

HAP International Workplan 2013 - detailed version

The following is a detailed workplan of HAP strategic priorities, expected outcomes and activities for 2013.

The plan will be publicly available as part of our commitment to open communication. HAP’s Governing Board, management, and staff will strive to ensure that HAP meets its strategy and fulfils its obligations to the satisfaction of its members, donors, and wider stakeholders.

This plan takes into consideration HAP’s global and strategic plan objectives as well as feedback from the HAP “Open Heart” session that was presented at the 2012 General Assembly. In 2012, individual members and groups of members, during meetings, have also provided feedback on what they believe HAP’s strategic priorities should be. In 2013, we will pursue constructive dialogue with our members and stakeholders about where HAP should seek to be in 2013 and beyond. We will remain accountable to our members, and, via our membership, we will be fully accountable to the communities we seek to assist.

This plan will be reviewed and adjusted quarterly to ensure that we remain focused on delivering against our strategy and within our budget.

Strategic Priority 1: Strong and motivated HAP membership – Work with members and other organisations to enhance accountability and quality by providing technical support and improving linkages

Risks/ assumptions: Secretariat fully staffed to provide services; donor support continues; Joint Standards Initiative is driven in a way that keeps HAP membership engaged

Expected Outcome: 1.1 – A globally representative, inclusive and committed membership			
Activity	Indicators	Lead	Time Frame
Establish a framework that HAP will use to recruit, engage, support, maintain and develop a HAP membership community	<ul style="list-style-type: none"> Members demonstrate commitment to true and effective accountability through processes and actions. Membership strategy is developed, approved and implemented Membership is grown, with a particular focus on regions currently under-represented – at least two new members from each of the following - Africa, Latin America, Middle East 80% of HAP member organisations are actively engaged, having participated in at least one of the following activities with HAP during the year: peer-learning group, General Assembly, members’ meeting, training workshop, baseline analysis, certification. Accountability frameworks outlining the organisations quality and accountability commitments established by 10 additional HAP members Codes of conduct developed or revised through wide organisation consultation by five additional members, including commitment to the prevention of sexual exploitation and abuse by aid workers 	Head of Services	Dec
Expected Outcome: 1.2 – Member organisations actively engaged and meet HAP membership obligations			
Activity	Indicators	Lead	Time Frame

Engage and assist HAP members and stakeholders to meet their commitments to improved accountability and quality management.	<ul style="list-style-type: none"> Technical input received by 20 members to develop an Accountability Framework, Code of conduct and/or complaints procedures. Draft or final Code of Conduct, and accountability framework submitted by at least 80% of the new members within the required time frame. Two regional members' meetings held Members' annual progress reports reviewed and summary reports posted on the website. Members' compliance report submitted to the board. At least three multi-agency and three single-agency introductory presentations completed. 	Head of Services	Dec March ongoing Jun Dec Mar Apr Dec
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Expect Expected Outcome: 1.3 - Improved understanding of and compliance with the HAP 2010

Activity	Indicators	Lead	Time Frame
Build capacity of members and other stakeholders in key areas of HAP Standard implementation, complaints handling and investigations.	<ul style="list-style-type: none"> Two HAP Standard workshops have been held for at least 20 senior managers Four complaints handling workshops have been held for total of 80 participants Four investigation learning programmes have been held for total of 60 participants, with follow up intensive mentoring support for at least three graduates of the investigation learning programme Bespoke accountability services have been delivered to at least two members. 	Head of Services	Dec Dec
Review and revise workshop and guidance materials	<ul style="list-style-type: none"> Current workshop materials have been reviewed and new materials developed in consultation with members and external experts, including one face to face meeting. Guidance notes have been developed for specific aspects of the benchmarks At least two meetings have been held with Joint Standard Initiative (JSI) partners, People in Aid, and Sphere project to discuss future training and capacity building strategies 	Head of Services	Jun Jun Sep
Promote baseline services to members and other significant stakeholders.	<ul style="list-style-type: none"> Number of inquiries from membership and others regarding baseline services has increased. At least four baseline audits have been conducted. 	Head of Services	Dec Dec
Extend member services through developing and supporting other service providers	<ul style="list-style-type: none"> Criteria and steps for registration of investigators and trainers have been developed. At least 10 HAP approved investigators and 10 HAP trainers have been registered Four Training of Trainer (ToT) and one refresher workshops have been held in accountability or complaints handling with at least 45 participants in total ToT graduates from 2011 12 go on to facilitate workshops themselves, reaching at least 200 additional humanitarian workers with training on accountability or complaints handling At least two ToT graduates have been mentored through their own workshop delivery in Africa and Latin America. At least two external people and one internal staff member have been trained and mentored in conducting baseline analysis. 	Head of Services	Mar Dec Dec Dec Dec

