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# Accountability Framework

## Humanitarian Accountability Framework

In December 2009, IAS became a member of the Humanitarian Accountability Partnership (HAP). With that, IAS embarked on a journey of implementing the HAP principles into the programmes and projects. The IAS Humanitarian Accountability Framework (HAF), first developed in 2012, is a summary of IAS main commitments to accountability and the strategies and actions that are planned to meet these commitments. The HAF is meant to be a living document and should be revised yearly. As such, the commitments and activities outlined in the current document are based on IAS present situation and the currently prioritized steps that need to be taken to progress towards full compliance with the HAP Standard 2010.

IAS work is guided by its vision, '*a godly transformed society*', mission '*to save lives, promote self-reliance and dignity through human transformation, going beyond relief and development*', and core values '*Missions, Integrity, Relational Leadership and Teamwork, Empathy (Compassion) and Equality*'. IAS is also committed to the Humanitarian Principles, '*Humanity, Impartiality, Neutrality and Independence*'. Accountability is seen as essential in order to fulfill IAS vision and mission, and ensuring that the core values and humanitarian principles are applied in all work. IAS works largely through partners, and as such, aims at working with partners who share IAS commitment to improving accountability to all key stakeholders. IAS specific commitments to accountability will not be enforced on partners, but IAS is committed to continually engage with partners on also improving their accountability and establishing which commitments are non-negotiable (from each party) before entering into any partnership or joint project.

The IAS HAF outlines the commitments made to IAS key stakeholders, identified as *the target community, Partners, Staff and Donors/ Supporters*. The commitments consist of eight main categories:

1. Vision, Mission and Core Values (VMV)
2. Participation
3. Learning and Continual Improvement
4. Information Sharing
5. Protection
6. Staff Welfare and Security
7. Programme Quality and Sustainability
8. Transparency

These commitments are guided by the HAP Standard 2010 and other internal and external guidelines that IAS seeks to adhere to such as IAS policies as outlined in the Policy Handbook 2.0, People in Aid, The Sphere Project, and ICRC Code of Conduct. This document is intended to facilitate for IAS staff and partners to understand IAS commitments to accountability and how these can be met and integrated into all work. The HAF is complemented by supporting documents, guidelines, policies and procedures as referred to throughout the document, some of which are still to be developed as part of the process of creating the needed support structures and guidelines enabling IAS to meet its commitments to accountability. As these are developed, and at least on a yearly basis, this HAF will be revised and updated to correspond to IAS' progress in implementing the HAF. This process will be led and monitored by the HAP Working Group (HAP WG), in collaboration with the International Office (IO).

## **COMMITMENT 1 – IAS VISION, MISSION AND CORE VALUES**

IAS Vision, Mission and Core Values (VMV) are reflected in all organization decisions and programming, and are shared with all stakeholders.

### **WHY IS THIS IMPORTANT**

IAS vision, mission and core values are the foundations of IAS organizational identity and mandate. As such, they are the guiding pillars for all decisions pertaining to the organization itself as well as the specific programmes undertaken. IAS staff are key to achieving IAS vision and mission, and doing so in line with IAS core values. Therefore, it is essential that IAS staff know and understand IAS VMV, and how these translate into practice.

Sharing IAS VMV with the target community, partners, donors and other stakeholders is one of the principal ways of ensuring that they have an understanding of the organization and its mandate. This will in turn allow the stakeholders to see how IAS VMV are in line with their own interests, and foster realistic perceptions as to what can be expected from IAS. While IAS does not seek to impose the VMV on partner organizations, it is important that work done with partners is in line with IAS VMV, and that both IAS and the partner organization know, understand and respect each other's VMV and mandate at large.

### **INDICATORS**

- IAS staff are well versed in IAS VMV and how these relate to their daily work.
- There are regular platforms for the development, guidance and knowledge exchange of IAS leadership to enable them to fulfill their responsibilities.
- IAS Induction procedures and performance reviews include information concerning IAS VMV.
- IAS VMV and the ways these guide IAS work is shared with all stakeholders from the initial stages of any joint work or partnership.
- Project documents clearly reflect how the planned intervention is in line with IAS VMV.
- Partnership Agreements include both IAS and the partner organization's VMV, as well as jointly agreed upon VMV.

