

## ANNEX 1: DETAILED ACHIEVEMENTS AND ANALYSIS

No.	Thematic	Achievements	Analysis
1.	Tools	<p>After floods in Pakistan in 2010 &amp; 2011, CWS-P/A organized the launch the Sphere handbook 2011 edition (English version) in Pakistan &amp; Afghanistan. The translation of Sphere handbook into Urdu language is done for providing it in local language to the humanitarian actors. For the promotion of Quality &amp; Accountability , CWS-P/A printed and disseminated various Q&amp;A tools that include Sphere handbook (Edition 2011), HAP standard 2010 and Q&amp;A workbook on join standard approach in different languages (English, Urdu, Sindhi) to support local aid workers who work directly with communities.</p> <p>CWS-P/A has distributed 2,291 publications (1161 Sphere handbooks, 561 HAP 2010, and 202 Q&amp;A workbooks) to NGOs, INGO's and UN agencies, some of which include Concern Worldwide, Norwegian Church Aid, Merlin, Oxfam GB, Primary Education Project, RedR-UK, Tear Fund, UN-OCHA, Relief International, World Vision International, in order to increase awareness.</p> <p>CWS-PA has developed numerous materials on Q&amp;A in local languages, as success stories, checklists, guidelines for policies and some promotional material like banners, pamphlets and posters and has incorporated its case studies and best practices in many reports and publications which are available on its website <a href="http://www.cwsa.org">http://www.cwsa.org</a></p> <p>The feedback is provided on different tools and guides developed by HAP Standard &amp; Sphere Standards.</p>	<p>Q&amp;A tools and materials play an important role in the awareness raising purpose especially when the material is being contextualized in local languages.</p> <p>The Q&amp;A workbooks in different languages held in promoting the joint standards approach to a wider community.</p> <p>The Q&amp;A materials in local language are key to support better understanding and ownership by all colleagues and communities.</p>
2.	Technical Support	<p>For promoting Q&amp;A, CWS-P/A established a specific department - "Strengthening Humanitarian Assistance' (SHA)" program, which aims to provide technical support and services to humanitarian workers and partner organizations. It has a regional partnership with the Sphere Project in Asia. At regional level, it has build the capacity of aid workers of Lutheran World Relief (LWR) Philippines and Disaster Forum Bangladesh.</p> <p>From 2005 to 2012, as a result 130 Q&amp;A events have been organized and built the capacity of 3058 humanitarian workers in Pakistan, Afghanistan; whereas 1695 individuals in the Asia-Pacific region - Thailand, Myanmar, Sri Lanka, Nepal, Japan, Philippines, Laos, United States, Cambodia and South Korea.</p> <p>Another big achievement is CWS-P/A has implemented the project on Information and Complaints Handling Centers (ICHCs) to assist communities in receiving their complaints and referring those to relevant authorities in partnership with the Human Rights Commission of Pakistan (HRCP). They are provided the technical support to impenet the project in an effective way.</p> <p>In 2011, a regional research on Q&amp;A for LWR was conducted, which was followed by a ToT conducted for LWR Philippines to build the capacity of their staff and partners on Sphere. Similarly, technical support has been provided to our implementing partners like Hashoo Foundation, Participatory Village Development Programme (PVDP), The Society for Safe Environment &amp; Welfare of Agrarians in Pakistan (SSEWA-Pak) and Help in Need (HIN).</p>	<p>Technical support and guidance is provided through various means like online support, on phone, personal visit and group discussions on Q&amp;A. The respective organizations are provided with publications and materials. More than 3000 publications (Sphere handbook 2011 edition, HAP Standard 2010, Q&amp;A research book and Q&amp;A workbook) have been distributed among humanitarian agencies.</p> <p>It is a bit challenging to gauge the impact of trainings since 2005-2012 where more than 4000 humanitarian workers were part of the Q&amp;A events.</p> <p>Lack on knowlege on Q&amp;A is a big challenge and its difficult to identify the actual needs of Q&amp;A in large number of audience in big organizations. Also the changing mindsets of organizations/agencies towards Q&amp;A takes time, resources and long-term commitment. The needs/gap analysis is important before providing the Q&amp;A support.</p> <p>In our project on Information and Complaints Handling Centres (ICHCs) the technical support in building capacity of the project staff on handling complaints; guiding them designing appropriate Q&amp;A promotional materials; and awareness raising of community by using different channels was successful. As a result ICHCs helped in referring 18,420 complaints among which the monitored level of complaints addresses was 16%.</p>