Expected Outcome: 1.4 – Increased awareness of Protection from Sexual Exploitation and Abuse (PSEA) by aid workers

Activity	Indicators	Lead	Time Frame
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Contribute actively in strategic forums linked to PSEA, complaints handling and investigations	<ul style="list-style-type: none"> HAP engaged in the IASC PSEA Task force and has attended six PSEA Task force meetings, and hosted two of these. An annual conference in PSEA has been hosted by HAP in Asia, with participants from at least 45 organisations and at least 10 participants from organisations with small budgets receiving subsidies. Donors have been supported to hold one PSEA strategy meeting Two regional network events have been held, hosted by member agencies in Africa and Latin America 	Head of Services	Dec Jun Oct Apr, Nov
Expected Outcome: 1.5 – An improved HAP secretariat administered complaints mechanism			
Activity	Indicators	Lead	Time Frame
Promote awareness of the HAP complaints mechanism amongst members.	<ul style="list-style-type: none"> Documented strategy for promoting awareness of HAP complaints mechanism. Increased numbers of the members are aware of the complaints mechanism (CM) process. All complaints received by HAP are dealt with in a timely and effective manner. 	Head of Services	Mar Jan-Dec
Support investigations into serious complaints	<ul style="list-style-type: none"> Standing Complaints Committee has virtually met twice annually and members nominated, oriented and active. Advice and actual investigation capacity has been provided to members through HAP trained investigators. Technical support has been provided to at least two members seeking assistance with investigation of serious complaints. 	Head of Services	May, Nov Ongoing Dec
Promote transparent reporting of complaints data	<ul style="list-style-type: none"> Five additional members have begun public reporting of complaints data. 	Head of Services	Dec

Strategic Priority 2: Quality Assurance through certification – Recognise good practice in quality and accountability against the 2010 HAP Standard using a robust certification system.

Risks/Assumptions: HAP has sufficient capacity; organisations continue to apply for certification; sufficient number of qualified independent auditors available

Expected Outcome: 2.1 - Increased number of organisations awarded HAP Certification			
Activity	Indicators	Lead	Time Frame
Conduct certification audits	<ul style="list-style-type: none"> Five organisations re-certified and 4 new certifications. 	Certification Officer	Jan - Dec
Ensure that organisations fulfil certification obligations	<ul style="list-style-type: none"> Four mid-term progress audits and reviews completed and reported within statutory periods. All agreed Corrective Actions have been followed up within one month of submission. 	Certification Officer	March and June On-going
Expected Outcome: 2.2 – An improved certification system			

Activity	Indicators	Lead	Time Frame
Develop a robust and diverse pool of HAP registered auditors	<ul style="list-style-type: none"> One auditor training workshop has been held for new auditors from Asia and Africa Six auditors have been newly registered with at least three from Asia At least one refresher training of auditors has been undertaken Performance reviews have been carried out after each audit with input from organisation audited, auditor and the lead auditor Pool of at least six registered auditors has been maintained 	Certification Officer	April Dec April Mar On going On going
Support the Certification and Accreditation Board (CARB) to function as per Protocol	<ul style="list-style-type: none"> CARB members have attended at least one virtual and one face-face meeting Each CARB member has participated in at least three audit report reviews CARB members have undertaken at least one training session Certification decisions are made within the set timeline CARB annual report has been submitted to the HAP board and to the secretariat At least two CARB members have observed an on-site audit 	Certification Officer	Mar and Oct Dec Dec On going Dec Dec
Review the certification process	<ul style="list-style-type: none"> Process has been developed for review of HAP certification scheme HAP certification model adapted over time, based on the learning Financial cost analysis has been completed and the results have been clearly communicated. 	Certification Officer	Mar May
Develop HAP accreditation policy and procedures	<ul style="list-style-type: none"> HAP fulfils its responsibilities in relation to the CWS accreditation MoU Explore two other accreditation bodies for possible collaboration HAP accreditation policy and procedures developed and approved 	Certification Officer	Nov Dec
Demonstrate that ISO requirements relating to providing audits and certification of management system are met	<ul style="list-style-type: none"> A quality control mechanism for the HAP certification has been put in place HAP has undertaken an internal conformity self-assessment An ISO conformity assessment undertaken by external body and recommendations implemented Decision has been made whether to proceed with external accreditation of HAP 	Certification Officer	Jun Feb Jun Dec