### **PUTTING IT INTO PRACTICE**

- Always share IAS VMV when inducting new staff, meeting a new community organization, donor, or other stakeholder- verbally and with help from IAS information material.
- Always include considerations as to how planned interventions are in line with or fulfilling IAS VMV in strategic plans, project proposals and other planning documents.
- When initiating or exploring potential partnerships, make sure that the other organization has a full understanding for IAS VMV, in what ways this affects IAS' work, and in turn, the partnership.

- Make use of regular meeting platforms within IAS (including performance reviews) to discuss IAS VMV with staff, to share perceptions of IAS VMV and how these are reflected in the work being done.

### **KEY GUIDING STANDARDS AND DOCUMENTS**

- IAS Policy Handbook 2.0
  - Organizational Profile (p.5)
  - Code of Conduct (p.18)
  - Criteria for Starting a Project (p.29)
  - Integrated Community Empowerment Programme/ ICEP (p.45)
  - IAS Partnerships – Programme Countries (p.49)
  - Employment (p.85)
- HAP Standards 2010
  - Benchmark 3: Sharing Information
- People In Aid
  - Guiding Principle

## **COMMITMENT 2: PARTICIPATION**

IAS is committed to the participation of the target community, staff, partners and other relevant stakeholders in the various stages of programming, partnership and organizational development.

### **WHY IS THIS IMPORTANT?**

IAS commitment to participation relates to all of IAS key stakeholders (target community, staff, partners and donors/supporters) in different manners. The participation of the key stakeholders in the programmes and decisions that affect them is considered crucial to achieving IAS mission, and to ensure the success and continual development of programmes, partnerships, and the organization at large.

### **Beneficiaries**

In line with IAS VMV, policies and humanitarian principles, projects should be needs-based. As such, it is essential that the potential target community of a project is involved from the initial stages of planning to identify their own needs and the strategies that are best suited to address these. It is important that the various groups within a community (i.e. women, men, youth, children, disabled) are taken into account and consulted to ensure that their views and needs are fairly represented. Beyond needs identification, participation should continue throughout a project, including the monitoring and evaluation phase. This is to ensure the beneficiaries' ownership of the project, their capacity to maintain it and in turn, the sustainability of the project. In addition, the involvement of the target community as key players in a project ensures a close link to the community involved. It also facilitates communication and feedback on the progress, effectiveness and success of the project that can be used for improvements and adjustments throughout the process and for future projects.

### **Partners (Local Partners)**

IAS works in partnership with many actors, both international partners and local partners in programme countries. The commitments laid out in this AF are mainly directed towards local partners, though the principles should be considered in all partnerships. Local partners are key to the sustainability of programmes and grass root involvement. When working with local partners, IAS will often find itself in a position of power due to its nature of being an INGO with access to platforms and resources (human, financial, capacity) that local CSOs may not have. Ensuring the participation throughout the process of determining the terms of partnership, developing the partnership and developing joint projects will foster equal partnerships based on mutual respect and shared responsibility, which will strengthen all parties involved. The process of partnership should be directed towards empowering the local partner to be in a position to negotiate, to influence the partnership and develop their capacity as agents for social change. Ultimately, this will lead to a civil society positioned and empowered to bring change to their communities.

### **Staff**

The staff of IAS are the ones to carry out IAS mandate according to the commitments of the organization. Staff are positioned to see how IAS strategies translate into practice and

can identify gaps and strengths of the means used to fulfill IAS mission. Their understanding and ownership of IAS mandate, strategies and commitments is crucial to ensure their motivation and capacity to work in line with these. It is therefore essential to involve staff in laying out the strategies they will be implementing, in the decisions that affect them, and in assessing the work of the organization.

