IMPROVED HUMANITARIAN RESPONSE THROUGH STRENGTHENED CAPACITY OF FIELD STAFF WORKING IN COMPLEX OPERATIONS
(Jan-May 2015)

Community World Service Asia continues to provide capacity building support to humanitarian and development organizations on Quality and Accountability (Q&A). A five-month project (Jan-May 2015) was initiated, with financial support from DANIDA, in Kohat, D.I Khan and Bannu districts of Khyber Pakhtunkhwa province, Pakistan.

On May 26th, 2015, Community World Service Asia in collaboration with DANIDA held a lessons learned event in Kohat, Pakistan. The objectives of the event were to:
- Identify the lessons learned on Accountability during NWA (North Waziristan Agency) crisis
- Recognize the progress made on Q&A specifically in the KPK province
- Identify the way forward together with the participants' input
- Increase awareness on Q & A

A total of 33 individuals from 18 organizations actively participated in the one-day event. All the attendees were provided with printed copies of the English versions of the Core Humanitarian Standards (CHS) and Sphere.

Five key Q&A topics were identified, prioritized and discussed as the participants were divided in groups: Capacity Building on Q & A, Complaint Response Mechanism (CRM); Coordination and Collaboration; Code of Conduct and Do No Harm and Real Time Evaluation. The groups discussed the issues, achievements, challenges, and lessons learned for each of the topics selected by them.

Code of Conduct and Do No Harm
- Staff should be orientated on code of conduct and Do No Harm approach and ensure its ~~implementation~~implementation through effective ~~monitoring .~~monitoring.
- Selection criteria of beneficiaries should be devised in consultation with communities and it should be shared effectively and timely across the board to avoid conflict and further harm.
- Participation of the community should be ensured in different phases of project cycle management.
- Community awareness sessions should be conducted

Real Time Evaluation (RTE)
- Real time evaluation should be planned based on the findings of complaint response mechanism.
- Project /program should be adjusted/redesigned timely as per findings of real time evolution.
- RTE should be conducted by involving community and it is conducted when 25 % of project deliverables has been completed.

Capacity Building on Quality and Accountability
- Further trainings on Q & A should be provided at field level for effective results.
- Free of cost trainings are good opportunities for the Humanitarian Aid Workers.
- Organizations should continue to advocate Q&A to donors for dedicated budget allocations to allow systematic Q&A capacity building during emergency and non-emergency periods.
- Lack of Q&A "watch dogs" limits Q&A advocacy and effective implementation of Q&A at different levels.
- Interested and willing I/NGOs should be provided support in Accountability Assessment of their organizations.

Complaint Response Mechanism
- Orientations of communities on CRM are important to reduce confusions, doubts and trust deficit.
- Organizations should ensure the participation of communities for establishment and effective running of CRM.
- CRM channels should be made accessible to all specially to women, children and disables.
- Staff should be trained to handle and manage complaints including fake complaints at insecure locations.
- CRM should be used as joint monitoring tool to avoid/lessened /eliminate misconducts.

Coordination and Collaboration

- Community representatives should also participate in the meetings of the clusters.
- Good coordination results in timely decision making and effective implementation of projects.
- Strong coordination and collaboration results in longer impact of the assistance provided like protection issues.
- Many agencies are responding to all the sectors despite a lack of specialization and technical expertise, which compromises the quality of services.

Key Action Points Committed by participants to ensure Q & A

- Develop information guidelines and establish effective channels to share the information with communities and other stakeholders such as establishing a 'Front Desk'
- Orientation of staff on Code of Conduct and its monitoring
- Clearly define the roles of Village Committees and make them accountable for their actions/decisions.
- Develop and document Complaint Response Mechanism and ensure its effective implementation
- Capacity building of staff and management on CRM
- Orientation of Communities on CRM processes and procedures
- Monthly meetings of Public and Private sector Organizations for effective response.
- Capacity building of field staff and committees on Q & A
- Capacity building of staff on Do No Harm
- Develop Systems for Institutionalization of knowledge

Group Photo: Lesson Learned ~~Event ,~~Event, May ~~26 ,~~26, 2015, Kohat

EVENT SYNOPSIS

M.Sufyan (Community World Service Asia) hosted the Lessons Leant Event, starting with a sharing the objectives of the event and introduction of the participants. **Muhammad Khalid** (Rehabilitation Officer, Social Welfare Department) honored the event by giving the opening remarks. He highlighted the importance of the event as an ongoing commitment and partnership between Community World Service Asia and government of KPK in contributing to the empowerment and strengthening of humanitarian agencies on Q&A. Khalid emphasized on the coordination between humanitarian agencies and Government and community participation in planning phases as integral towards achieving their goals.

