

**FACTORS INFLUENCING IMPLEMENTATION OF HUMANITARIAN
ACCOUNTABILITY PARTNERSHIP STANDARD IN NON
GOVERNMENTAL ORGANIZATIONS: A CASE OF THE NORWEGIAN
CHURCH AID PROGRAMME IN SOMALIA**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF
NAIROBI**

2013

DECLARATION

This research project report is my original work and has not been presented for academic purposes in any university.

Sign.....Date.....

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This research project report has been submitted with my approval as university supervisor.

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DEDICATION

I dedicate this project to my family, my wife Agnes for the moral support and her unending endurance of my absence during my study period despite our young marriage, to my parents for laying down the foundation of success and being a source of inspiration, to my brothers and sisters for your prayers and support and to my friends who stood by me and encouraged me during my study period at the University of Nairobi. I also dedicate this project to my colleagues at the Norwegian Church Aid for the logistical support and encouragement. May the Lord bless you all.

ACKNOWLEDGEMENTS

This study was conducted with the direct and indirect contributions from various individuals. In a special way I would like to acknowledge the support of my supervisor Dr. Anne Nderitu for her valuable and timely advice and support throughout the period of writing this research report. I would not have come this far were it not for your help and guidance.

Special thanks to all the staff of Extra Mural Department and School of Continuing and Distance Education for giving me the opportunity to pursue the Masters program. I cannot forget to thank my colleagues who also played a critical role in peer reviewing of my proposal. Joseph Gicharu, thank you so much. I also deeply appreciate my other colleagues and group members at the university; Edward Mwathi, Carol, Petros Ndoji, Dorcas, Lincoln, Walter Mongare and Lilian Geke for their support and cooperation throughout the course. Thank you so much.

Last but not least I acknowledge all those who committed their time and effort in order to provide me with support, word of encouragement, advice and guidance during the study period. You will remain an integral part of this research. Thank you so much and may God bless you abundantly.

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ABBREVIATIONS AND ACRONYMS

ACT	Action for Churches Together
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CAFOD	Catholic Agency for Overseas Development
CBO	Community Based Organization
DFID	Department for International Development
DRC	Danish Refugee Council
ECB	Emergency Capacity Building
ECHO	Humanitarian Aid Department of the European Commission
GAP	Global Accountability Project
HAP	Humanitarian Accountability Partnership
HAR	Humanitarian Accountability Report
IATI	International Aid Transparency Initiative
IFRC	International Federation of Red Cross and Red Crescent Societies
NCA	Norwegian Church Aid
NGOs	Non Governmental Organizations
WV	World Vision

ABSTRACT

Concerns about accountability in NGOs have increased over the past two decades, due in part to a series of highly publicized scandals that have eroded public confidence in nonprofit organizations, coupled with a rapid growth in NGOs around the world. There was therefore the need to come up with a mechanism for enhancing accountability in the work NGOs are doing hence the genesis of Humanitarian Accountability Partnership standard. The purpose of this study was to establish the factors that affect implementation HAP of standard in Non-Governmental Organizations. The study was guided by the following objectives; to determine the influence of organization staff competency on implementation of HAP standard; to assess the influence of organization information sharing on implementation of HAP standard; to determine organization feedback and complaints mechanism influence implementation of HAP standard; to assess the influence of beneficiaries' participation on implementation of HAP standard. The study employed a descriptive survey research design based on a cross sectional descriptive research and data was collected using questionnaires administered to 66 programme staff members from Nairobi, Gedo, Mogadishu and Garowe offices in the Norwegian Church Aid. The response rate after administering the instrument was 86.7%. Data was analyzed using Statistical Package for Social Sciences tool. The findings of the study based on the factors that influence implementation of HAP standard that were under investigations revealed that a total of 40.4% of the respondents noted that Staff competency plays a big role in implementation of HAP standard. On the same, 86.4% of the total respondents confirmed that their knowledge on HAP makes it easier to implement HAP standard in the organization. On the other factor, a total of 45.6% of the respondents agreed that sharing of information organization influence implementation of HAP standard while 80.6% of the respondents stated that sharing of information influence implementation of HAP standard strongly. On the next factor, a total of 70.2% of the respondents agreed that complaints and feedback mechanism influence implementation of HAP. On the same also, a total of 42.5% of the respondents agreed that organization complaints and feedback mechanism influence implementation of HAP standard strongly. Finally a total of 75.4% of the respondents confirmed that beneficiaries' participation contributes to the success of implementation of HAP standard while a total of 54.4% of the respondents stated that beneficiaries' participation plays the biggest role in implementation of HAP standard. On dependent variable, 43.9% of the respondents confirmed that implementation of HAP standard is a very rigorous exercise for the organization. The major recommendations that was made from this study was that organization pursuing implementation of HAP standard should strengthen systems and procedures that allow and encourage beneficiaries participation since this is the factor that was rated as influencing implementation of HAP standard strongly.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The Humanitarian Accountability Partnership (HAP) International was established in 2003 to promote accountability to people affected by humanitarian crises and to acknowledge those organizations that meet the HAP Principles of Accountability. The history of establishing HAP International has its roots from suggestion of British Red Cross after doing evaluation on its Rwanda programme in the year 2001. The British Red Cross suggested the idea of a humanitarian ombudsman. The idea gained international support among many Non-Governmental Organizations (NGOs) though with reservation about its feasibility. The Humanitarian Accountability Project was established with three field trials in Sierra Leone, Afghanistan and Cambodia. The report on these trials recommended an international self-regulatory body focused on affected populations. This prompted a move from the idea of an ombudsman to a quality and accountability membership organization. The HAP Standard, a quality assurance system against which humanitarian organizations can self-regulate, was published in 2007 and revised in 2010 (Agyemang, Mariama, Jeffrey, 2009).