### **Donor/ Supporters**

Donors and supporters are the ones providing the resources necessary for IAS to implement projects and maintain the organization. All too often, the gap between donors, project implementers and the target community is big. Promoting the participation of donors and supporters in the work they are supporting is a means to close this gap, providing the donors/ supporters with insight into the realities on the ground, and providing the project implementers and the target community with insight into donor perspectives. This will be beneficial to all parties, creating conditions for donor/supporters to have guidelines and provide support in a manner that is conducive to effective project implementation, and for the project implementers to have understanding for the donor guidelines and requirements they are working under.

### **INDICATORS**

- The target community is involved throughout all stages of programming, from needs identification to implementation, monitoring and evaluation of the organization's performance and project effectiveness.
- IAS and local partners jointly establish the terms of partnership, how the partnership will develop, the respective roles and responsibilities, and means to raise complaints to each other.
- IAS and local partners develop joint projects together.
- IAS and local partners will regularly assess the partnership.
- IAS staff are provided with adequate information and platforms to participate in, provide feedback, and be consulted about organizational decision making and programme development.
- Donors are consulted from initial stages of project development and are encouraged to participate in various stages of project implementation, monitoring and evaluation.

### **PUTTING IT INTO PRACTICE**

- Consult with the target community at the initial stage of needs assessment and throughout the project design. Make sure to consult with different groups within the target community separately to ensure that their views are represented, i.e. men, women, elderly, youth, disabled.
- Identify key persons among the target community to have a leading role throughout project implementation, monitoring and evaluation.
- Establish feedback mechanisms (complaints response mechanisms) with the target community from the onset of any project to ensure that beneficiaries can raise complaints, concerns and provide general feedback to the organization throughout the project. Ensure that staff involved knows how to receive this feedback and how to respond accordingly.

## Humanitarian Accountability Framework

- When establishing new partnerships, ensure that IAS and the partner are equally involved in developing partnership agreements that outline the terms of partnership, how the partnership will develop and be assessed, and how complaints will be raised to each other.
- When developing joint projects with partners, involve the partner from the initial stages in project identification and development and clarify each party's roles and responsibilities throughout the project.
- Provide regular platforms for dialogue and information exchange with staff in regards to organizational development and decision making that affects them.
- Consult with project implementing staff during project identification and development.
- Consult with donors in the initial stages of project identification.
- Invite donors to participate in relevant project activities.

## KEY GUIDING STANDARDS AND DOCUMENTS

- IAS Policy Handbook
  - Criteria for Starting a Project (p.29)
  - Integrated Community Empowerment Programme/ ICEP (p.45)
  - IAS Partnerships – Programme Countries (p.49)
- HAP Standards 2010
  - Benchmark 4: Participation
  - Benchmark 5: Handling Complaints
- People In Aid
  - Principle 4: Consultation and Communication
- Sphere
  - Core Standard 1: People- centered humanitarian response
  - Core Standard 3: Assessment
  - Core Standard 4: Design and Response
  - Core Standard 5: Performance, Transparency and Learning

## **COMMITMENT 3: LEARNING & CONTINUAL IMPROVEMENT**

IAS is committed to learning from its experiences, taking into account feedback from key stakeholders and incorporating such into organizational and programme development, as well as ensuring the capacity of staff to fulfill the organization's commitments.

### **WHY IS THIS IMPORTANT?**

#### **Organization and Programmes**

Continuous improvement is essential for the development of any organization and to ensure programme quality. While there are many sources of learning, one of the most valuable is experience. All too often, lessons learned remain with the people who experienced them. In an organization, it is important that learning is shared so that the lessons can be taken into account in future programme decisions. This is why it is important to document learning, as well as analyzing how these lessons can be translated into improvements in relevant areas. It is also important to ensure that a range of perspectives is considered, coming from all key stakeholders of a project, as they will all have different experiences based on their involvement. To enable this, there must be systems to ensure continuous feedback from all key stakeholders, and systematic ways to assemble and address the information collected.

#### **Staff**

Humanitarian and development work is challenging, and constantly evolving. As contexts and organizations evolve, it is important that staff are given the adequate opportunities to develop their own capacity to keep up with these changes. Commitments on paper do not mean much if staff do not have the capacity or resources to fulfill these. Capacity development opportunities should therefore form part of regular work planning and addressed in performance reviews.