Strategic Priority 3: Research, advocacy and learning - Promote accountability and quality through relevant research, advocacy, collective learning and effective engagement with HAP members and key stakeholders

Risks/assumptions: Funding available for research; stakeholders engage with HAP on policy issues keep the accountability agenda as a priority

Expected outcome 3.1 – Research: Stronger evidence base for the impact of implementing quality and accountability practices is provided			
Activity	Indicators	Lead	Time Frame
Set HAP's research agenda through consultation with members and other relevant stakeholders	<ul style="list-style-type: none"> Research agenda finalised and shared with members and relevant stakeholders 	Head of Policy	Jan

Conduct, commission and encourage research in line with the research agenda	<ul style="list-style-type: none"> • One research study conducted by HAP and one research commissioned by HAP • At least five researchers advised by HAP on accountability related research • A review of the experience of HAP certification and experience of members to date has been commissioned and published. 	Head of Policy	Dec
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Expected outcome 3.2 – Accountability and quality are advocated for in strategic forums

Activity	Indicators	Lead	Time Frame
Actively engage in strategic forums to promote quality and accountability and in particular HAPs non-negotiables	<ul style="list-style-type: none"> • HAP has participated in eight fora and groups, including at least the ad hoc Quality and Accountability group, IASC, ECOSOC, PSEA taskforce, InterAction, ICVA, SCHR and institutional donor events • HAP's views have been reflected in the minutes/positions of these groups 	Head of Policy	Dec
Actively participate in relevant events and conferences to highlight and advocate issues around quality and accountability	<ul style="list-style-type: none"> • At least 10 events have been attended, of which at least six as a speaker 	Head of Policy	Dec
Communicate individually with all major humanitarian Quality & Accountability initiatives	<ul style="list-style-type: none"> • Documented notes for meetings with major Q & A Initiatives, with brief strategy for further engagement with each. 	Executive Director/ Head of Policy	Sept

Expected outcome 3.3 – Key learning is identified, shared and integrated into practice

Activity	Indicators	Lead	Time Frame
Establish, convene and support a peer accountability learning group and share its findings to improve practice within the aid sector	<ul style="list-style-type: none"> • Peer Accountability Learning group established with clear ToRs • The group has convened at least four times in the year • Three research projects have been supported by HAP with small funding • Five important findings from the learning group have been shared widely through either articles, events (3x, Europe, Latin America and Africa) or the HAP website 	Head of Policy	Dec
Produce an improved Humanitarian Accountability Report which highlights the key trends and learning for the sector	<ul style="list-style-type: none"> • The Humanitarian Accountability Report has been published and includes at least 10 contributions reflecting lessons learned from key stakeholders 	Head of Policy	Apr
Organise and conduct roundtables and events on quality and accountability issues	<ul style="list-style-type: none"> • Four roundtables have been organized • One Geneva-based event has been organised 	Head of Policy	Dec
Contribute articles to relevant publications and online platforms	<ul style="list-style-type: none"> • Five research pieces have appeared in publications and online platforms 	Head of Policy	Dec
Mainstream inclusion of voices of crisis affected populations in learning (events) and publications	<ul style="list-style-type: none"> • Mainstreaming activity has been reflected in all other work, esp. HAR, deployments, research, etc... 	Senior Q&A Advisor	Ongoing

Expected Outcome 3.4 – HAP members and key stakeholders are aware of and value HAP's mission and services

Activity	Indicators	Lead	Time Frame
Define and roll out a communication strategy that effectively engages HAP members and stakeholders and enhances HAP's visibility	<ul style="list-style-type: none"> • Communication strategy has been defined • Communication strategy has included specific indicators to measure improved communication and engagement (increased demand for HAP services) • Communication officer field visit has taken place • Knowledge management strategy defined and implemented 	Comms officer	Jan & ongoing
Upgrade of HAP's website to improve accessibility, navigation and membership engagement	<ul style="list-style-type: none"> • Website interface has been further improved • Website has been increasingly available in French and Spanish • Web statistics have shown increased visits and page views per visitor • At least 10 member activities have been publicized on the website 	Comms officer	Feb May Dec
Produce material to present HAP services and mission more effectively to a wider audience	<ul style="list-style-type: none"> • Corporate package has been produced and includes at least a short video, a brochure in three languages and a poster, and reprint of the HAP standard 	Comms officer	Feb-May

Strategic Priority 4: Emergency response support - Collaborate with HAP members and the sector to strengthen accountability and quality through context specific support and on-going learning

Risks/assumptions: Resources available to deploy expertise; adequate security management and access; demand and engagement of stakeholders.

