided to assist new trainers.</i></p> <p><i>If identified as a need, there is the possibility to further develop Mini-ToT graduates so they can deliver more in-depth Sphere trainings in the future.</i></p>		
<p>1.6 Please list here your suggestions for other related training</p> <p><i>For example, the Protection Cluster may be interested in a tailored training and planning session on prevention and investigation of sexual exploitation and abuse</i></p>		

2. Direct support

Activity		Type X if interested	
<p>2.1 HAP/Sphere Accompaniment (1-2 days) Working alongside staff in Yangon and/or field for 1-2 days, to provide direct support, hands-on coaching and mentoring and contribute to the design, testing and implementation of practices that support the implementation of HAP and Sphere Standards. At the end of this process, participating agencies will also have a baseline on where they stand in relation to relevant aspects in these two standards, as well as a working plan on how to continue their successful implementation. The timing will depend on whether this involves field visits.*</p> <p>Some agencies may choose to wait until after the first briefing to make a decision on this.</p> <p>*Joint HAP-Sphere accompaniments will be prioritised. Specific Sphere coaching can be arranged upon request by any organisation providing humanitarian assistance. Priority for specific HAP coaching: HAP members, their local partners, other stakeholders.</p>			
<p>2.2 Briefing and planning sessions for tool development Please type "X" to indicate interest in the following topic areas. Your responses will help to determine common interests and establish subgroups within the Myanmar Quality and Accountability Support Team to share and discuss existing tools and mechanisms related to these topics, tailor them to the Myanmar context and test them with support and guidance from the HAP-Sphere staff.</p>			
Topic	"X"	Topic	"X"
<p>Working with Partners</p> <p>How to develop a strategy for engagement with local partners, primarily community based organisations; guidelines for engagement and how to formalise the relationship; tools to capture good practice, lessons learnt and support the continual improvement of partners with a view of strengthening quality of their work</p>		<p>Information Dissemination Tools / Plans</p> <p>Key elements of an information disclosure policy; what are staff guidelines for information dissemination; How to review information availability and accessibility to different stakeholder groups; How to ensure that information is systematically shared in a timely manner and through appropriate means and formats to relevant stakeholders</p>	
<p>Human Resources Strategies for improving quality and accountability</p> <ul style="list-style-type: none"> Key elements in a statement of competencies (knowledge, skills and behaviours) and attitudes required from staff to implement humanitarian standards, including Sphere How to strengthen staff development procedures, including induction and other capacity building activities Tools to review staff performance management systems, including performance assessment checklists Guidelines for staff Codes of Conduct 		<p>Participation Tools and Strategies</p> <ul style="list-style-type: none"> Processes for identifying beneficiaries and their representatives – such as community committees – with specific reference to vulnerabilities Tools and processes on how to <u>enable</u>, <u>manage</u> and <u>review</u> beneficiary input and impact on project design, implementation, monitoring and evaluation How to utilise participation to contextualise Sphere key indicators for a better quality response 	
<p>Monitoring, evaluation and learning</p> <ul style="list-style-type: none"> Tools and processes to capture lessons learnt How to ensure that lessons learnt are used with a view of strengthening program quality and accountability to disaster-affected communities 		<p>Feedback Procedures</p> <ul style="list-style-type: none"> Tools for establishing and documenting procedures through which disaster-affected communities, local partners, staff and other relevant stakeholders can <u>raise valid concerns</u> in relation to the work of NGOs or their staff, and <u>receive adequate response</u> What defines an effective feedback procedure in the Myanmar context and how this can be best 	

		<i>managed</i>	
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Annex 2

ToR for Joint Sphere and HAP Initiative in Myanmar

Terms of Reference **Sphere support in collaboration with HAP International** **Cyclone Nargis Response, Myanmar**

27 June 2008

Background to the emergency context

On 2 May 2008 tropical cyclone Nargis hit the coast of Myanmar and devastated large parts of the low-lying Irrawaddy delta. Winds exceeding 190 kilometres per hour ripped through the Myanmar's biggest city Yangon for more than ten hours. Homes were flattened, more sturdy structures damaged, trees uprooted and power lines downed. In rural parts of the country up to 95 per cent of homes were wiped off the face of the earth.

