

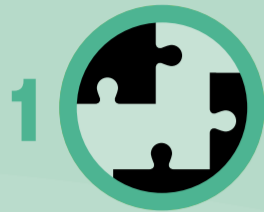


QUALITY & ACCOUNTABILITY COMPAS

PUTTING THE CORE HUMANITARIAN STANDARD INTO PRACTICE

CORE HUMANITARIAN STANDARD

9 QUALITY CRITERIA



1
HUMANITARIAN RESPONSE IS APPROPRIATE AND RELEVANT



2
HUMANITARIAN RESPONSE IS EFFECTIVE AND TIMELY



3
HUMANITARIAN RESPONSE STRENGTHENS LOCAL CAPACITIES AND AVOIDS NEGATIVE EFFECTS



4
HUMANITARIAN RESPONSE IS BASED ON COMMUNICATION, PARTICIPATION AND FEEDBACK



5
COMPLAINTS ARE WELCOMED AND ADDRESSED



6
HUMANITARIAN RESPONSE IS COORDINATED AND COMPLEMENTARY



7
HUMANITARIAN ACTORS CONTINUOUSLY LEARN AND IMPROVE



8
STAFF ARE SUPPORTED TO DO THEIR JOB EFFECTIVELY, AND ARE TREATED FAIRLY AND EQUITABLY



9
RESOURCES ARE MANAGED AND USED RESPONSIBLY FOR THEIR INTENDED PURPOSE

QUALITY & ACCOUNTABILITY COMPAS

4 « entry points » to help implement the Core Humanitarian Standard in the field

IMPLEMENTING

HOW TO RESPOND RESPONSIBLY TO THE NEEDS OF POPULATIONS?

FUNDING

HOW TO PROMOTE AND FACILITATE THE IMPLEMENTATION OF HIGH-QUALITY AND ACCOUNTABLE PROJECTS?

EVALUATING

HOW TO EVALUATE THE QUALITY AND ACCOUNTABILITY OF AN INTERVENTION?

IMPROVING

HOW TO SET UP A MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL) SYSTEM TO IMPROVE RESULTS AND PRACTICES?



Produced as part of the «Learning and Innovating to improve crisis response» project funded by:



Improving the living conditions of communities and people affected by crisis





CORE HUMANITARIAN STANDARD	SHARED COMMITMENTS					
	GOOD PRACTICES THAT EACH ACTOR INVOLVED IN AN INTERVENTION (COMMUNITIES AND PEOPLE AFFECTED BY CRISIS, CIVIL SOCIETY, THE AUTHORITIES, OPERATORS, DONORS, EVALUATORS, ETC.) CAN IMPLEMENT, CONTRIBUTE TO, FACILITATE OR PROMOTE IN ORDER TO IMPLEMENT QUALITY AND ACCOUNTABILITY COMMITMENTS IN THE FIELD.					
	PRELIMINARY PHASE	ASSESSMENT	DESIGN	LAUNCH	IMPLEMENTATION AND MONITORING	CLOSURE
1 HUMANITARIAN RESPONSE IS APPROPRIATE AND RELEVANT 	<ul style="list-style-type: none"> Ensure any decision is based on the best use of existing information about needs, risks, vulnerabilities and capacities. 	<ul style="list-style-type: none"> Identify needs and the underlying problems that communities and people affected by crisis face. Give priority to iterative assessments over in-depth assessments that use up a lot of resources and rapidly are no longer usable. 	<ul style="list-style-type: none"> Develop an intervention strategy that meets immediate needs while attempting to influence some of the root causes of the underlying problems. 	<ul style="list-style-type: none"> Ensure the strategy is still relevant to respond to needs, and adapt if necessary. 	<ul style="list-style-type: none"> Track the evolution of: 1. the number and type of communities and people targeted by the project; 2. the implementation; 3. the context; and 4. needs. 	<ul style="list-style-type: none"> Conduct a final project review.
2 HUMANITARIAN RESPONSE IS EFFECTIVE AND TIMELY 	<ul style="list-style-type: none"> Make sure foreseeable constraints, such as limited access, delays, administrative issues, etc., are taken into account for intervening, including for the assessment Make sure the proper decision-making process is in place to act and make decisions without unnecessary delays. 	<ul style="list-style-type: none"> Analyse all the needs of communities and not only those on which we are able to intervene. Identify existing and relevant technical standards and good practices applicable to the intervention. 	<ul style="list-style-type: none"> Take into account constraints when elaborating the intervention strategy (chronogram, activity planning, etc.). Adapt the decision-making process to the level of urgency of the situation. 	<ul style="list-style-type: none"> Include technical standards in the monitoring of the project. Plan monitoring sufficiently frequently to allow reactivity. 	<ul style="list-style-type: none"> Include the technical standards of the operational sectors involved. Make decisions to adjust the project when necessary. If need be, refer all needs not covered to relevant organisations or advocate for them to be covered. 	<ul style="list-style-type: none"> If need be, refer all needs not covered to relevant organisations or advocate for them to be covered.
3 HUMANITARIAN RESPONSE STRENGTHENS LOCAL CAPACITIES AND AVOIDS NEGATIVE EFFECTS 	<ul style="list-style-type: none"> Make sure that the local response capacities (Authorities; Local NGOs etc.) are taken into account to avoid potential duplication. Ensure any existing preparedness or contingency plans are consulted to assess whether institutional capacity is coherent with people's needs and capacities. 	<ul style="list-style-type: none"> Analyse local capacities and vulnerability factors. Analyse the risk of negative potential impacts of the intervention (notably, on the relations between actors, the crisis economy and the environment). 	<ul style="list-style-type: none"> Use community-based risk analysis and community preparedness plans in the intervention strategy. Identify the conditions necessary for withdrawal or handing over responsibility for the project. Take into account negative effects when drawing up the intervention strategy. Use the capacities of local businesses and service providers as much as possible. 	<ul style="list-style-type: none"> Establish a monitoring mechanism that can track: 1. the progress made towards the pre-identified conditions of withdrawal; 2. the use of local businesses and service providers; 3. the potential negative impact of the intervention on the local economy. 	<ul style="list-style-type: none"> Track: 1. Progress made towards the pre-identified conditions of withdrawal and/or handover; 2. Use of local businesses and service providers; 3. Potential negative impacts of the intervention; 4. Communities' and people's capacities and resilience. Rely on local capacities. 	<ul style="list-style-type: none"> Finalize the exit strategy that was planned to ensure long term positive effects or justify any changes. Make sure environmental impacts have been properly managed/mitigated.
4 HUMANITARIAN RESPONSE IS BASED ON COMMUNICATION, PARTICIPATION AND FEEDBACK 		<ul style="list-style-type: none"> Make sure that the communities affected by crisis are consulted within the assessment, and that particular attention is paid to specific issues related to gender, age, and disability. Ask communities affected by crisis about their preferred means of receiving information about the project and contacting the organisation. 	<ul style="list-style-type: none"> Ensure that communities and people affected by crisis participate and are involved in the targeting and the design of the intervention. 	<ul style="list-style-type: none"> Make sure that the collection and processing of data takes into consideration age, gender, and diversity. Inform target groups, including marginalised and vulnerable groups, about the organisation and what it intends to carry out. Involve target groups in the design of monitoring mechanisms. Make sure that factors that could modify the most appropriate ways to communicate will be monitored: security, migrations, literacy, socio-cultural codes, etc. 	<ul style="list-style-type: none"> Adapt communication to the context and the different population groups targeted (security, migrations, age, gender, disability, alphabetisation, socio-cultural codes etc.). Disaggregate data per age, gender and disability. Ensure that communities and people affected by the crisis participate and can express their opinions about the project. 	<ul style="list-style-type: none"> Make sure that all groups of stakeholders are informed about the achievements and the termination of the project.