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3.	Capacity Building	<p>CWS-P/A has build the capacity of Aid workers working in Pakistan/Afghanistan and Asia Pacific. From 2005 to 2012, 130 Q&amp;A events have been organized and have allowed building the capacity of 3058 humanitarian workers in Pakistan, whereas 1695 individuals in the Asia-Pacific region, in Pakistan, Afghanistan, Thailand, Myanmar, SriLanka, Nepal, Japan, Philippines, Laos, United States, Cambodia and South Korea. Apart from capacity building of external organizations, SHA (Strengthening Humanitarian Assistance) staff were also given time to time opportunities to take part in different type of trainings and attachment international trainers for delivering the quality services externally as well as internally. Similarly CWS-P/A has also built the capacity of implementing partners on the importance and implementation of Quality and Accountability.</p>	<p>Measuring the training impact is difficult because participants usually don't respond or get back on the changes they have made in their organization after attending that particular capacity building event on Q&amp;A. While few of them contact us and seek for the further support regarding replication of training in their context and contextualizing different project checklists. To meet the needs of the participants, CWS-P/A is specialized to conduct the tailor made trainings that suits the needs of the participant. So making training contextualized helped participants to understanding Q&amp;A in their own context. Similarly trainings in local languages were also conducted e.g. in Afghanistan, trainings were conducted in Pushto language as most of the people were able to understand and speak Phusto as compared to English. Different ToTs were also conducted nationally and regionally and as a result participants further replicated the trainings in their own organization. A survey was conducted in Pakistan in early 2012 to identify the impact of trainings on 2010 and 2011 participants. The result showed that 77% of respondents applied their learning and concepts in their respective organizations for achieving organizational goals in an accountable manner. Capacity building of SHA staff helped them to conduct trainings on Sphere Minimum Standards and HAP standard internally and externally. Some on requests trainings were also conducted e.g. for the staff and IPs of Help Age International, World Vision Pakistan, Strengthening Participatory Organization (SPO) etc. As a result of capacity building of partners, some organizations like Hashoo Foundation and Sungi Development Organization has developed/revised their accountability frameworks.</p>
4.	Information, Communication, and Coordination	<p>Accountability Learning Working Group (ALWG) is established in January 2011 for stronger coordination, communication and information sharing among relevant partners. While sub-ALWGs at Swat, Sukkar and Hyderabad remain functional during the emergency response after the floods in 2011. CWS-P/A has direct contact with the Q&amp;A initiatives' headquarters in continuous manner and is quite successful. CWS-P/A hosted in the past a number of deployments from HAP and the Sphere Project to assess the relevance and effectiveness of standards' implementation in Pakistan.</p> <ul style="list-style-type: none"> <li>o A HAP team was deployed in early 2011 in Pakistan to support organizations.</li> <li>o In 2012, CWS-P/A hosted a visit from the Sphere secretariat in Pakistan for filming and producing a new video.</li> </ul> <p>SHA staff attends the cluster meetings to ensure that effective coordination takes place amongst key national and international stakeholders. The participaiton is ensured on regular surveys and focus group discussions, and proactively shares the information.</p>	<p>Regular base meetings just for the the promotion of Q&amp;A is hallmark of success. Quiet Diplomacy is being faced on the sensitive issues , Afghan refugees, and the IDP crisis. The information sharing ensure visibility of important stakeholders to bridge the gap. ALWG in Islamabad &amp; a sub-ALWG at Hyderabad level is a good platform for various organizations to meet at a point and discuss what is happening in the humanitarian sector. For better communication and coordination, the meeting is organized every month. In 2012, CWS-P/A hosted a visit from the Sphere secretariat in Pakistan for filming and producing a new video. It helped in having a contextual video that will help in awareness raising.</p>