This is a situation that the country has not dealt with before and the scale of the needs is clearly massive. Casualty figures continue to rise. It is estimated that more than two million people have lost their homes or been severely affected⁶.

Sphere

The Sphere handbook – *Humanitarian Charter and Minimum Standards in Disaster Response* – includes a Humanitarian Charter which describes the principles on which Sphere⁷ is based, and minimum standards, indicators and guidance notes for use in humanitarian emergencies. There are minimum standards common to all sectors, as well as for the core areas of disaster response:

- Water, sanitation & hygiene promotion
- Food security, nutrition & food aid
- Shelter, settlement and non-food items
- Health services

The purpose of the standards is to improve the quality of assistance provided to people affected by disasters, and to enhance the accountability of the humanitarian system in disaster response. The revised, 2004 edition of the handbook is the product of 18 months' work and the involvement of over 4,000 people in 400 organisations in 80 countries.

Aim of the consultancy

For the Sphere handbook to improve the quality and accountability of humanitarian response, it needs to be used effectively in emergency situations. Support to people to do this has been identified as an important need. The consultancy will aim to ensure that all relevant agencies are given the opportunity to build their awareness and practice in relation to Sphere standards, alongside other tools for improving quality and accountability (see below, 'Collaboration with HAP Support personnel') so that their work is representative of recognized "best practice" in humanitarian work. It will also be a learning experience informing possible future deployments of Sphere resource personnel.

⁶ International Federation of Red Cross and Red Crescent Societies, <http://www.ifrc.org/what/disasters/response/myanmar-nargis/index.asp>

⁷ Sphere, as used generally in these terms of reference, is three things: a handbook, a broad process of collaboration and an expression of commitment to quality and accountability. It does not refer to either the Sphere Project or the Sphere Board.

Collaboration with Humanitarian Accountability Partnership (HAP) support personnel

There is a clear demand from NGO staff for integrated and coherent support to improve quality and accountability in the context of the Myanmar Cyclone Nargis Response. A deployment of Sphere and HAP support personnel that goes beyond conducting inter-agency trainings side by side is proposed. This will explore new modalities to provide joint support in future interventions, to maximise the expertise and resources of the two initiatives.

While HAP and Sphere support personnel will be jointly identifying and responding to the individual and collective needs of agencies working in Myanmar, this will not exclude the possibility of HAP or Sphere support personnel separately providing support (within a unified framework), should there be demand for this. The Sphere Handbook and HAP Standard will be presented as complementary tools that can be used separately or together.

Objectives

Working with HAP support personnel:

1. To work in close collaboration with national and international agencies responding to the humanitarian crisis, to decide as quickly as possible the most appropriate ways (such as training, coaching, field level advice) to support needs for awareness raising and training on the effective use of Sphere, with the HAP Standard as appropriate.
2. To deliver that support, with the aim of improving the quality and accountability of the response.
3. To work in close collaboration with others (such as the NGO Liaison Officer, UN Clusters, INGOs, local NGOs and any other 'quality and accountability' initiatives such as INEE) who are working on complementary approaches, with a view to mutual learning and sharing of resources as appropriate.
4. To identify during the one month of this consultancy the most appropriate ways to establish longer term support, and the funding and personnel that would be required to achieve this.
5. To use this experience to advise on lessons learned, and how to improve the provision of similar support in future emergencies.