The Humanitarian Accountability Partnership International is now a multi-agency initiative working to improve the accountability of humanitarian action to people affected by crises. Members of HAP are committed to meeting the highest standards of accountability and quality management. HAP is humanitarian sector's first international self-regulatory body and works closely with complementary projects and initiatives that share its vision of an accountability framework, which is transparent and accessible to all interested parties. By complying with the six benchmark set in the 2010 HAP Standard, organizations that assist or act on behalf of people affected by or prone to disasters, conflict, poverty or other crises to design, implement, assess, improve and recognize accountable programmes. It represents broad consensus on what matters most when organizations engage in humanitarian action. HAP International has 86 member organizations. The membership includes 67 full members and 19 associate members ranging

from organizations with a mandate for emergency relief and development activities to institutional donors (Retrieved March 3, 2013 from <http://www.hapinternational.org/>).

Humanitarian aid is material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian crises including natural disaster and man-made disaster. The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain human dignity. It may therefore be distinguished from development aid, which seeks to address the underlying socioeconomic factors which may have led to a crisis or emergency (Abby, 2009).

Accountability is the means through which power is used responsibly. It is means a process of taking account of, and being held accountable by, different stakeholders, and primarily those who are affected by the exercise of power (HAP International, 2010). Beneficiary Accountability is a key component for effective delivery of humanitarian aid. In the last few years, beneficiary accountability has been viewed as a core element of NGOs humanitarian work. Humanitarian aid is delivered in crisis situations where state capacities are weak and therefore accountability rests at beneficiaries, operational agency and donor level. Within this context, agencies should undertake to use their power more responsibly and to more accountable to what they do. The underlying rationale for this commitment has two main elements. First, there is a moral argument informed by humanitarian principles and rights based approach. Second most people believed that improved accountability brings about better results, performance and impact of humanitarian aid (Knox-Clarke and John, 2011).

A non-governmental organization (NGO) is generally considered to be a non-state, nonprofit, voluntary organization. As a non-state entity, an NGO is generally independent from government influence and either not established by a government, or intergovernmental agreement, or, if established in such a manner, is not independent of such influence. One of the most widely used definitions is given by Operational Directive 14.70 of the World Bank: “private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development” (World Bank, 2001).

When an agency is "HAP certified" it means that it has been assessed for compliance with the HAP Standard in Accountability and Quality Management by an independent audit. Certified agencies can display the HAP certification logo. In practical terms, getting a HAP certificate means inviting auditors to take a tough look at your mission statement, your accounts and your control systems—both at head office and in the field. Auditors' reports will be as open to the public as company accounts are. HAP certification is a process that requires continuous monitoring and improving, in particular in the areas which are ranked 'minor' according to where the HAP auditors register a 'Minor Non-Conformity', which the agency MUST improve ('majors' result in certification not being granted). HAP certification is only valid for a period of three years (HAP International, 2010).