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5.	Advocacy	<p>Advocacy Advocacy is one of the important thing for the promotion of Q&amp;A among stakeholders. Keeping in view its need and importance different steps were taken by CWS-P/A which includes organizing different seminars/launching/lesion learnt events, establishing ALWG (Accountability Learning working group) whose aim is to promote the importance of Q&amp;A among the organizations working in Pakistan on the same pattern sub-ALWG was established in Swat-KPK and Hyderabad-Sindh , developing different Q&amp;A related material i.e. posters, brochures etc and capacity building of different organizations nationally and regionally on Q&amp;A importance. After 2010 floods CWS-P/A has carried out Q&amp;A research to find out what did well and what did not in terms of implementing Q&amp;A. CWS-P/A has implemented one project on Information Complaints Handling Centers (IHCs) with HRCP (Human Rights Commission of Pakistan). The main aim of this project is advocate the rights of beneficiaries to the relevant government departments. Under the same project radio messages were also developed and played to advocate the local communities regarding their rights and responsibilities. Advocacy on Q&amp;A has also been done in different clusters e.g. in food security cluster, all participants were given orientation on the importance and implementation of Q&amp;A.</p> <p>More then 2000 books of HAP and Sphere were disseminated to the different organizations regionally and nationally which includes LWR, Save the Children, World Vision International, Oxfam etc.</p> <p>Apart from above mention activities, CWS-P/A also supports Sphere and HAP offices e.g. helped sphere office for making sphere video with respect to Pakistan's context.</p>	<p>For ensuring Q&amp;A, continuous commitment is required at all levels and it can only be done only if organizations have fund for investing in awareness related activities. The major challenge is changing mind sets of the people as it's a long term process and lots for efforts and resources are required. Developing different material and building capacity of staff helped us to some extend to develop the importance of Q&amp;A at field level.</p> <p>ALWG is good imitative as 21 organizations working in Pakistan sit together to see the challenges in terms of Q&amp;A although continues effort is required to keep the group alive and active.</p> <p>To find out the effect of advocacy is really very difficult but in CWS-P/A it has helped to understand the importance of Q&amp;A e.g. now staff members are well aware of its importance and while writing any project proposal they include some Q&amp;A budget. Dedicated staff members are hired in order to ensure Q&amp;A at project level. ALWG played a vital role in advocating the importance of Q&amp;A. Now organizations like ACTED, SPO, Oxfam, Save the children etc are focusing towards Q&amp;A. They have separate units named MEAL(monitoring evaluation accountability &amp; learning) for ensuring the implementation of Q&amp;A at field level. Similarly IHCs helped beneficiaries to raise their voice against the violation of their rights. The lesson learnt event was conducted at the end of the project and best practice sheet was developed and shared with different organizations. The sharing of disseminated books also played a vital role in raising awareness in different organizations, as it helped them internally to get themselves aware on Q&amp;A standards and its importance.</p>
6.	Action-Research-Learning	<p>CWS-P/A has produced case studies; lessons learnt reports; best practice sheets; research reports, Q&amp;A papers, donor reports, annual reports etc. as part of action research learning. On the HAP Internal Website, a specific section for 'case studies and tools' is provided on the website along with other published materialsfor example the 'Guide to the 2010 HAP Standard'.</p> <p>Fifteen Q&amp;A papers on different themes were produced during a training at Bangkok in February 2013, those are also made available on CWS-P/A website: <a href="http://www.cwspa.org/resources/research-and-surveys">http://www.cwspa.org/resources/research-and-surveys</a> for the benefit of humanitarian actors.