

Terms of Reference

HAP Deployment in Response to the Somali Refugee Crisis - Dadaab

I. INTRODUCTION

Dadaab is one of the oldest and largest refugee camp complexes in the world and with escalating conflict in Somalia it continues to grow larger. As of 14th May 2010 the overall population in Dadaab camps stood at 274,539 persons. Issues such as influx of new arrivals; shortage of land; overstretched financial and human capacities; camp congestion; difficult relationship with the host community and general state of malaise amongst the refugees add to the constraints and challenges of ongoing humanitarian operations.

Currently there are 20 agencies operational in Dadaab, including 6 HAP Members: Save the Children; CARE; Norwegian Refugee Council; Lutheran World Federation, Oxfam GB and Danish Refugee Council. UNHCR is the leading and main coordinating agency. While the UNHCR is not a HAP member, it has a long standing association with HAP. UNHCR completed a baseline analysis against the HAP Standard at both its Geneva Headquarters and Georgia programme in 2008 and 2009 respectively.

The HAP Roving Team is deployed for 3-month missions to various locations across the globe under the HAP New Emergencies Policy (NEP), which represents the need to collectively renew focus and efforts to ensure accountability in new or escalated emergencies. The deployments target HAP members, relevant agencies and other stakeholders interested in individual support and collective action to promote accountability to disaster-affected populations and to improve the quality and impact of their ongoing humanitarian response.

II. PROPOSED AIM, KEY OBJECTIVES AND ACTIVITIES

The proposed terms of reference (TOR) have been developed based on the inputs and guidance received from agency staff during a consultation visit to Kenya (22 March-2 April and specifically Dadaab 29-31 March),¹ the teleconference held with HAP member focal points and UNHCR Dadaab on 12th May and in light of the prevailing context. During discussions, facilitating joint efforts to strengthen information sharing and complaints handling were identified as priority areas while some agency-specific requests were also made. The UNHCR has offered to provide office space and logistical support, while discussions are underway with CARE for providing accommodation in to the Roving Team in Dadaab. The deployment will take place from July 2010 onwards and work will be undertaken with interested agencies operational in Dadaab.

Overall aim: 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.

Overall expected outcomes for participating agencies:

1. Staff have an improved and shared vision of, and commitment to the importance of accountability and quality management in programming.
2. Staff awareness and capacity is increased enabling them to address and strengthen key accountability areas in their ongoing response.
3. Based on interest and commitment from agencies, support has been provided to facilitate collective efforts for increased participation of beneficiaries in programmes, joint information sharing, complaints and response mechanisms.
4. Enhancing learning of challenges in beneficiary accountability and programme quality in protracted refugee crisis within Dadaab and wider humanitarian community

The activities and efforts will also aim to work towards improving the relationship of the humanitarian agencies with the host-community and refugees and increasing spirit of collaboration amongst agencies on accountability key activities.

Objective 1: To increase staff understanding and practice of humanitarian accountability and quality management

Activities for participating agencies are likely to include a combination of joint-agency trainings, and agency-specific orientations and technical guidance such as:

1. Briefing to introduce the HAP 2007 Standard (for senior management)

¹ See Briefing Note- Dadaab, for more on key challenges identified by agencies during various discussions.

2. Workshop/s to increase understanding of HAP 2007 Standard and practice with a focus on:

- information sharing
- complaints handling
- participation
- seeking and using beneficiary inputs in programme activities
- Reviewing existing accountability practice

3. Participation of the HAP Roving team in relevant inter-agency meetings to contribute towards efforts on accountability issues in the ongoing response.

4. Agencies can request specific support and guidance on issues of particular concern

Some of these activities will involve field visits, focus group discussions with field staff, refugees and host community, peer support meetings, document review and hands on support.

Objective 2: Explore and establish appropriate means through which collective action can be led, facilitated and undertaken to:

a) Strengthen timely, effective and relevant information dissemination to agency staff, refugees and host community through accessible and jointly decided means and mediums.

b) Strengthen the effectiveness, safety and accessibility of complaints and response mechanisms available to refugees and host community at agency-specific and inter-agency levels.