### **INDICATORS**

- Feedback is collected systematically throughout project implementation from all key stakeholders.
- Lessons learned and how these should be considered for future improvements are shared and documented.
- Planning documents reflect how lessons learned from previous experiences have fed into their development.
- Job descriptions indicate what capacities are required of the staff involved.
- Performance reviews include reflection and assessment of staff capacity to fulfill the relevant organizational commitments, and needs for capacity development.
- Staff and organizational development/ work plans include capacity building opportunities.
- Procedures for monitoring and evaluation (M&E) as well as learning from M&E are documented and used.

## **PUTTING IT INTO PRACTICE**

- Discuss with staff, the target community and other stakeholders from the initial stages of project planning on what systems for collecting feedback are most appropriate to the specific project and context.
- Include the considerations and systems for collecting feedback from all key stakeholders of a project in project proposals (including the budget, where necessary) and other planning documents.
- Make sure that there is designated staff to handle the feedback received and that these have the mandate and capacity to respond accordingly.
- Make sure to discuss needs for capacity development during performance reviews and that this is included in your job description.

## **KEY GUIDING STANDARDS AND DOCUMENTS**

- IAS Policy Handbook
  - Integrated Community Empowerment Programme/ ICEP (p.45)
  - Staff Training and Development (p.79)
  - Employment (p.85)
  - IAS Monitoring & Evaluation Policy (new policy-not in handbook)
- IAS Human Resources Manual
  - Appraisals (p.6)
- HAP Standards 2010
  - Benchmark 2: Staff Competency
  - Benchmark 6: Learning and Continual Improvement
- People In Aid
  - Principle 6: Learning, Training and Development
- Sphere
  - Core Standard 1: People- Centered Humanitarian Response
  - Core Standard 5: Performance, Transparency and Learning
  - Core Standard 6: Aid Worker Performance

## **COMMITMENT 4: INFORMATION SHARING**

IAS is committed to ensuring clear channels of communication and strategies for timely information sharing within the organization as well as with key stakeholders, including (but not exclusive to) information about IAS as an organization, its commitments and projects.

### **WHY IS THIS IMPORTANT?**

#### **The target community**

Sharing of information is perhaps the single most effective tool to prevent misunderstandings and create realistic expectations that are in line with IAS commitments. Many times, it is assumed that stakeholders already know who the organization is and the manner of working, while this is not often the case. When working with communities, it is important to share basic information about IAS as an organization (i.e. the organizational profile) as well as project- specific information such as what activities will occur, in what time frame, and what roles and opportunities to participate and provide feedback the target community will have throughout the project. This will give the beneficiaries a clear idea of what can be expected of IAS throughout the project period and how they can be involved.

#### **Partners**

When developing new partnerships, it is essential that there is an exchange of information between both parties. This will allow for both parties to determine if a partnership is desirable and what points of potential collaboration exist. As the partnership is established, the partners should jointly determine what information should be shared with each other and to other stakeholders, and through which means.

#### **Staff**

There should be clear information sharing platforms within the organization, allowing staff to take part of and share information or policies that are relevant to their work and decisions that affect them. This can happen both through regular staff meetings as well as other means such as online forums. Clear channels of communication should be in place so that staff know who to resort to with different concerns or consultations, for feedback, and which platforms are available to them to exchange information.

#### **Accessible Information**

In sharing information, it is important to consider the language and format that is most appropriate to the target group - whether beneficiaries, partners or other stakeholders. In some cases, written information may not be the most effective, or best suited as complementary to images and verbal information. Information should also not be considered as a one-time activity, but rather as a continuous process throughout any project or partnership.