</p> <p>In 2011, CWS-P/A conducted a Q&amp;A lessons learnt event with I/NGOs in Pakistan and Afghanistan. Another lesson learnt event was conducted with the staff and management of CWS-P/A and its partner os Human Rights Commision of Pakistan (HRCP) at the end of the project on district-level Information &amp; Complaints Handling Centers (IHCs). It helped in identifying the good practices and the areas for further improvement.</p>	<p>It has been observed that , it is easy to discuss about successes but getting the relevant and concrete information about areas of improvement is a challenge which greatly depends on the methodology and tools used to identify and gather such information.</p> <p>Staff turn over is seems to be a challenge in Action Research Learning.</p> <p>One of the major effect of lessons learnt event is that six best practices sheets, these are available at <a href="http://www.cwspa.org/resources/publications">http://www.cwspa.org/resources/publications</a> it covers various aspects of Sphere and HAP. These were later shared with a wider audience through HAP and Sphere websites, and are also included in Q&amp;A workbook which was published by CWS-P/A in English, Urdu and Sindhi.</p>
7.	Mainstreaming	<p>'We practice what we preach" Mainstreaming Q&amp;A is an important component for CWS-P/A. Keeping in view its importance different policies were developed and implemented which includes CRM. Translation of different key documents were also done for developing understanding of local staff in their local language, 360 HR Appraisal system was introduced. Different Q&amp;A checklist/monitoring tools (Monitoring checklist of health projects &amp; CTTC/P, village assessment form, technical survey form etc) were developed. Initially mainstreaming started with one of the big program of CWS-P/A i.e. DMP and now mainstreaming SDP and CBP is in progress. SHA has helped SDP staff to put CRM in practice, which is an important tool to hear voice from the community/beneficiaries. As a testimony of following HAP standard, Accountability framework was revised for 2013. For helping the staff to easy access to Q&amp;A related documents, SHA staff has placed the Q&amp;A documents which includes strategy documents, polices, procedures and guidelines on the HRIS with the support of HR department. As CWS-P/A is a trend setter in the field of mainstreaming Q&amp;A, so experience sharing with different organizations (NCA Afghanistan, World Vision International etc) also takes place. Mainstreaming best practice sheet was also developed and shared with different organizations.</p>	<p>Q&amp;A officers were hired for ensuring the practical implementation of different tools and policies at the field level. Staffs are now more sensitize towards the importance of Q&amp;A. Retention of trained staff was big challenge due to closure of different projects and lack of funds. Checklists and monitoring tools are now the part of CWS-P/A operational manual and Q&amp;A officers are also building the capacity of field workers related to Q&amp;A for ensuring better and smooth implementation. The best practice sheet on Q&amp;A mainstreaming was also shared with the organizations stating the challenges and best practices while mainstreaming Q&amp;A. Mainstreaming process has helped to ensure transparency at levels.</p> <p>Change in mind sets and developing understanding on Q&amp;A was big challenge and for this reason more then 200 staffs were trained on Q&amp;A and its importance. Inclusion of Q&amp;A write-up and budget in project proposal. One of the major achievement is it has created greater transparency towards beneficiaries. Now the staff of DMP is using different checklists and monitoring tools to measure the success as per Q&amp;A standards.</p>

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8.	Compliance and Verification	<p>CWS-P/A has an 'organizational development department' which oversee and implements internal controls and accountability mechanism, regular internal audits and reviews of projects conducted within CWS-P/A.</p> <p>To ensure system compliance with the ISO-9001:2008, standards achievement are verified through the 'human resource development' (HRD) unit and regular internal audits.</p> <p>To ensures that high quality proposals are developed and submitted to strengthen the resource mobilization process through a 'global funding unit' (GFU).</p>	<p>Conduction of internal audits prior to an external audit allows mitigating and getting prepared as opposed to directly conducting external audits is a good practice seen at CWS-P/A.</p> <p>On the other hand, becoming a member of an international initiative is highly costly and local organizations may not be able to afford such costs.</p> <p>A big challenge is observed that is the unavailability of certified HAP auditors within CWS-P/A.</p> <p>CWS-P/A has its Operational Manual which contains updated policies, procedures, forms &amp; fromats. Its in line with the growth and expansion of the organization.</p>