1.1.1 Norwegian Church Aid (NCA) HAP certification.

Norwegian Church Aid is an ecumenical diakonal organization for global justice. Norwegian Church Aid began in 1947 as a small fundraising drive by churches. It became an independent organization with its own statutes in 1953. NCA works for justice by empowering the poor and fighting with them to hold those in power accountable. NCA works with emergency response, long-term development and advocacy, and is mandated by churches and Christian organizations in Norway. Its vision is "Together for a just world". To ensure efficiency and create results, Norwegian Church Aid is a member of the ACT Alliance, one of the world's largest humanitarian alliances. The alliance consists of church-based organizations throughout the world and cooperates with organizations across religious faiths. Norwegian Church Aid has been in Somalia since the first half of the 1990s, first in Gedo region and later in Mogadishu.

NCA undertook the HAP certification audit as part of its continual work towards improving and strengthening accountability, especially towards its partners and beneficiary communities involved in all its programmes. The audit provides a public means of verification to NCA and its stakeholders of its commitment to the Principles of Accountability and Humanitarian Action. It also highlights its achievements in promoting good accountability practices across the organization and with its partners. NCA was audited against the 2010 HAP Standard in Accountability and Quality Management in Oslo, Norway (head office) in August 2011 and in Nairobi, Kenya (programme site) in September 2011. The organization submitted country site

summary reports to HAP International. It was awarded HAP International certification in November 30th 2011, the first agency to achieve certification against the revised 2010 HAP Standard in Accountability and Quality Management. HAP certification is valid for a period of 3 years and NCA will need to apply for re-certification before the certificate expires in November 2014 (Retrieved March 10th 2013 <http://www.kirkensnodhjelp.no/en/>).

1.2 Statement of the Problem

Non-government organizations exercise significant power in humanitarian crisis through their control over essential goods and services, such as food, medical aid and shelter. However, until recently, the "helping power" of emergency relief agencies has been fairly unregulated as few organizations formalized procedures to allow disaster survivors to participate in decisions about services or complain about poor practices. The aid they deliver also presents unusual accountability conundrums, since many of the likely transparency-or accountability-seekers are not those who are affected by aid or who can vouch for its transparent or accountable use or ultimate effectiveness. (Gibelman and Gelman, 2001).

There are two major reasons why NGOs have been seeking HAP certification. One is the conditions that have been put by donors for NGOs to be HAP certified before they can access funding. According to Global Funding Report released in February 2013 by UNOCHA, 87% of all call of proposal for the year 2011-2012, multinational donors have putting a condition that NGOs applying for the funds must be HAP certified. Statistics from the same report by UNOCHA also shows that 90% of the funding available for the year 2012 was secured by HAP certified NGOs. In Somalia, the Consolidated Appeal Process (CAP) for the year 2012 attracted proposals from 400 NGOs working in Somalia both international and local based organization. However during the 1st standard allocation for year 2013, only organizations that were HAP certified were considered to get this funding. This has led to many NGOs globally and also in Somalia rushing to adopt HAP standard to give them an edge over other NGOs when applying for funds from different donors.

The other reasons for NGOs seeking HAP standard certification is that the standard is a practical and measurable tool that represents a broad consensus of what matters most in humanitarian

action. The Standard helps organizations design, implement, assess, improve and recognize accountable programmes. Being accountable to crisis-affected communities helps organizations to develop quality programmes that meet those people's needs, and reduces the possibility of mistakes, abuse and corruption.

Currently, there are 67 HAP certified NGOs globally and this are mostly international NGOs and 40 of those NGOs have operations in Somalia. However according the 2012 HAP audit report, 142 NGOs had applied for HAP standard certification for the period of the year 2011 and 2012. Only 67 NGOs, which represent 47% of all total applications, have been issued with HAP 2010 certification. HAP certification is a process that requires continuous monitoring and improving, in particular in the areas which are ranked 'minor' according to where the HAP auditors register a 'Minor Non-Conformity', which the agency MUST improve. Majors Non Conformities according to HAP standard certification process results in certification not being granted. This means that 53% of NGOs who had made application for the period of 2011-2012 had Majors Non Conformities. Major Non Conformities arise from the organization not meeting some of requirements of 6 benchmarks of the HAP which relate to how organization share information, the organization staff competency, beneficiaries participation in the programme, organization complaints and feedback mechanism.