## INDICATORS

- Basic information about the organization of IAS and the project being implemented is shared with all key stakeholders, including information about
  - IAS vision, mission, core values, organizational structure, key policies (i.e. code of conduct) and relevant financial information.
  - Staff roles and responsibilities and contact information.
  - IAS commitments to accountability and how these are being implemented.
  - Selection procedures for target communities, project activities, timeframes and evaluation reports.
  - Platforms and opportunities for stakeholders to participate, give and receive feedback, and raise complaints.
- IAS and partners know the basic information about each other's organization, and agreements on how and what information will be shared is included in partnership agreements.
- There are clear channels of communication within IAS and platforms for information exchange among staff.
- Information about IAS and IAS' operations is available in different formats and languages.

## PUTTING IT INTO PRACTICE

- Ensure that staff (especially new staff) are well versed with the basic information about IAS, IAS' operations and are able to communicate this information.
- Develop and bring a checklist of information to share with stakeholders that is appropriate to the context and meeting at hand.
- Prepare simple information material about IAS and IAS' operations that is appropriate to the group to be met, taking into account the language and literacy of the people involved.
- Explore different means to sharing information, such as through pictures, information boards, posters, newspapers, radio, or through other actors such as local authorities.
- Allocate time specifically for information sharing in meetings and trainings with staff, target communities and other stakeholders.
- Include discussions about information sharing in meetings with potential and current partners, and document the agreements reached in partnership agreements.
- Prepare simple, clear guidelines providing an overview of channels of communication within country programme and/or specific project(s).

## KEY GUIDING STANDARDS AND DOCUMENTS

- IAS Policy Handbook
  - IAS Information Disclosure Policy (new policy- not in handbook)
  - Partnerships- programme countries (p.49)
- IAS Human Resources Manual
  - Orientation and Induction (p.4)
- HAP Standards 2010

## Humanitarian Accountability Framework

- Benchmark 3: Sharing Information
- People In Aid
  - Principle 4: Consultation and Communication
- Sphere
  - Core Standard 1: People- Centered Humanitarian Response

## **COMMITMENT 5: PROTECTION**

IAS is committed to the protection of beneficiaries in all work, and that consideration to the protection of beneficiaries is taken into account in all programming.

### **WHY IS THIS IMPORTANT?**

In the context that IAS works in, considerations to protection is crucial. The risk of not doing so is that the programmes that are aimed at helping communities in need end up causing more harm than good. This can be due to programmes that do not address the real needs of a community, not taking into consideration the context of work such as relationships between communities (i.e. conflicts arising from one community being targeted among several communities in need) or the dynamics within a community (i.e. involving one group within a community or failing to involve local leaders or authorities). These factors- among others- are therefore important to consider in project design. IAS seeks to abide by the “Do No Harm principles” in all work as one of the measures to ensure that programmes do not put the target community at risk.

Another challenge in humanitarian and development work is the power relations between the target community and NGO workers. This power can easily be misused by NGO workers who can use their position of power for personal gain, or even to acts of abuse towards the beneficiaries. While internal measures such as IAS Code of Conduct and the Core Values that guide all work can help prevent such misconduct, it is important to put in place systems that enable beneficiaries to report any instances of misconduct or abuse, or general programme concerns. These complaints mechanisms should be adapted to and developed together with various target communities to ensure that it is adapted to their needs and capacity, taking into considerations language, literacy and means of communication.

### **INDICATORS**

- Do No Harm approach is applied in all programming.
- Considerations to protection of beneficiaries and risk assessments are included in project design.
- Inductions, performance reviews and other relevant platforms in IAS include information about IAS code of conduct, IAS core values, the Do No Harm approach and complaints response mechanisms.
- All project staff are well versed in IAS code of conduct, IAS core values and means to set up complaints response mechanisms with communities.

### **PUTTING IT INTO PRACTICE**

- Familiarize yourself with IAS code of conduct, IAS core values, the Do No Harm approach and mechanisms for raising complaints.
- When developing projects, always include risk assessments
- Make sure to identify and consult with particularly vulnerable groups among target communities to ensure that consideration is taken to their needs and protection.

- Make use of information sharing platforms in IAS to discuss IAS code of conduct, core values, Do No Harm approach and means to set up complaints response mechanisms.