In addition to identifying the lessons learned, the agenda of the day was designed to represent the different perspectives and experiences on Q&A; including the voices of community members, government officials, NGOs, INGOs, and UN representatives. Delegates from each representation shared their distinct knowledge on the theme and their involvement in implementation of Q & A with participants at the event.

Sultan Haider, Community World Service Asia staff shared the organization's role in promoting humanitarian Q & A and its progress in the Asia Pacific region. He highlighted the key achievements and activities performed in relation to Q & A and also shared the update of the project **'Improved Humanitarian Response through Strengthened Capacity of Field Staff Working in Complex Operations'**. Eighteen one-day orientations to 364 aid workers were provided under this project. Sub-ALWG (Accountability Learning Working Group) was established and made functional as part of this project as well. Community members, **Asad Naushad and** ~~Amina~~ **,Amina,** from Village Kot UC Khairmatto~~, shared~~**, shared** personal accounts of the varying implementation processes of ~~different NGOs~~different NGOs supporting their community.

They appreciated the participatory approach adopted by Community World Service Asia in the planning and monitoring of the livelihoods project in their area. Being involved in the process gave them a sense of empowerment and ownership of the project. Asad narrated experiences of some organizations working in their village who did not encourage community participation which resulted in the project being ineffective. Both the community members gave suggestions to the humanitarian community on effective response:-

- NGOs should plan activities that promote sustainability in a community; usually NGOs intervene for a short period and once, they leave the community starts facing the same challenges
- There should be consultation with people at times of needs assessments and project planning
- More NGOs should start adopting CRMs similar to that of Community World Service Asia's as that was widely appreciated.
- NGOs working in a particular area must share information with other organizations regarding their knowledge and learning.
- There is a growing need for health facilitation that NGOs should focus on
- TDP children community needs support in accessing education services.

Syeda Zahra (Beneficiary Feedback and Learning Manager, UNWFP) hypothesized the challenges faced in ensuring Q&A which led to the establishment of the Accountability and Learning Working Group (ALWG). She highlighted some of the key objectives of forming the ALWG as:

- Promoting and supporting quality and accountability standards, guidelines and practices,
- Collecting and sharing examples of good practices and challenges
- Enabling learning and sharing of relevant policies and strategies
- Disseminating of lessons learned best practices, new developments and development of joint communication materials.

 Key achievements of the ALWG were identified as:

- Consultative and Feedback sessions on Core Humanitarian Standard
- Sharing of Complaint Response Mechanisms and its findings and challenges
- Orientation of members on Livestock Emergency Guidelines
- Sharing information Guidelines
- Orientation on Accountability to Affected Population (AAP)
- Initiation of Sub-ALWG Hyderabad , SWAT and Kohat
- Development of Assessment tool for Q & A capacity building
- Developed Linkage with different networks
- Joint Audit Tools on Q & A

Nadeem Zaman, (Accountability and Learning Practitioner**)**, explained the significance and advantages of the Complaints Response Mechanism (CRM) as a vital monitoring tool to be used throughout the project cycle. He further shared that:

- Complaints can be received through boxes, hotlines, verbally (by approaching the field staff) and direct consultation with the community.
- Trained staff and coordination between all the relevant stakeholders especially communities are key for effective CRM.

- Shared interesting lesson learned on CRM in which NADRA and other concerned departments were involved for authentication of the complaints
- Best way to authenticate the complaints is through the triangulation approach.
- Suggested to have participatory rural appraisal.

Mr.Abdul Khaliq (Hub Coordintor , CERD, Bannu), in his presentation shed light on the NWA crisis, The total number of registered displaced families has reached to **133,588**. While National Database & Registration Authority (NADRA) has verified 103,719 families, a total of 29,869 familees are still unverified. . There are 86,000 displaced families in Bannu, 7000 in DI Khan and 6000 in Peshawar. The following protection issues were highlighted:

- Registration
- Incorrect information enteree at registration point
- Documentation Issues with female & child headed families.
- Dual Addresses
- Food Block cases
- Inaccessibility to assistance (EVIs')
- No Livelihood compensations

Centre of Excellence for Rural Development (CERD), is facing the following challenegs with the influx of IDPs:

- Volatile Security Situation and Restricted Movement
- Communication issues
- RDU (Registration Data Up-grading) remaining of 10000 Families
- Food Distribution Standard Operating Procedures.
- Liaison with Administration.
- Role of Community Committees in Protection
- Unregistered TDPs

Haseeb Saeed, (Humanitarian Affairs Officer, UNOCHA), talked briefly about the three pillars concerning the transformative agenda and Inter-Agency Standing Committee's (IASC) commitments being an essential document for effective humanitarian assistance. He underlined the issues of civil documentation and field staff lacking knowledge and experience as major concerns hindering effective humanitarian response. Haseeb introduced the Humanitarian Program Cycle (HPC) and commitments of AAP to the participants.