9.	A global blended approach	<p>CWS-P/A is committed to ensure quality and accountability at organizational level as well as field level. Keeping in the view its importance, CWS-P/A is now moving head and focusing other Q&amp;A initiatives apart from HAP and Sphere. Q&amp;A workbook was the step towards joint approach , it's a combination of HAP, Sphere and People in Aid Code of good practice and also been translated into local languages. The main purpose for developing and translating this workbook was to develop understanding of local aid workers in local languages. Its translation in Dari language is in process and soon will be available for usage. As part from material, CWS-P/A has also organized number of trainings in country and regionally on the importance and application of Q&amp;A blended approach e.g. recently CWS-P/A has conducted Q&amp;A global training at Bangkok on the global blended approach. This training helped the participants to understand the importance of other Q&amp;A standards as well a part from HAP and Sphere. Around 15 initiatives were discussed in detail. As CWS-P/A is complementing the global blended approach, JSI consultation was also organized to see the challenges for implementing joint approach in the field as well as in the organization.</p>	<p>Introduction of different Q&amp;A standards in trainings are good step towards promoting Q&amp;A blended approach but at times its challenging as well because it's a new concept and few people have understanding on it application and importance. Lack of funds for Q&amp;A blended approach is very limited or equal to 'zero". Donors provide funds for project activities but not for introducing blended approach in projects. There is limited staff capacity to handle policies for example few staff members have only partial knowledge on the importance and implementation of joint approaches. They implement Sphere, but HAP, People in Aid and other initiatives are also important, and the staff should be aware of these other sets of standards.</p> <p>As global blended approach is new in humanitarian sector and only few people have conceptual clarity on its importance and usage. But the translation of different material in local language and capacity building to some extend helped the aid workers to understand its importance side by side. As they are the front line troops and now they are being able to understand and deliver the services as per Q&amp;A standards. but still there is some gap and which can only be fulfilled if approaches will be more contextualize and easy to understand.</p>
10.	Innovations	<p>CWS-P/A is the lead agency in Pakistan promoting HAP along with Sphere to internalize Q&amp;A and support other organizations and communities through the provision of technical support and resource materials.</p> <p>CWS-P/A through its department SHA is working for the promotion of Q&amp;A in Asia-Pacific region.). It helps organizations in the region to understand the joint standards approach and the role of the Q&amp;A standards. Recently a 6 day workshop on global Q&amp;A initiatives introduced twenty initiatives and was the first training of this type in the region.</p> <p>The funds generated through Q&amp;A cost-recovery services (trainings, publications, etc.) are re-utilized in launching new activities like lessons learned events, research, advocacy, etc. This allows the organization to bridge the gap from largely unavailable funds for Q&amp;A promotion and implementation.</p>	<p>Innovations to Promote and Implement Quality and Accountability (Q&amp;A) is seems very interesting which tell us about the continuous support, dedication and involvement of senior management of CWS-P/A for Q&amp;A implementation. It is real and makes the whole dynamic function.</p> <p>Secondly, the resources and materials available from the Q&amp;A initiatives (HAP, Sphere, People in Aid, etc.) through their websites, updates and staff has used in daily work.</p> <p>Apart from that, it has been observed that the limited human, technical and financial resources are a constraint in the promotion of joint standards for CWS-P/A as well as for most organizations.</p> <p>The publication of a Q&amp;A workbook in local languages helps field practitioners to understand and implement a joint standards approach.