1.3 Purpose of the Study

The study aimed at establishing the factors that affect implementation of Humanitarian Accountability Partnership (HAP) standard in Non-Governmental organizations.

1.4 Research Objectives

The study was guided by the following four objectives;

- i). To determine how organization staff competency influences implementation of HAP standard.
- ii). To assess how organization sharing of information influences implementation of HAP standard.

- iii).To determine how organization complaints and feedback mechanism influences implementation of HAP standard.
- iv).To assess how beneficiaries' participation influences implementation of HAP standard.

1.5 Research Questions

The study was guided by the following questions;

- i). To what extent does organization staff competency influence implementation of HAP standard?
- ii). To what extent does organization sharing of information influence implementation of HAP standard?
- iii). To what extent does organization complaints and feedback mechanism influence implementation of HAP standard?
- iv). To what extent participation of beneficiaries influence implementation of HAP standard?

1.6 Significance of the Study

The study was able to bring out the main areas of concern in the implementation of HAP standard. It was also assisted in bridging the knowledge gap existing on the factors that influence implementation of HAP standard. For NGOs who want to be HAP certified, it will inform them on the best practices of implementing HAP standard therefore they will benefit a lot from the findings of this study. To the HAP certified NGOs, this study forms a basis of continual improvement in the process of being accountable to different stakeholders. For researcher who want to do further study on the area of HAP implementation, this will be reference document in their study.

1.7 Delimitation of the Study

The study was carried out in the NCA Nairobi coordination office and NCA field offices in Somalia which are located in Gedo, Garowe and Mogadishu. The study location was convenient

to the researcher in terms of accessibility. It also made it easier to reach the programme staffs who formed the population from which researcher drew the sample size.

1.8 Limitations of the Study

The research instrument gave varying data depending on the individual or the office where it was used. The shortcoming was addressed by applying both quantitative and qualitative approaches to research. Due to technological dynamism and changes in the administrative styles in NGOs, approaches to HAP standard can change within a short time, rendering the research findings obsolete. Also, the study was carried out in Nairobi and Somalia which has unique characteristics and hostile environment, meaning that the results may not be generalized to other areas with great precision.

1.9 Assumptions of the Study

It was assumed that the staffs at the Norwegian Church Aid offices who were the respondents will be available for the research and that they possess relevant knowledge that will help the researcher to make accurate conclusion. This was actually confirmed following the high rate of return and the information they provided was adequate and it enabled the researcher to make accurate, valid and reliable conclusions.

1.10 Definitions of Significant Terms

Staff competency - These are skills and experience that staffs should have that enable them to meet the organization's commitments.

Sharing of information - This how organization ensures that the people it aims to assist and other stakeholders have access to timely, relevant and clear information about the organization and its activities

Beneficiaries participation- This is how the organization listens to the people it aims to assist, incorporating their views and analysis in programme decisions.

Complaints and feedback mechanism - A specified series of actions through which an organization deals with complaints and ensures that complaints are reviewed and acted upon.

HAP (Humanitarian Accountability Partnership) - HAP Standard is a practical and measurable tool that represents a broad consensus of what matters most in humanitarian action. The Standard helps organizations design, implement, assess, improve and recognize accountable programmes.

Accountability – The means through which power is used responsibly. It is means a process of taking account of, and being held accountable by, different stakeholders, and primarily those who are affected by the exercise of power