5 COMPLAINTS ARE WELCOMED AND ADDRESSED 		<ul style="list-style-type: none"> Assess existing feedback and complaints system(s). Identify the cultural, social and power dynamics that could be an obstacle to the functioning of complaints mechanisms (security, equity, etc.). Ask communities affected by crisis how they would feel most comfortable sharing feedback and complaints with the organisation. 	<ul style="list-style-type: none"> Consult communities and people affected by crisis on the characteristics of the complaints mechanism, the submission of complaints, the processing of complaints, and potential obstacles. 	<ul style="list-style-type: none"> Consult communities and people affected by crisis about the characteristics of the complaints mechanism - submission of complaints - processing of complaints - potential obstacles. Design a mechanism that is efficient and secure for the users, and able to fast track sensitive complaints 	<ul style="list-style-type: none"> Facilitate a feedback and complaints mechanism that is efficient, appropriate and secure for the users, and able to fast track sensitive complaints. Identify the amount and type of feedback and complaints received to assess the use and effectiveness of the mechanism. Inform people affected by the crisis about how to use the feedback and complaints mechanism, its scope and what they can expect from it (response time, security, the need to refer certain complaints, etc.). 	<ul style="list-style-type: none"> Make sure all feedback and complaints have been managed before the closure of the project.
6 HUMANITARIAN RESPONSE IS COORDINATED AND COMPLEMENTARY 	<ul style="list-style-type: none"> Assess who the first responders are (authorities, local community based organisations, NGOs, etc.), and the connections we have with them. Ensure our organisation has legitimacy / competencies related to the expected vulnerabilities. 	<ul style="list-style-type: none"> Encourage joint assessment with relevant actors. Make sure all internal and external existing assessments have been collected. Identify appropriate coordination structures in place based on the sectors and regions of intervention. Share the results of assessments with the appropriate coordination structures in place 	<ul style="list-style-type: none"> Use stakeholder analysis to draw up a coordinated and complementary project in line with humanitarian principles. Encourage cross-sector interventions, inclusiveness and the participation of local actors. 	<ul style="list-style-type: none"> Ensure that the monitoring mechanism makes it possible to monitor the progress of the interventions of other stakeholders, including local/national authorities. 	<ul style="list-style-type: none"> Monitor the evolution of the response by local/national authorities and humanitarian organisations. Make sure that coordination helps to minimize the demands made of people affected by the crisis and optimize access to services. Share relevant information with selected stakeholders through appropriate channels. 	<ul style="list-style-type: none"> Share final project information with other organisations intervening in the same area.
7 HUMANITARIAN ACTORS CONTINUOUSLY LEARN AND IMPROVE 	<ul style="list-style-type: none"> Ensure that lessons from similar contexts are taken into account regarding potential opportunities and risks. 	<ul style="list-style-type: none"> Ensure that lessons from previous experience of providing aid in this context inform the assessment. 	<ul style="list-style-type: none"> Ensure lessons from other projects are integrated into the project design (e.g. literature review, contacts, etc.). 	<ul style="list-style-type: none"> Make sure that a specific time and resources are set aside for learning and piloting innovation. 	<ul style="list-style-type: none"> Make sure time and resources are set aside for learning and the piloting of innovations (if any). Make sure lessons and decisions about changes are shared with people affected by the crisis and other organisations. 	<ul style="list-style-type: none"> Identify and disseminate the main lessons learnt from this experience and any particular innovation.
8 STAFF ARE SUPPORTED TO DO THEIR JOB EFFECTIVELY, AND ARE TREATED FAIRLY AND EQUITABLY 	<ul style="list-style-type: none"> Make sure the appropriate staff at managerial and technical levels are involved in making the decision about whether or not to implement a project. Assess staff surge capacity and constraints. 	<ul style="list-style-type: none"> Make sure staff in charge of the assessment are familiar with the mandate and values of the organisation, and that these are communicated to the people met. Make sure the appropriate staff at managerial and technical levels are involved in the assessment. 	<ul style="list-style-type: none"> Make sure that the intervention is coherent with the mandate and values of the organisation. Assess existing and potential staff capacities, and anticipate delays for recruitment. 	<ul style="list-style-type: none"> Make sure that the project is coherent with the mandate and values of the organisation. Define personal performance goals with each staff member. Make sure that staff have the necessary competencies and are informed about training and self-training opportunities. Make sure that the staff in charge of the assessment adhere to policies that are relevant to them (including the staff code of conduct) and understand the consequences of not adhering to them. 	<ul style="list-style-type: none"> Make sure that the intervention is coherent with the mandate and values of the organisation. Make sure that staff respect current policies and, if need be, carry out pre-established sanctions. Make sure that staff have the necessary competencies and are informed of training and self-training opportunities. 	<ul style="list-style-type: none"> Anticipate the end of human resources contracts. Organise an internal team event to promote team achievements.
9 RESOURCES ARE MANAGED AND USED RESPONSIBLY FOR THEIR INTENDED PURPOSE 	<ul style="list-style-type: none"> Make sure our organisation currently has the capacity to mobilise or obtain resources for an intervention at the right time. 	<ul style="list-style-type: none"> Make sure that the necessary financial, time-related and logistical resources are provided for the assessment. Identify the potential impact on the environment (procurements and providers) of using local and natural resources. 	<ul style="list-style-type: none"> Try to avoid any impact on the environment when using local and natural resources. If necessary, consider mitigation measures. Make sure costs are estimated in a way that is relevant to the context. 	<ul style="list-style-type: none"> Ensure risks of corruption are taken into account when choosing aid methods and partners. Ensure the monitoring mechanism will monitor the risk of negative impacts on the environment when using local and natural resources. Ensure mechanisms are in place to alert, investigate and sanction cases of corruption. 	<ul style="list-style-type: none"> Make sure that, as the context evolves, the chosen operational strategy is still the most efficient to respond to targeted needs. Make sure that cost estimates are updated on a regular basis to reflect the changing situation (i.e. devaluation, increased rent, etc.). Closely monitor the use of natural resources. Ensure mechanisms are in place to alert, investigate and sanction cases of corruption. 	<ul style="list-style-type: none"> Provide the necessary financial, time and logistical resources for the closure of the project. Make sure that project resources (especially real estate and equipment) are used by relevant partners or stakeholders after project completion. Share key information and lessons learnt related to corruption with the relevant partners and through the appropriate communication channels.