### **KEY GUIDING STANDARDS AND DOCUMENTS**

- IAS Policy Handbook
  - The Code of Conduct (p.18)
  - Criteria for Closing a Project (p.31)
  - Child Protection (p.106)
- IAS Human Resources Manual
  - Orientation and Induction (p.4)
- HAP Standards 2010
  - Benchmark 2: Staff Competency
  - Benchmark 5: Handling Complaints
- People In Aid
  - Principle 3: Managing People
- Sphere
  - Protection Principles
  - Core Standard 1: People- Centered Humanitarian Response
  - Core Standard 4: Design and Response
  - Core Standard 6: Aid Worker Performance
- ICRC Code of Conduct

## **COMMITMENT 6: STAFF WELFARE AND SECURITY**

IAS is committed to ensuring staff welfare and security.

### **WHY IS THIS IMPORTANT?**

The contexts that IAS operates within can be extremely challenging on staff, both physically and psychologically. Staff may also work in high risk areas of conflict or potential conflict. It is therefore important that measures to mitigate the risks of working in these environments as well as measures to ensure staff welfare are in place. IAS' working and living environment, as well as staff benefits, should be conducive to being able to handle the stress and challenges that the work entails, providing adequate opportunities for rest and relaxation and other measures to ensure the well-being of staff. Staff should also be equipped to handle emergencies and situations of insecurity, and be aware of the measures that are in place in IAS to ensure their security.

### **INDICATORS**

- All staff are informed of the measures taken in IAS to ensure staff welfare, including staff benefits, entitlements to rest and relaxation, and the working and living environment they will be operating in.
- Entitlements in relation to staff welfare and benefits are outlined in staff contracts.
- Staff perceptions of general welfare are assessed in performance reviews and other relevant platforms.
- Staff are able to raise complaints and receive response through an effective accessible and safe process.
- All IAS offices operating in hostile or volatile environments have designated trained security focal persons and develop security/ contingency plans which are actively disseminated.
- Staff are well versed in IAS Security Manual and, where relevant, security/ contingency plans in their area of work.
- IAS staff have undergone training related to handling situations of insecurity, including evacuation procedures, wherever relevant.

### **PUTTING IT INTO PRACTICE**

- Make use of staff inductions, performance reviews and other meeting platforms within IAS to discuss issues related to staff welfare and security.
- Familiarize oneself with IAS Security Manual and security/ contingency plans in one's area of operation (if available).
- Ensure knowledge of the contacts to the IAS Security Focal Point, as well as the security officer in one's area of operation (i.e. UN Security Officer).
- Make sure to regularly assess the security in one's area of operation.
- Make sure that the security/contingency plan in one's area of operation is regularly updated, and followed.
- Ensure staff consult about which security training opportunities are available to them so that they can make use of such.

## **KEY GUIDING STANDARDS AND DOCUMENTS**

- IAS Policy Handbook
  - Rest and Relaxation (p.60)
  - Security Manual (p.63)
  - Staff Health (p.99)
- IAS Human Resources Manual
  - Orientation and Induction (p.4)
  - Appraisals (p.6)
- People In Aid
  - Principle 7: Health, Safety and Security
- Sphere
  - Core Standard 3: Assessment
  - Core Standard 6: Aid worker performance

## **COMMITMENT 7: PROGRAMME QUALITY & SUSTAINABILITY**

IAS is committed to ensuring the technical quality and sustainability of programmes.

### **WHY IS THIS IMPORTANT?**

In order to fulfill IAS mission, the sustainability of projects should always be taken into consideration, even in emergency response. This is to ensure the lasting impact of any intervention, even after IAS leaves. This is one of the key motivations to working in close partnerships with local actors whenever possible. The technical quality of programmes is crucial to sustainability as well as the integrity of IAS as an organization. Needless to say, if IAS does not maintain the technical standards in service delivery, it will not be meeting the true needs of the target community and could even put the community and other stakeholders at greater risk. In addition and complementary to IAS internal guidelines, one of the principal guides to ensure the quality of work in IAS is The Sphere Minimum Standards in Humanitarian Response, which IAS seeks to adhere to whenever and wherever possible.