1.11 Organization of the Study

The study encompasses five chapters. Chapter one covers the background information to the study, the statement of the problem, the research objectives and questions, purpose and significance of the study, assumptions, limitations and delimitations of the study and definition of significant terms. Chapter two is a review of literature on factors that affect implementation of HAP standard. The overview of NGO accountability, global trend in NGO accountability and accountability for NGOs working in Somalia literature is reviewed. Literature on the factors that affect implementation of HAP standard is also sampled in this chapter. Chapter three focuses on the methods of carrying out the research study. It covers the research design, target population, sample and sampling techniques, methods of data collection, research instruments, validity and reliability of the instruments, operational definition of variables, methods of data analysis and the ethical considerations of the research. Chapter four covers data presentation, analysis and interpretation. Chapter five focuses on the summary of findings, discussion of the findings, Conclusion, recommendations and lastly suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section examines the works done by other researchers and scholars on the factors that affect implementation of HAP standard in NGOs. It begins by looking at an overview and the context of accountability in Non Governmental Organization (NGOs). Global trends of accountability and how it has evolved from focusing on tools to a process through HAP standard certification especially for NGOs operating in Sub Saharan Africa (focus on Somalia) is then discussed in the sections that follow. The next sections look at HAP standard; its principles and benchmarks. The proceeding and final section is a detailed investigation and analysis of the factors identified that affect implementation of HAP standard which are in line with the findings of other scholars. These factors that affect implementation of HAP standard include: organization staff competency, sharing of information, complaints and feedback mechanism and beneficiaries' participation. These factors that affect the implementation of HAP are the main areas of interest and form the subject of this study.

2.2 An Overview and Context of NGO Accountability

Concerns about accountability in non-governmental organizations (NGOs) have increased over the past two decades, due to increasing visibility and increasing criticism, among other factors, which have led to growing pressure on NGOs to be more accountable, both from within and outside of the sector (Gibelman and Gelman, 2001; Young, Bania, and Bailey, 1996). There is also a huge growth of NGOs, especially in the Sub Sahara, which has been fueled by a belief among donors that NGOs are more cost-effective than governments in providing basic social services, are better able to reach the poor, and are key players in democratization processes (Edwards and Hulme, 1996; Mackintosh, 1992). Humanitarian spending has risen significantly, reaching almost \$17 billion in 2010, and this against the backdrop of the global economic crisis. As always in humanitarian crisis, much of this money is spent in chaotic circumstances where financial infrastructure and systems of government tend to be weak and levels of corruption high. At the same time, the media has become more critical and its reach wider. It is not surprising

therefore that donors— both public and private – are holding humanitarian organizations to account for using funds as efficiently and effectively as possible.

NGO accountability issues are complex primarily because of the ambiguous situation in which NGOs exist. Essentially intermediary organizations, they engage with multiple stakeholders with diverse demands (Jordan and van Tuijl, 2006; O'Dwyer, 2007). Funding and other resources are often provided for locally based service-delivery. Many international INGOs raise funds primarily in developed nations and distribute these through their local operations in developing nations. Local NGOs and the local operations of INGOs therefore act as an interface between international donors and local beneficiaries.

NGOs face the competing demands of multiple stakeholders more acutely and regularly than do private firms in the issues of accountability. Najam (1996) has observed that NGOs are accountable to multiple actors: to donors, to clients, and to themselves. NGO-donor accountability or “upward” accountability usually refers to relationships with donors, foundations, and governments and is often focused on the “spending of designated moneys for designated purposes” (Edwards and Hulme, 1996). NGO accountability to beneficiaries refers primarily to relationships with “groups to whom NGOs provide services” although it may also include communities or regions indirectly impacted by NGO programs (Najam, 1996). This has also been termed “downward” accountability (Edwards and Hulme, 1996). The third category of accountability articulated by Najam concerns NGOs themselves. This internal accountability includes an NGO’s responsibility to its mission and staff, which includes decision-makers as well as field-level implementers.

2.3 The Global Trend in NGO Accountability

As NGOs grow in importance on the international development scene accountability has become increasingly important topic. The growing influence of NGOs requires that stakeholders in humanitarian work start carefully examining transparency and accountability issues to the beneficiaries (Pareena and Sheila, 2009). In 1995, Edwards and Hulme framed the debate on NGO accountability in their book “NGOs -Performance and Accountability”. They concluded: “Despite the complexities and uncertainties involved, all agree that the current state of NGO

accountability is unsatisfactory”. “Improving performance-assessment and accountability is not an optional extra for NGOs: it is central to their continued existence as independent organizations with a mission to pursue” (Edwards and Hulme, 1995). Jonathan, Fox and David (1998) in the book “The Aid Chain” presents detailed research on the mechanisms of accountability that are currently widespread in the NGO sector, and the effect they have on development practice on the ground. She describes a fracture between the languages of accountability upwards (e.g. to donors) – project planning, indicators and impact assessment – and the reality of fieldwork that is actually undertaken.