</p> <p>The Accountability Learning and Working Group (ALWG) initiated after floods in 2010 is an effective platform for I/NGOs for the promotion of joint standards through discussions about the challenges, best practices and possible improvement.</p> <p>A JSI consultation was conducted specifically for the staff and the ALWG members in Pakistan and with participants to the regional training in Bangkok in February 2013. It helped in communicating view points from various colleagues and was transmitted to JSI.</p> <p>CWS-P/A collaborated with LWR Philippines in 2012 to organize a Training of Trainers (ToT) course on Sphere for their partners &amp; the Sphere Philippines Alliance (SPA).</p>

Activities per Thematic Areas to Promote Q&A	Activity	Location	Date	CWS-P/A Participants	Total People Involved	Outputs	Key Contents
<b>Action-Research</b>	Case study on “Q&A beyond emergency” for CWS-P/A	Boston	2011			Presented at the World conference on Humanitarian Studies (WCHS) 2011	Challenges and lessons learned in promoting and implementing Sphere and other Q&A Reaffirms CWS-P/A long term commitment to Q&A ( while the industry suffers from short term emergency related commitment) Confirm CWS-P/A leadership commitment to Q&A, with inclusion of Q&A as a strategic priority, internal advocacy and need for external advocacy for leadership level p10 “ CWS-P/A has started the process of mainstreaming Q&A and HOPE that this experience will benefit internally and externally” p11” evidence of improvement in the quality of services is recongnized and supported by donors” ( Which evidence, and why by donors and not by beneficiaries?) p.14 The use of independant consultant instead of using southern expertise is an issue
<b>Action-Research</b>	Level lessons learned exercise post floods emergency response	Islamabad	2011		48 from 28 organisations	6 Best Practice sheets - Numerous examples of sharing ressources bilaterally or through CWS-P/A	Best Practices Sheets (1. Information sharing 2. Information and Complaints handling centers, 3.Humanitaria Quality Management System 4. Adressing Q&A challenges in Communities 5. Lessons learned on Sphere standards during flood response in Pakistan, 6.Mainstreaming Q&A) +p6. of Report on 2011 Sphere activities conducted by CWS-P/A Increased commitment to Q&A, sub ALWG at district increased exchange
<b>Action Research</b>	Research on observance of Q&A principles in Humanitarian Action in Pakistan		2011		150 respondent from 51 organisations	Final paper	Focus on the 2010 floods as case study. Interviews of beneficiaries, implementing partners and donors. Interesting recommendation p 34 : in many cases of organisations res[ecting better Q&A principles, it all stared on insistence from their respective donors.
<b>Advocacy</b>	Introduction of the handbook during the conference “Responsibilities and Response : a discussion on Policy and Standards”	Bangkok	2011		50	-Handbook distributed to 50 pax. - Requests to conduct full fledged Sphere training in the region - Request for revised training materials on Humanitarian charter and Protection	Links between security and Minimum standards

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<b>Advocacy</b>	Launch of the findings of Research on observance of Q&A principles in Humanitarian Action in Pakistan	Islamabad	2011		47 from 29 organisations	Sharing of findings, advocacy for areas that need strengthening in terms of Q&A during humanitarian response in disaster reasearch translated in Urdu + printed in hard copies	
<b>Advocacy</b>	Joint statement CWS-P/A / Sphere secretariat on the Sphere Focal Point Forum		2011			Joint statement	
<b>Capacity building</b>	Regional training	Bangkok	2011		24	60% of newcomers to standards sensitised	HAP and Sphere
<b>Capacity building</b>	Sphere and HAP training	12 countries	from 2005 till now	lead	4753 for 189 trainings	189 trainings	Impressive data base
<b>Capacity Building</b>	Training conducted by CWS-P/A for other agencies, or at district level + lessons learned	in Pakistan/ Afghanistan and Asia	2011		=433+ 300 in Asia (not to be added to the other lines since it is the total of each lines)	- p3.+ p10 of Report on 2011 Sphere activities conducted by CWS-P/A ,list of all type of contextualised trainings done + number of participants, incl. district and provincial level	- page 2 good background on CWS-P/A role as promoter of Sphere in Pakkisten and Sphere technical service provider
<b>Capacity Building</b>	Introduction to HAP and sphere standards and application of Q& in Food Security and WASH	Phnom Pen	2011		22		