To achieve the above objective, options will be explored with participating agencies to establish a working group or steering committee, composed of key and senior staff of agencies who will identify challenges and opportunities to strengthen humanitarian accountability in the prevailing context and outline priority areas and provide leadership during and after the deployment to sustain joint information dissemination and complaints handling efforts. (Issues related to ToRs, sustainability, participation and time allocation of staff for the steering committee/ working group will be discussed with the participating agencies).

The Code of Conduct for Humanitarian Workers in Kenya Refugee Programme, 2008 Inter-agency Protocols for the Prevention of Exploitation and Abuse in the Kenya Refugee Programme, 'Participatory assessment update with regard to information flow components-based on inter-agency meeting held at UNHCR on 19th March 2009' and other agreed commitments will be used as a basis for all joint activities.

The steps and activities to achieve this objective will include:

- Increasing awareness and understanding of information sharing, participation and complaints handling
- Understanding and reviewing current practice in place
- Strengthening information and complaints systems of interested agencies
- Soliciting feedback from stakeholders (through a combination of observation, document reviews and focus group discussions)
- Strengthening joint and inter-agency efforts
- Facilitating the process for developing a plan for piloting joint efforts in selected sites
- Identifying additional specialised support needed and follow-up activities

For all the above activities support will be provided at inter-agency and agency-specific level and the needs of marginalised groups and newly arrived refugees will be focused as well.

Objective 3: To facilitate collective learning on issues of humanitarian accountability and quality, analyse share outputs and lessons learnt during the deployment so that HAP and member agencies can continually improve impact and practice

Activities to achieve this will include:

1. Sharing key learning through appropriate means and fora for staff in Dadaab and wider humanitarian community.
2. Developing and capturing context specific case-studies, tools and approaches that will be shared at Dadaab and globally.
3. Sharing deployment progress, including activities undertaken, outputs and learning, with agency staff and senior management (both at Nairobi and headquarters level).
4. Undertaking an After-Action-Review at the end of the three months to assess activities undertaken as part of the deployment.

III. CAPACITY AND ROLE OF THE ROVING TEAM

The Roving Team consists of 2 experienced members with requisite knowledge and skills in the practice and assessment of accountability to beneficiaries. The Roving Team has responsibility for delivering these activities, and to report to Membership and Services Coordinator (Barb Wigley: bwigley@hapinternational.org), HAP members, participating agencies, and the HAP Secretariat.

IV. DESIGNATED STAFF

To ensure that staff capacity is enhanced and the participating agency engages and moves ahead in a clear and concrete manner, the HAP team seeks to work with senior staff of the participating agency to ensure that appropriate commitment, leadership and authority to undertake required action. This staff should be assigned by the Head of Office. They would be responsible for liaising with the HAP team and representing their agency in meetings/workshops and reporting directly to senior management/ headquarter focal points on their work and progress. They should also undertake effective sharing within their agency to increase learning and improve practice.

V. TIMEFRAME

The HAP Team be deployed to Kenya/Dadaab for approximately 3 months starting from 13th July- 12th Oct 2010. Remote guidance and support will be continued to ensure that that progress and momentum is maintained and follow-up visit will be undertaken at an agreed time.

VI. BUDGET

HAP will try to cover upto 55% of the costs for the three months, along with associated costs of preparation and post-deployment work, approximating two months. As per previous deployment, we are seeking to cover the remaining via contributions from HAP members and interested agencies. In addition to a financial contribution, the UNHCR is covering costs associated with office space and logistics (internal flights to and from Dadaab etc) in Dadaab, while CARE will provide accommodation and office space if needed to the HAP Team. LWF has seconded a staff member from its Kakuma Refugee operations for the deployment and will cover the costs of the secondment. Financial contributions have been committed by CARE, DRC, Save the Children and UNHCR.