

Fact sheet¹ Commitment 1

Leadership, Governance and Staff Competencies

FAO is committed to strengthening leadership and governance to embed good practice within the organisation's management structures and to ensure that FAO's staff and implementing partners deliver on its commitments

Consistent, effective and meaningful accountability to affected populations cannot occur without senior level commitment and leadership, and institutionalised means and processes by which it can be incorporated into the way an organisation works. Staff and implementing and institutional partners need to understand what is expected of them, and policy and guidance must be in place along with systems for monitoring, learning and improving.

FAO is committed to:

- Integrating its commitments, indicators, and human and financial resources for AAP throughout its systems, including into assessments, country strategies (including Country Programming Frameworks), programme and project proposals, monitoring and evaluations, recruitment, job descriptions, staff inductions, trainings and performance management, reporting, and partnership agreements (including Letters of Agreement).
- Supporting staff to acquire the understanding, knowledge and competencies that will enable them to meet FAO's commitments on AAP. In addition to reflecting this in job descriptions, AAP will be built into staff development, inductions, the code of conduct and performance management, for example.

Additional Notes

Accountability to affected populations is most visible at the field level, but, as stated above, it can't happen without clear institutional support and systems in place to support it. Policies must guide it, planning needs to be done for implementation, and outcomes must be monitored and evaluated to ensure it is working as expected. A quality management system that takes AAP into account enables an organisation to move from aspirational statements of intent and commitment to concrete action. Such a system is defined as "a set of co-ordinated processes that enable organisations to continually improve their performance in meeting the needs and expectations of their customers"². By systematically embedding AAP into policy and guidance, institutional support is given to establishing this way of working as "the way we do things". This includes building indicators into project proposals and reporting, and ensuring that appropriate resources, both human and financial, are dedicated to projects as some aspects of AAP are a matter of attitude and approach, while others require resources to design, consult, implement and evaluate.

One of the key elements of the quality management system and AAP is a statement of commitments, such as that contained within the FAO in Emergencies Guidance note on AAP. In explicitly and publicly stating the organisation's commitments, stakeholders are in a better position to be able to hold the organisation to account.

Having a strategy in place through HR systems can strengthen internal accountability practices and impact on the quality of service delivery to end users. These systems and approaches include:

- Clearly stating within job descriptions the responsibilities of each position in adhering to the organisation's accountability commitments;
- Ensuring performance management systems are meaningful and that AAP roles and responsibilities are noted and reviewed;
- Ensuring that AAP is incorporated within staff development at both an introductory and more complex level depending on the role;

¹ This document supports the FAO in Emergencies Guidance Note on Accountability to Affected Population (AAP) and the IASC CAAP(Commitments on AAP) Tools. It includes: Each FAO commitment as presented in the Guidance Note, Further detail and explanation from other sources, Case studies and examples on each commitment in practice, and Links to external resources.

² Forthcoming 2010 HAP Standard Guide www.hapinternational.org

Case studies

IASC draft Operational Framework

At their meeting in April 2011, the IASC Principals acknowledged the fundamental importance of AAP. They agreed to integrate it into their individual agencies' statements of purpose as well as their policies. Further, they requested that the Sub Group on AAP (part of the IASC Cluster Sub Working group) in consultation with HAP, SPHERE, CDAC, national governments and other relevant initiatives develop a proposal for inter-agency mechanisms that would enable improved participation, information provision, feedback and complaints handling. The Sub Group completed a draft operational framework based on cumulative lessons learnt, best practices, and experiences from past and ongoing projects from a variety of humanitarian organisations. SPHERE standards and the HAP 2010 Standard in Accountability and Quality Management provide many of the indicators and means of verification within the framework. The Operational Framework is aimed at field practitioners and therefore is structured around the project cycle, attempting to capture how such approaches could be adopted by the humanitarian system as a whole.

Leadership, Governance and Staff Competencies: Useful links and resources

Danish Refugee Council's approach to developing and implementing a contextualized Humanitarian Accountability Framework (HAF) in Sri Lanka

[Developing and implementing a contextualised HAF](#)

This document gives an example of a contextualised and country specific Accountability Framework, that incorporates the agency's statement of commitments and its means to implement those commitments. It includes steps in the development, implementation and sharing with staff, partners and beneficiaries, how affected-communities would hold the agency to account and learning from the process.

CARE's Humanitarian Accountability Framework

<http://www.care-international.org/Accountability/>

An example of an INGO Humanitarian Accountability Framework, used in emergency operations.

Hap Website Resources for Staff Competencies

<http://www.hapinternational.org/case-studies-and-tools/staff-competency.aspx>

A page with useful materials and tools to assess and develop staff competencies in Accountability.

The People In Aid Code of Good Practice

<http://www.peopleinaid.org/code/>

The Code of Good Practice is a management tool that helps humanitarian aid and development agencies enhance the quality and accountability of their human resources management.

The 2010 HAP Standard in Accountability and Quality Management -

<http://www.hapinternational.org/pool/files/2010-hap-standard-in-accountability.pdf>

The HAP standard sets some guidance for organisations intending to comply with the HAP Principles of Accountability. The resource is also a means to assess organisations against recognised benchmarks of accountability and quality management and to improve its practice.

The Interim Guide to the 2010 HAP Standard in Accountability and Quality Management -

<http://www.hapinternational.org/pool/files/interim-guide-to-the-2010-hap-standard.pdf>

According to international standards, guidelines and principles of continual improvement, the HAP 2007 Standard underwent an extensive revision process. The review reflects learning of applying the Standard and accountability practice since 2007. A more comprehensive guide to the HAP 2010 Standard is forthcoming.

The Sphere Humanitarian Charter and Minimum Standards in Humanitarian Response -

<http://www.sphereproject.org/handbook/>

The SPHERE Project's core standards describe conditions that must be achieved in any humanitarian response in order for disaster-affected populations to survive and recover in stable conditions and with dignity. The inclusion of affected populations in the consultative process lies at the heart of Sphere's philosophy.

Sphere Quality and Accountability Best Practices Guidelines

<http://www.sphereproject.org/resources/>

A set of materials to be used in training workshops or as an introduction to the range of quality and accountability initiatives for humanitarian response. The materials enable participants to understand the approach to quality and accountability of 8 main Accountability initiatives (such as HAP, ALNAP or the Sphere project).

ALNAP's Evaluating Humanitarian Action

www.alnap.org/resources/guides/evaluation/ehadac.aspx

This guide was developed after discussions within the evaluation community about how to strengthen evaluation of humanitarian practice, and how to foster more effective use of the Development Assistance Committee (DAC) evaluation criteria. The objective of this guide is to provide practical support on how to use the DAC criteria in Evaluation of Humanitarian Action (EHA). It draws on good-practice material on evaluation and on EHA, including other guides, handbooks and manuals.

The ECB Project's Good Enough Guide

<http://www.ecbproject.org/the-good-enough-guide/the-good-enough-guide>

In this guide, accountability means making sure that the women, men, and children affected by an emergency are involved in planning, implementing, and judging the response to their emergency. This helps ensure that a project will have the impact they want to see. The *Good Enough Guide* was developed by the Emergency Capacity Building Project (ECB). The ECB is a collaborative effort by CARE International, Catholic Relief Services, the IRC, Mercy Corps, Oxfam GB, Save the Children, and World Vision International.