<b>Capacity Building</b>	Development of a template for action plan for training participants					(seen in the extract of donors reports)	Participants to CWS-P/A training have to fill in action plans. Some participants developed their accountability framework based on this
<b>Capacity building</b>	Process flow chart for the different types of training including one day orientation/ Open call training and on demand-technical support					(seen in the extract of donors reports)	

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<b>Capacity building</b>	Training impact survey		2012	lead	57 respondents out of 624 participants	A report on the training impact survey	16 questions sent to 624 trainees, with poor level of response both quantitatively (57 respondent only) and qualitatively ( very broad statement, poor anecdotes that do not prove impact) List of Q&A services p.20 ( who established the list ? Based on what ? )
<b>Coordination</b>	Sphere focal point forum	Bangkok	2011			Inputs on how CWS-P/A PA could add value to the agencies who are new to Sphere, and to those who are already promoting Sphere	
<b>Coordination</b>	Launch and participate to ALWG + promotion and support to 2 sub ALWG	Swat and Sukkur	2011			CWS-P/A provide continous support to the ALWG and sub ALWG especially in capacity building	The overall aim of the ALWG forum is to be a ressource to strenghten the Q&A in flood repsonse ( 2010) the focus for the first 4 months is the promotion of information provision, participation and set up of complaint mechanism
<b>Information communication</b>	Launch of Sphere handbook	Islamabad	2011		100	Testimony tof the commitment to promote and apply Q&A in Pakistan	
<b>Information communication</b>	Launch of Sphere handbook	Kabul	2011		30 organisations	Impetus fo greater demand for technical assistance from SHA in Pakistan and Afghanistan	
<b>Information communication</b>	Hosting the Sphere secretariat filming of Sphere video	Pakistan	2011				
<b>Innovations</b>	Hosting the Sphere project in Pakistan through the Sphere focal point	Pakistan	since 2005			Emphasize the use of the Sphere standards during emergencies ( trainig, representation, technical support, advocacy and design of tools)	Evaluation of Sphere focal point project by Kelly Wooster summarize perfectly what has been reached in terms of activities/ output, but unfortunately not on outcome/ impact.
<b>Innovations</b>	Sphere training for Thai Burma Border Consortium		2011		84	Development of action plan for areas requiring improvement	
<b>Mainstreaming and institutionalising</b>	Creation of the CWS-P/A P/A SHA unit						Goal of improving service delivery during emergencies. Activities “ training, coaching, field level advice, networking, awareness raising. Work from a long term development perspective to equip humanitarian relief and development practitioners with knowledge, skills and capacity required to meet specific standards.

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<b>Mainstreaming and institutionalising</b>	Mid term review of the SHA unit ( as part of the mid term review of the Christian Aid funded project)					Review done in october 2011 by Christian Aid and CWS-P/A	SHA seems to have triggered more change at staff and partner level than at community level at this stage Need to review the methodology used by SHA to transfer Q&A knowledge and skills Interesting recommendations on 5 different aspects of CWS-P/A work on Q&A (Capacity Building of SHA, mainstreaming Q&A within CWS-P/A, ICHC, Q&A awareness and advocacy, capacity building of partners)
<b>Mainstreaming and institutionalising</b>	secondment of SHA unit staff to other porjects and departement					(seen in the extract of donors reports)	To increase their practical learning and sharing their experience across CWS-P/A
<b>Mainstreaming and institutionalising</b>			2011-2012			extract of donors / progress reports	The role of SHA can be seen through the growing demand of service provision (internal with peer organisational national and regional level)
<b>Mainstreaming and institutionalising</b>	external peer review of CWS-P/A project					INGOS evaluating CWS-P/A health project in SWAT using Sphere minimum standards In M&E	Interesting changes coming out of the review, such as. As a result of these complains, several changes for the benefit of the communities are seen. For example, patient seating arrangements were changed to ensure patients are more comfortable with separate seating areas for male and female. Queuing system was also improved through the introduction of a better registration process.