The debate on ‘downward accountability’ is rooted in a different discourse, including in particular the literature on participation. The term downward accountability describes the extent to which an NGO is accountable to those lower in the aid chain, generally to organizations that receive funds or to intended beneficiaries. It is often used loosely, to describe the extent to which the NGO is transparent about its actions, and listens and responds to those lower down the aid chain, involving them in decision-making (Jacobs and Wilford, 2009). The purpose of ‘downward accountability’ is to release power to those further down the aid chain, for example from an NGO to its intended beneficiaries. With regard to the evolution of NGO accountability practices and their implications on NGOs, Songco (2007) finds that the effort of creating a more proactive environment for NGO accountability is to dissect the different levels at which accountability needs to be promoted.

Lloyd and de las Casas, (2005) investigate NGO self-regulation and its impact on enforcing and balancing accountability. They argue that increasing visibility and increasing criticism, among other factors, have led to growing pressure on NGOs to be more accountable, both from within and outside of the sector. It is safe to assume that most agencies do not answer to the people they try to assist. Nonetheless, there were signs as from the year 2000 that the humanitarian community was beginning to face the problem of accountability more squarely. Several important studies stressed the link between aid effectiveness and accountability (Nicholas, 2005).

2.4 The Somalia NGO Accountability

History has shown that outsiders engaged in Somalia do not make themselves accountable, nor are they held accountable by others. Ever since the Cold War, Somalia has been an ‘accountability-free zone’, with donors, businesses, aid agencies and freebooters playing out their agendas, and with plenty of self-interested Somali gatekeepers willing to indulge them. Unprincipled engagement with Somalia has contributed significantly to the humanitarian collapse we are now seeing. What are lacking at this time are transparent, consistent and even-handed measures which can be applied to everyone to make them accountable to the one constituency that has to date been ignored – ordinary Somalis. In recent time Somalia NGOs have tried to enhance accountability through pursuing HAP certification (retrieved on 01/05/2013 from www.reliefweb.int/country/som)

The evolution of NGO accountability practice in the Somalia follows practically the same pattern as the global trend. It focuses on accountability to donors and beneficiaries. Somalia has the highest number of NGO providing the basic services to the population and this happened after the fall of Said Barre government in 1991. There are two factors that led to this and the first obvious factor is the collapse of the Somalia institution thus basic services were unavailable to most Somalis. The second major factor is the donor funds that flooded the country from donors that wanted to provide assistance to avert humanitarian crisis. Gonzalez (2011) states that Official Development Assistance flows to the Somalia continued to rise every year from US\$ 908 million in 1991, reaching a peak of US\$ 2,725 million, the tenth largest recipient of official humanitarian aid in 2010. Because of these two issues, NGOs became a choice channel of donor funds to Somalia (Abella and Dimalanta, 2003). The Complexity of the situation in which Somalia NGOs have been operating in and inundation of donor funding had a damaging impact on NGO existence and operations. Donors are loose with accountability requirements because their mandate is to “push” funds towards NGOs.

There is so much money to disburse that many donors are more concerned about moving the funds to meet disbursement targets than accounting for funds disbursed. On the other hand, most NGOs do not bother about accountability because they are more predisposed to chasing after funds. Also some donors were quite loose with accounting of funds during the Said Barre

regime, preferring not to know if their funds were being used to resist the dictator (Abella and Dimalanta, 2003). Government did not bother with NGO accountability because the institution responsible for pushing for accountability had collapsed. One of the biggest consequences of the weak environment for accountability during the era of donor funding abundance is the lack beneficiaries' accountability among Somalia NGOs.