Expected outcome 4.1 – HAP deployment capacity is highlighted and ways of working with and learning from relevant stakeholders are defined

Activity	Indicators	Lead	Time Frame
Review New Emergencies Policy (NEP)	<ul style="list-style-type: none"> • Revised policy has been approved 	Head of Policy	Nov 12
Effectively communicate and share revised policy with members and key stakeholders	<ul style="list-style-type: none"> • Revised policy has been advertised in the newsletter and available on the website • HAP members and key stakeholders have been informed via email 	Head of Policy	Dec 12
Approach relevant stakeholders to agree on ways of learning and working together in the context of deployments	<ul style="list-style-type: none"> • One formal agreement has been signed 	Head of Policy	Mar

Expected outcome 4.2 – Agreement is reached on locations for deployments and key Q&A trends and gaps are identified through consultation on selected emergencies

Activity	Indicators	Lead	Time Frame
Monitor emergencies and select appropriate location to deploy	<ul style="list-style-type: none"> • Monthly review of on-going and new crises has been produced • Deployment locations identified and agreed. • Draft terms of reference are available for each deployment • Scoping mission has taken place for two out of four deployments 	Senior Q&A Adviser	Ongoing
Consult with and mobilize knowledge of key forums and stakeholders in relation to the deployment	<ul style="list-style-type: none"> • Terms of references describing main challenges and actions to be taken during the deployment have been agreed 	Senior Q&A Adviser	Ongoing

Expected outcome 4.3 - Interagency learning and action on Q&A is sustainably strengthened during emergency through context specific support

Activity	Indicators	Lead	Time Frame
Conduct and plan context specific capacity building activities to address accountability gaps	<ul style="list-style-type: none"> Activities such as workshops, trainings and presentations have been conducted at interagency level Longer term training needs have been identified and referred to appropriate service providers Four deployments, six weeks each, two people (one staff, one secondment) have taken place Two follow up visits have taken place 	Senior Q&A Adviser	Ongoing
Establish or support existing country level Accountability Learning Working Groups when appropriate	<ul style="list-style-type: none"> Two Accountability Learning Working Groups at country level have been created or supported 	Senior Q&A Adviser	Ongoing
Conduct effective sharing of recommendations, generate ownership for action to address accountability issues	<ul style="list-style-type: none"> Relevant stakeholders in country and at Head Office level have been debriefed on deployments 	Senior Q&A Adviser	Ongoing

Expected outcome 4.4 - Collective learning is consolidated and shared to influence future practice

Activity	Indicators	Lead	Time Frame
Consolidate and share learning	<ul style="list-style-type: none"> Final report for deployment has been produced within four weeks of end of deployment At least two deployment specific roundtables have been held 	Senior Q&A Adviser	Ongoing
Provide remote support to places where deployments took place in the past 12 months	<ul style="list-style-type: none"> Good practice and case studies have been shared Follow up on agreed action points) has been encouraged 	Senior Q&A Adviser	Ongoing

Strategic Priority 5: Engagement in the JSI and SCHR certification initiative - Define and advance the position and added value of HAP in the Joint Standards Initiative (JSI) and the Steering Committee for Humanitarian Response (SCHR) initiatives in consultation with HAP members

Risks/assumptions: HAP is able to balance its core work with JSI and SCHR engagement; donors give funding to JSI and SCHR to the detriment of individual agencies, such as HAP; non-negotiable messages are reflected in JSI and SCHR statements/position

Expected Outcome 5.1 – HAP members have a strong and credible voice in JSI and SCHR steering and working groups

Activity	Indicators	Lead	Time Frame
Consult HAP members on JSI and SCHR related issues as relevant to both processes	<ul style="list-style-type: none"> Consultation strategy has been developed and rolled out with engagement of HAP members Regional consultations of JSI and SCHR have been attended by HAP members with support from HAP as necessary 	Executive Director	Jan-July