<b>Technical Assistance to other agencies/ Coaching</b>	Q&A Needs analysis for LWR	13 countries	2011	CWS-P/A leading the survey for LWR, produced by the SHA unit	129 agencies	Research : Snapshot on the status of and A in Asia, and recommendations Preliminary Needs Assesment on Q and A (focus on Sphere and HAP)	Advocacy to lobby at leadership level for increased engagement with Sphere/ HAP (IASC/ UN and also local CBOs Need for Q&A focal points Requested increased role of Sphere geneva and Hap for follow up, updated database, more training, in country presence. the syste of Sphere focal points does not work. p13 Issue of translation seriously impact Quality. Need to test translation. Training material not translated. - 70% of online respondent state that Sphere and Hap is maintreamed into their organisatio procedures, programmes and policy
<b>Technical Assistance to other agencies/ Coaching</b>	E-mails, phones and visits for technical advice					Mentionned in the donors reports abstracts	SHA had not included this in the donors funded projects, and charge a nominal fee to ensure cost recovery
<b>Technical Assistance to other agencies/ Coaching</b>	Training conducted by CWS-P/A for Lutheran World Relief US	Baltimore	2011		64	Orientation on HAP and Sphere for 64 LWR staff + in depth training for 20. Action point to incorporate Q&A components in LWR	HAP and Sphere
<b>Technical Assistance to other agencies/ Coaching</b>	Development of a Service Guide for SHA program		2012			Catalog of possible training and their costs for different audiences	



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<b>Tools</b>	Participation to coordinated Sphere handbook revision Health Chapter	Bangkok	2009	1	19	Paper summarising challenges and recommendations for Sphere review Health Chapter	Sensitivity on gender/ disabilities. Suggestions to simplify and make tools more relevant to field practitioner (last page)
<b>Tools</b>	Organising and leading Consultation meeting on Sphere handbook revision	Bangkok	2009	2	12	Paper summarising challenges and recommendations for Sphere review	Difference between standard/ indicators. Specific sensitivities on the needs of vulnerable group p.6, 10 The bigger picture : Sphere envisaged within other Q and A p.8 Collective accountability p.9 Coordination p.10. 11. 12
<b>Tools</b>	Organising and leading Consultation meeting on Sphere handbook revision	Islamabad	2009	4	14	Paper summarising challenges and recommendations for Sphere review	Request reference to other guidelines such as WHO, UNHCR, GEG ( p 6 , 14 but also in the previous docs) children related issues p11 p13 p14 Other communicable disease besides HIV p11 Need to involve government
<b>Tools</b>	Organising and leading consultation meeting on Sphere handbook revision	Kabul	2009	2	10	Paper summarising challenges and recommendations for Sphere review	Issue of cluster p11 Lack of donors understanding on indicators p. 8 and 12 Lots on camp Issue of translation p17
<b>Tools</b>	Printing of Sphere Handbook an other promotional material					3000 copies of Sphere 2011 printed, Poster, standees, bags, tee shirt, USB keys	
<b>Tools</b>	Catalogue of available printed material					Catalog of books posters with price and different languages	
<b>Tools</b>	Project specific checklists on Q&A						Project specific checklists on Q and A for Health and Technical Skills center
<b>Tools</b>	Complaints and Response Mechanism, guidelines and procedures						Clarify the role of SHA within the flow of handling a complaint
<b>Tools</b>	Development of a Q&A workbook					Translated into 3 languages/ 150 books distributed to 50 organisations	
<b>Tools</b>	Suggestions on the Sphere training material		2011				
<b>Tools</b>	Translation fo Sphere Handbook into Urdu		2012			Translated version reviewed by ALWG	

Activities per Thematic Areas to Promote Q&A	Activity	Location	Date	CWS-P/A Participants	Total People Involved	Outputs	Key Contents
<b>Verification</b>	Information Complaints Handling Center	Pakistan : Swat, Naushehra, Thatta and Qambar Shahdadkot	2011 to 2012	Supported the Human Rights Commission		Over 18,000 complaints received in the 4 centers	The report on the ICHC by the HRC of Pakistan demonstrate the need for IEC on complaints lodging. The ICHC used many media and supports to inform people about their rights and indeed received many complaints. However, the clear issue with the system is that ICHC has no power to follow up with gov, UN or NGO how and if the complaints had been delt with.
<b>Verification</b>	Sphere review process	Pakistan	2007				Review of a project compliance to Sphere by other agencies. Methodology used by Care to fix the gap between theory on Sphere and actual practical application ( p.19) - Interesting set of recommendations p. 10, CWS-P/A seems to have implemented most of its recommendations since then