However due to coordinated efforts by United Nation mission in Somalia for NGOs to show beneficiaries' accountability and the need to show the impact of humanitarian aid, most NGOs in Somalia have been seeking HAP certification. This also is as result of global trend of increased NGOs accountability. Most agencies operating in Somalia are international NGOs who have been actively been seeking HAP certification and therefore the need to apply HAP principles in programme in different countries of operations (retrieved on 01/05/2013 from www.reliefweb.int/country/som)

2.5 HAP Standard Requirements

The Humanitarian Accountability Partnership international has developed standards for accountability with HAP 2010 edition being the latest version. Humanitarian organizations can apply for membership of HAP, which involves a commitment to principles of accountability. For those agencies wishing to confirm they are applying the HAP Accountability and Quality Management Standard, can request a quality assurance audit and if successful be certified. There are six HAP benchmarks, measured through 19 requirements in the accountability and quality management standard. The benchmarks cover accountability commitments to all stakeholders, but are primarily focused on beneficiary accountability. HAP standard takes beneficiary accountability to mean how an organization engages with its 'beneficiaries', builds relationships, and is accountable for results in ways that enable learning and improvement towards the achievement of its mission. The difference of HAP Standard and other initiative of addressing accountability (e.g. accountability tools) is that it addresses the quality of humanitarian action, as perceived by key stakeholders. It is also focuses upon "mission critical" elements of an agency's humanitarian quality management system and it is prepared in accordance with the ISO guidelines for the development of international quality management standards.

The key instrument that HAP uses is the HAP standard. The HAP standard consists of two sections- The principles of HAP and Benchmarks for the HAP standard. The HAP principles are: Humanity which concern for human welfare and respect for the individual. Impartiality: Providing humanitarian assistance in proportion to need, and giving priority to the most urgent needs, without discrimination (including that based upon gender, age, race, disability, ethnic background, nationality or political, religious, cultural or organisational affiliation). Neutrality: aiming only to meet human needs and refraining from taking sides in hostilities or giving material or political support to parties to an armed conflict. Independence: acting only under the authority of the organisation's governing body and in line with the organisation's purpose. Participation and informed consent: listening and responding to feedback from crisis-affected people when planning, implementing, monitoring and evaluating programmes, and making sure that crisis-affected people understand and agree with the proposed humanitarian action and are aware of its implications. Duty of care: meeting recognised minimum standards for the well-being of crisis-affected people, and paying proper attention to their safety and the safety of staff. Witness: reporting when the actions of others have a negative effect on the well-being of people in need of humanitarian assistance or protection. Offer redress: enabling crisis-affected people and staff to raise complaints, and responding with appropriate action. Transparency: being honest and open in communications and sharing relevant information, in an appropriate form, with crisis-affected people and other stakeholders. Complementarity, working as a responsible member of the aid community, co-ordinating with others to promote accountability to, and coherence for, crisis-affected people.

The HAP 2010 Standard in Accountability and Quality Management indicates six benchmarks. The first benchmark states about establishing and delivering of commitments. It is also a system of coordination. The second one talks about the staff competency. HAP believes that increasing staff competencies also increases empowerment of an organization. The third benchmark is all about sharing information. The fourth one speaks about the participation of the community at different levels. Fifth is about complaint handling. Last is the learning and continual improvement.

2.6 Factors Affecting the Implementation of HAP Standard.

HAP standard is a practical and measurable tool that represents a broad consensus of what matters most in humanitarian action. The Standard helps organizations design, implement, assess, improve and recognize accountable programmes. HAP standard has 6 benchmarks that organization should comply with for them to be said that they are accountable. The Global Accountability Project framework unpacks accountability into four dimensions: transparency, participation, evaluation, and complaint and response mechanisms (Monica, Lucy de Las Casas and Robert, 2005). These enable an organization to give an account to, take account of, and be held to account by, stakeholders; and are a reflection of an organization's proactive or reactive approach to accountability. To be accountable, an organization needs to integrate all dimensions into its policies, procedures and practice, at all levels and stages of decision-making and implementation, in relation to key stakeholders.

2.6.1 Staff competency

HAP standard benchmark 2 requires that the organization ensures that staffs have competencies that enable them to meet the organization's commitment. The major drivers of the benchmark on competent staff are: Ensuring that people with the appropriate skills, knowledge, and attitudes work for the organization, providing optimal services for crisis-affected communities ensuring that the people an organization seeks to assist are protected from further danger and exploitation by aid workers (e.g. sexual exploitation) and ensuring that staff work in an environment where skill sets are continually improved in order to better meet the commitments of the organization (HAP, 2010).