Communicate regularly with HAP members and other key stakeholders on both processes with particular emphasis on messaging around implication of changes for HAP members	<ul style="list-style-type: none"> Member queries have been addressed and frequently asked questions on both initiatives have been updated on HAP website and shared regularly with HAP members JSI process has been discussed during the HAP General Assembly and feedback reflected in HAP FAQs and positions 	Executive Director	Ongoing
Expected Outcome 5.2 – HAPs non-negotiable position is reflected in JSI and SCHR outcomes			
Determine and advocate clear non-negotiable positions for JSI and SCHR engagement	<ul style="list-style-type: none"> Accountability to crisis-affected populations, protection from sexual exploitation and abuse, external verification, and, continuous improvement and learning are part of any new standard and certification process 	Executive Director	Ongoing
Expected Outcome 5.3 – HAP is a valued, trusted and active participant in both quality and accountability initiatives			
Represent HAP's view in the JSI process and the SCHR certification project	<ul style="list-style-type: none"> HAP has attended all JSI meetings and has actively contributed to recruitment processes and any joint documentation. HAP has promoted engagement of its membership in JSI concept. HAP has been sitting on the SCHR Steering Group and has positively brought the experience of HAP certification to the table. 	Executive Director	Ongoing
Refine the protocol around deployments within the framework of the JSI	<ul style="list-style-type: none"> HAP has proposed a joint deployment protocol to JSI, which has been approved by all entities At least one of HAP deployments has taken place together with People in Aid and the Sphere project 		Jan
Encourage members to attend JSI humanitarian forum in Spring 2013	<ul style="list-style-type: none"> Members have been informed in advance of the timing of the humanitarian forum through the various media Logistic support has been provided as necessary in line with JSI strategy 	Executive Director	Jun

Strategic Priority 6: Leadership, governance and strategy - Ensure that HAP achieves its mission and objectives and positions itself well for the future through a well-resourced secretariat and effective governance.

Risks/assumptions: Fully functioning Secretariat and Board, staff retention, supportive General Assembly

Expected Outcome 6.1: Strategic direction is defined and approved with the involvement of HAP members and stakeholders			
Activity	Indicators	Lead	Time Frame
Listen and learn from members and other stakeholders feedback	<ul style="list-style-type: none"> Concerns raised in HAP evaluation and 2012 Open Heart session have been appropriately addressed and reported to the board and General Assembly 	Executive Director	Ongoing – report May 2013
Review HAPs 2010-2012 strategy and	<ul style="list-style-type: none"> Internal review process of existing HAP strategy 	Executive	Ongoing - to

develop 3-year strategy for 2013-2015	<ul style="list-style-type: none"> • Consultation process for strategy development has been developed and members, donors and other stakeholders have participated in the process. • Recommendations from ISO conformity assessment have been reflected in new strategic plan recommendations • Robust planning sessions with members and other stakeholders have been undertaken • 2013-2015 Strategy has been developed and approved by the 2013 General Assembly 	Director	approval stage in May 2013
Plan annually and deliver against strategy and within budget	<ul style="list-style-type: none"> • 2013 work plan has been implemented and regularly reviewed and adapted • Plan has been implemented within budget • 2014 work plan has been developed through consultations with stakeholders and approved by the Board 	Executive Director	Ongoing

Expected Outcome 6.2: HAP has transparent, visionary and supportive governance underpinned by mutual accountability

Activity	Indicators	Lead	Time Frame
Convene annual General Assembly (GA) and twice yearly Board Meetings	<ul style="list-style-type: none"> • Diversity of membership has been represented in GA and at least 60% of membership has been present • Location for GA has been identified and GA has been hosted by HAP members in a region agreed by the Board • Evaluations of GA and board meetings have demonstrated that majority of participants found the structure, content and outcomes effective. 	Executive Director	Apr Apr
Reinforce the representativeness of HAP Board	<ul style="list-style-type: none"> • Periodic consultations with HAP members have been undertaken by the HAP Board in the regions to ensure views of the members are taken into consideration • Protocol has been developed defining roles and responsibilities, communication and decision-making processes of the Executive Committee and the Board 	Executive Director and the Board	

Expected Outcome 6.3: A well-managed secretariat with organisational capacity and resources to achieve its objectives

Activity	Indicators	Lead	Time Frame
Strengthen HAP's internal systems and procedures	<ul style="list-style-type: none"> • HAP Accountability framework has been clarified, defined and posted on website • Human resources policies and procedures have been rolled out • Performance management implemented for all staff at Secretariat • policy gaps have been addressed and approved by Board • HAP certified against People in Aid Code of Good Practice • A culture of accountability has been promoted and demonstrated at Secretariat and governance level 	Executive Director	Ongoing
Build and maintain constructive relations with donors	<ul style="list-style-type: none"> • HAPs funding strategy has been reviewed and funding base further diversified • Adequate funding has been put in place for work plan 2013, new funding streams have been identified, and regular donor meetings have been held • Funding applications have been developed and submitted for 2013-2014 • Timely reporting to donors for all funding commitments has been achieved • HAP funding procedures and ethical funding policy have been developed and approved by Board 	Executive Director	Sep Oct