Activities include:

1. Assessment, in close collaboration with as wide a range of people as possible, of the priority needs for support – both immediate and longer term – on the use of the Sphere *Humanitarian Charter and Minimum Standards in Disaster Response*, and the HAP Standard where appropriate.
2. Advocacy and briefings on Sphere and HAP to a wide range of actors – including government, local and international NGOs, UN agencies especially the Clusters, the NGO Liaison Officer, media – in the response to the humanitarian crisis, to encourage understanding and acceptance of their use.
3. Representation of Sphere in coordination meetings, with a view to promoting the significance and relevance of the Sphere standards, and the benefits to affected people of the standards being met in programmes that are implemented.
4. Identifying and delivering practical ways of supporting relevant agencies to meet Sphere standards (again, as appropriate in collaboration with those supporting the use of other relevant tools, particularly the HAP Standard and the INEE Minimum Standards), such as:
 - training interventions, designed in length and content to meet locally-felt needs
 - advising, training and coaching individuals who have been identified as focal points or resource persons on Sphere/quality and accountability. This would include supporting them in mainstreaming adherence to Sphere and other relevant standards as appropriate into the design, development and delivery of their agencies' response, and helping them to identify and overcome obstacles to meeting the standards
 - assisting managers to measure their performance against Sphere and, as appropriate, other relevant standards
5. In close collaboration with all concerned, development of ways to monitor and assess the use, and if possible the impact, of the effective use of Sphere (see also below 'Possible indicators for measurement of results')

6. Regular contact with the Sphere Project office: crystallising the learning from the work to implement Sphere standards in this context, providing information and advice on how to continue the support beyond the one month of the consultancy, and the best way to manage such work in future 'new emergencies'.
7. Provision of a report at the end of the consultancy to the contracting agency, Church World Service Asia/Pacific, outlining achievements and comments against the objectives and proposed activities. This report will be shared with the Sphere Project office and the Sphere Board

Line management

Save the Children Fund in Myanmar

Key qualifications and experience

1. Substantial experience of emergency work including the use of Sphere in humanitarian response, and an understanding of relevant issues, including other 'quality and accountability' initiatives.
2. Training experience, especially including training on Sphere
3. Commitment to working in a collaborative way, involving particularly affected communities and local organisations.
4. Excellent interpersonal skills enabling effective influencing and successful representation on issues relevant to Sphere and how it complements other quality and accountability initiatives; diplomacy, tact and negotiation skills.
5. Excellent communicator who leads in building relationships with key external/internal contacts; ability to communicate technical information to a wide audience.
6. Demonstrable ability to identify and implement opportunities for innovation
7. Competent to work with significant levels of autonomy, showing creativity and initiative
8. Strong conceptual, analytical and critical thinking
9. Sensitivity to cultural differences, and the ability to work in a wide variety of cultural contexts
10. Good written and spoken English
11. Commitment to humanitarian principles and action

Possible indicators for measurement of results

1. Participating agencies agree on a selection of relevant indicators of effective use of Sphere and HAP in this particular context, to provide a way of measuring progress.
2. There are focal point people and/or dedicated Sphere/HAP/quality and accountability resource people within each participating agency, who take responsibility for enabling the effective use of Sphere and HAP within their agency.
3. Focal points in each participating agency are able to explain how this initiative is relevant to their organisational mandate, priorities and key activities.
4. Self-monitoring by all participating agencies against the indicators agreed.
5. Selected agency representatives have a clear understanding how to communicate with the Sphere Project office for relevant support and information and experience sharing.
6. The degree to which agencies adopt common approaches to assessment, design, and implementation of activities that adhere to Sphere and other quality and accountability guidance.

Time

Initial 4 weeks' consultancy, with possibility of extension.

Sphere support personnel represent and act on behalf of the hosting organization providing their line management. They have broad accountability to the wider Sphere community, including the interagency effort that has established and promotes the use of the Sphere handbook. However, Sphere support personnel are not agents of the Sphere Project or the Sphere Board, neither of which shall have any responsibility for or to Sphere support personnel.

Annex 3 The Sphere Board comprises:

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