

“We acknowledge that our fundamental accountability must be to those we seek to assist.”

Sphere Humanitarian Charter

Accountability can be seen as having 5 dimensions:

- I. Transparency T
- II. Feedback and Complaints F
- III. Participation P
- IV. Staff competencies and attitudes S
- V. Monitoring and Evaluation M

In practical terms the emphasis is on **active listening, a respectful attitude and the ability to empathise with those affected**. The formal and informal **provision of adequate and timely information** is also critical. The checklist is not prescriptive and it is intended that it will be agreed by each team and adapted to their specific context.

First Phase/Acute		Dimension	Scale 1-5
1.	Agency staff members always treat affected women, men and children with respect (e.g. showing courtesy and patience, meeting them on their terms, actively seeking their viewpoint on all programme issues, sharing project information openly and recognising the vital contribution this has to people's recovery). HAP Benchmark 4	S	
2.	Agency staff members do not abuse their position of power as per the Staff Code of Conduct (e.g. by asking for any kind of favour from those affected in return for assistance). This is a serious offence and provides grounds for disciplinary proceedings. HAP Benchmark 4	S	
3.	WASH personnel do not enter a community / camp / settlement without first discussing and seeking permission from the local leadership or representatives where available (but they should be aware of the extent to which such leaders may or may not represent all community members). HAP Benchmark 3	P	
4.	Photographs must not be taken indiscriminately and wherever possible the consent of the person being photographed must be obtained. HAP Benchmark 2 & 3	T, P	
5.	Where vehicles are used, they are parked discreetly and the WASH team does not consult with community members from their vehicles. Sit at the same level as the person you are discussing with e.g. on the ground or crouching down. HAP Benchmark 3	P	
6.	WASH staff will dress appropriately and take cultural norms into consideration (e.g. covering legs and arms, not wearing tight trousers, removing sunglasses when talking to people etc.) HAP Benchmark 4	S	
7.	WASH personnel will plan community meetings in advance at a time that is mutually convenient and allows maximum participation. They will attend all meetings on time or provide an explanation for the delay (which may be due to late arrival of community members). HAP Benchmark 3	P	
8.	The recruitment of both male and female staff must be ensured and female staff especially should be available to consult with female community members. HAP Benchmark 3 & 4	P, S	
9.	Where WASH personnel do not speak the same language as the affected community, interpreters must be provided . WASH personnel should also limit discussions amongst themselves that cannot be understood by the affected community. Every effort must be made to recruit WASH personnel who speak the same language as those affected . HAP Benchmark 2 & 4	T, S	
10.	All WASH personnel will identify themselves (e.g. by using badges stating name and agency/wearing ID cards with photographs) when working in the field. (Security considerations must be adhered to and take precedence). HAP Benchmark 2	T	
11.	Agency staff members will consult women and men separately and will discuss the programme with the most vulnerable groups (e.g. children, older people and those with disabilities) . They will identify the main social groupings in the community, including the most marginalised, and consider their priorities. HAP Benchmark 3	P	
12.	People/communities are systematically provided with information on the following: <ul style="list-style-type: none"> • Name of organisation and contact details • Names of staff working in their location • Proposed plan of action/ follow up visits/ feedback • Source of funding and proposed expenditure (where this does not compromise security) • Type and duration of intervention • Dates and times for community meetings • Targeting criteria (should be agreed previously through community discussions) • How to make a complaint and the right to receive a reply • Agreed roles & responsibilities of agency and communities • Expected standards of behaviour HAP Benchmark 2 	T	
13.	People/communities are informed that they have the right to provide feedback or suggestions (good or bad) and a right to receive a reply on the work being undertaken and on staff conduct. HAP Benchmark 2	F, P, M	
14.	Staff must respond to all complaints received in a timely manner. HAP Benchmark 2	F	