### **INDICATORS**

- IAS operations are in accordance with the Sphere Minimum Standards in Humanitarian Response.
- IAS staff, primarily operational staff, know and understand the Sphere Minimum Standards in Humanitarian Response and use it as a guide in all relevant operations.
- Considerations to long term sustainability are made in all projects.
- Local actors are involved in all projects

### **PUTTING IT INTO PRACTICE**

- Familiarize oneself with the Sphere Minimum Standards in Humanitarian Response.
- Make use of relevant meeting platforms to discuss Sphere standards with staff and how these apply to the work being done.
- Provide adequate training opportunities for staff to ensure that they have the capacity to meet the technical standards that is expected of them.
- Use the Sphere handbook when designing projects, including monitoring and evaluation strategies.
- In any intervention that is being done, consider what measures can be put in place to ensure sustainability even IAS leaves.
- Involve local partners as much as possible in all interventions.

### **KEY GUIDING STANDARDS AND DOCUMENTS**

- IAS Policy Handbook
  - Criteria for Starting a Project (p.29)
  - Criteria for Closing a Project (p.31)
  - Exit Strategy (p.33)
- People In Aid

## Humanitarian Accountability Framework

- Principle 6: Learning, Training and Development
- Sphere: see entire Sphere handbook. For specific technical standards:
  - Minimum Standards in Water Supply, Sanitation and Hygiene Promotion
  - Minimum Standards in Food Security and Nutrition
  - Minimum Standards in Shelter, Settlement and Non-Food Items
  - Minimum Standards in Health Action

## **COMMITMENT 8: TRANSPARENCY**

IAS is committed to transparency throughout the organization operations, including areas of financial accountability, recruitment procedures, performance reviews, partner selection and project- related selection procedures such as target group identification and project allocation.

### **WHY IS THIS IMPORTANT?**

IAS seeks to assist the most vulnerable communities through its work. Clear procedures for project allocation and target group identification are of great importance, especially in contexts where the needs greatly exceed IAS capacity to respond. The project-related selection procedures should be shared with all key stakeholders from the onset of a project, and be followed throughout, ensuring that the intervention truly is targeting the most needy, and to minimize the risk of disputes between communities who feel that they are unfairly excluded.

Transparent procedures minimize the risk for corruption, misconceptions and can enhance trust among stakeholders. Adequate financial systems are necessary to ensure that resources are used appropriately and as effectively as possible. Clear recruitment procedures allow candidates to understand the criteria for selection, prevent potential disputes and is a means to ensure that the selected staff are the most suitable for the position at hand. Procedures for performance reviews should be shared with staff, so that they know what standards they will be measured by.

### **INDICATORS**

- Procedures for project allocation and target group selection are documented, followed, and shared with key stakeholders.
- Relevant information about IAS financial accountability is available to key stakeholders.
- Anti-corruption and whistle blower policies/measures are in place and functional.
- Recruitment procedures are transparent, documented, implemented and shared with key stakeholders.
- Performance review procedures are documented and shared with staff.

### **PUTTING IT INTO PRACTICE**

- Outline the selection procedures for project allocation and target group selection in project proposals and planning documents. Share the selection procedures with key stakeholders such as the local authorities and beneficiaries from the initial stages of the intervention.
- Share basic financial information about IAS and the specific intervention at hand with key stakeholders.
- Familiarize oneself with the IAS Anti-Corruption and whistle blower policies
- Share IAS recruitment procedures with potential staff.
- Share performance review procedures with staff.

## KEY GUIDING STANDARDS AND DOCUMENTS

- IAS Policy Handbook
  - Partnerships- Programme Countries (p.49)
  - Employment (p.85)
  - Recruitment (p.93)
  - Anti- corruption (p.96)
- IAS Human Resources Manual
  - Recruitment and Selection Procedures (p.3)
  - Appraisals (p.6)
- HAP Standards 2010
  - Benchmark 3: Sharing Information
- People In Aid
  - Principle 2: Staff Policies and Practices
  - Principle 3: Managing People
  - Principle 5: Recruitment and Selection
- Sphere
  - Core Standard 6: Aid Worker Performance