ASK, LISTEN, COMMUNICATE WASH Accountability Checklist ASK, LISTEN,

15.	Feedback on the design and siting/location of toilets, washrooms, laundry slabs and waterpoints will be actively sought from women, men, boys and girls as well as people with special needs or vulnerabilities such as those with disabilities. HAP Benchmark 3	F, P, M	
16.	Discussions must be held, with women, children, older people and those with disabilities on safe access to water & sanitation facilities e.g. location of facilities, provision of locks, lighting, clearing of bushes etc. HAP Benchmark 3	P	
17.	The degree of satisfaction with first phase hygiene kits or NFI's will be monitored as quickly as possible following distribution and input sought into the content of subsequent hygiene kits (and preferred brands where feasible). HAP Benchmark 3	F, P, M	
18.	Consultation with women by women will be held to determine appropriate requirements for female menstruation and the method of provision (e.g. lingerie fairs, vouchers etc). HAP Benchmark 3	P	
19.	WASH staff will identify the local institutions responsible for delivering water and sanitation services, discuss plans with them and seek their input and guidance . HAP Benchmark 3	P	
20.	Communication, collaboration and co-ordination with other WASH staff and other WASH agencies should be seen as a key aspect of every fieldworker's job description., HAP Benchmark 4	S	
21.	The decision to pay for community labour or outreach systems must be considered in the light of its impact on longer-term development and where unavoidable should be explained to the affected population. HAP Benchmark 2 & 3	T, P	
22.	Monitoring systems should seek to involve community members and to identify their perspective on success and failure as well as measure client satisfaction and degree of participation. HAP Benchmark 3 & 6	P, M	
23.	Feedback on all HP communication materials should also be obtained and this should inform future adaptation and development HAP Benchmark 3 & 6	P, M	
24.	The WASH team will regularly assess what social groups have been consulted and which omitted and attempts will be made to ensure ongoing contact with the most vulnerable groups. HAP Benchmark 3 & 6	P, M	
25.	Where feasible relevant feedback from assessments, monitoring and evaluation will be provided to community members (and other stakeholders including government) and they should have an opportunity to comment on the findings and process of the assessment or monitoring. HAP Benchmark 3	T, P	
26.	ALL WASH staff (including community volunteers or mobilisers) will be adequately prepared to enable them to work in a transparent and supportive way with those affected (recruitment, job descriptions, orientation, training, ongoing mentoring and support). HAP Benchmark 4	S	
Second Phase/Chronic Emergency		Dimension	Scale 1-5
1.	MoUs or partnership agreements should be signed with user groups to ensure that the respective responsibilities of service provider and user are adhered to. HAP Benchmark 3	T, P	
2.	Attention must be paid to long-term management of facilities by strengthening links with, and the capacity of, national structures and systems/user groups/committees etc. HAP Benchmark 1	P, M	
3.	User groups should be provided with the appropriate capacity to ensure their long-term functioning e.g. technical training and training in group management, leadership, conflict mitigation, budgeting etc. HAP Benchmark 3	P	
4.	Ongoing information is systematically provided to affected women and men using the means that they favour (e.g. community meetings, information sheets, notice boards with pictures, radio, posters, newspapers etc) and the language of their choice. HAP Benchmark 2 & 3	T	
5.	Programmes will be designed according to each specific context, based on discussion with users and a standard 'one size fits all' approach will be avoided. Management options must also be discussed. HAP Benchmark 2	T	
6.	WASH facilities must be completed as agreed and should enable communities to maintain them easily (e.g. plastering, drainage, etc.) HAP Benchmark 1	M	
7.	Organisational branding (use of logos on shelters, NFIs, notice boards etc.) will not be used indiscriminately without the consent of affected populations. HAP Benchmark 2 & 3	T, P	
8.	Where feasible agency staff members should try to make some time for informal, discussions during the project cycle - discussing whatever is important to local people. HAP Benchmark 3	P	
9.	Regular reports of actual performance in relation to previously agreed goals are provided to the affected communities. Those affected should have an opportunity to ask questions, discuss and/or challenge these. HAP Benchmark 2 & 3	T	
10.	Any significant changes to programme goals or activities; or the budget; or to key contacts are provided promptly to representatives/user groups. HAP Benchmark 2	T	
11.	Ways should be sought to provide information on expenditure e.g. the costs of materials/suppliers etc. and how community members can help to guard against corruption. HAP Benchmark 2 & 3	T, P	
12.	Managers model open, inclusive and respectful behaviour within the staff team (e.g. making decisions in a transparent and inclusive way, welcoming divergent views and encouraging collaboration and team-working) HAP Benchmark 1 & 4	P, S	
13.	All staff can explain the meaning of 'accountability to the community' and can give examples of how they have been accountable to the people they provide services to. HAP Benchmark 4	S	
14.	A robust quality management system must be put in place to support staff and project development. HAP Benchmark 1	All	
15.	A clear and transparent 'exit strategy' must be discussed with and communicated to affected	T, P	

ASK, LISTEN, COMMUNICATE WASH Accountability Checklist **ASK, LISTEN,**

	communities. HAP Benchmark 3 (ADD OR ADAPT INDICATORS AS REQUIRED)		
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Adapted from: Accountability to Beneficiaries: A Practical Checklist Mango 2007

Resources:

The Good Enough Guide: Impact Measurement and Accountability in Emergencies (2007) Emergency Capacity Building Project:

http://www.oxfam.org.uk/what_we_do/resources/downloads/Good_Enough_Guide.pdf

Sphere: Humanitarian Charter and Minimum Standards in Disaster Response (Includes the Red Cross Code of Conduct): www.sphereproject.org

HAP International (2008): The guide to the HAP Standard, Humanitarian Accountability and Quality Management, available online at

http://publications.oxfam.org.uk/oxfam/add_info_051.asp

HAP 2007 Standard in Humanitarian Accountability and Quality Management, available online at <http://www.hapinternational.org/standards.aspx>

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