No matter how good an organization's management system is or how good their intentions are, an organization is only as good as its staff. The competency of staff will greatly affect the implementation of HAP standard and by extension quality of services received by crisis-affected people and determines to what extent the intentions of the organization are reflected in practice. Good people-management processes are critical to the delivery of quality and accountable services. Competent staffs are essential for any work that an organization does. All staff should have a current job description before they start work, and training should be provided on an

ongoing basis to ensure that staffs have the requisite skills and knowledge. Regular performance reviews are also important (Wallace, 2009).

HAP standard states that organization seeking to be HAP certified should respect crisis-affected communities as this is fundamental attributes in a humanitarian or development worker. However these need to be matched with the knowledge and skills necessary to perform a job effectively and efficiently. In many circumstances, staff members' skill sets need to be developed in accordance with their roles and responsibilities and the commitments of the organization. Adequate systems need to be in place for recruiting, training, supervising and supporting staff. In addition, an organization has a duty of care towards the people it employs. HAP benchmark 2 requires organization to clearly define the responsibilities and boundaries within which an employee is supposed to work. The organization must provide guidance and oversight so that individuals adhere to its code of conduct at all times and achieves their professional objectives. If employees' roles and responsibilities are not clearly defined, the organization is at risk of the employee behaving in a manner that is not consistent with the values of the organization. It is paramount that the staff code of conduct is understood, signed, and upheld, making it clear to employees what their role is and how they will be held accountable for their actions (Kilby, 2010).

According to Wield (2008), organizations require to take several steps to ensure staffs support implementation of HAP standard. Step 1: Set up systems; an organization aiming to strengthen its accountability and the quality of its services should have a personnel-management system that takes these priorities into account, ensuring at a minimum to: Keep job descriptions and staff competency statements up-to-date. Implement a performance management system (i.e. ongoing verification that staffs are fulfilling their role professionally, effectively and efficiently) that takes into account the context of the emergency/operations and the timeframe of the projects. Appraisal schedules must be flexible enough to cover projects that only last a few months as well as those that last for years. Develop and implement a training plan that covers key general topics including the organization's accountability framework, as well as job-specific training needs. Monitor and evaluate the effectiveness of these procedures. Ensure that its recruitment policy provides guidance on equal opportunities and non-discrimination. Step 2: Define staff Competencies; Organizations should define a core set of competencies that applies to all

positions within the organization, as well as specific sets of competencies for different functions frequently found across the organization, such as: project manager, administrator, finance officer, logistician, sector specialist, programme officer and so on. Creating a standardized set of competencies for each role will facilitate the rapid creation of context-specific job descriptions that take into account variations in these roles depending on levels of authority, the nature of the work, and the project goals and objectives. Stating the required competencies necessary for any role will give a clear indication of the combination of skills and experience necessary to perform a specific function. Competencies are often broken down into the following categories: Required knowledge, Professional skills and Personal qualities (Wield, 2008)

Step 3 that organization needs to take according to Wield, 2008, is: Manage performance and development performance management. This is central to meeting the HAP Standard as well as Principle 3 of the People in Aid Code. Yet training needs can often be overshadowed by busy schedules, urgent deadlines, and a sense that other activities are more immediately important. Organizations should commit to and set up a systematic approach to staff development and performance improvement. This may seem like a daunting task, but many organizations already have tools, which may simply need to be refined and developed into a coherent performance support system. It is important to remember that training can take many forms, for example: coaching and mentoring – one of the most effective methods internal training courses (combination of classroom and practical) external training courses, self-teaching – reading required material and familiarization with guidelines and processes used by the organization.

Some ways to keep a performance management system simple and feasible include the following: Use the competencies set out in the job description to develop a self-assessment checklist which staff members can complete. This will allow their supervisor or line manager to ascertain how confident they feel about their role, identify what training they require, and agree on a plan for staff development. Ensure that managers know how to use varied means to verify people's skills and knowledge, including by observing them, reviewing their work output, interviewing colleagues and the people the organization assisted, and through formal and informal appraisals. Make certain that managers update performance assessment lists with their employees and deal with any gaps before the next appraisal. It is the responsibility of the organization to monitor and evaluate that these processes are occurring and to ensure that

managers are trained to carry out appraisals and manage performance. Step 4: Keep records. A minimum amount of recording-keeping is essential. This is to protect the people the organization assists, staff, and the organization. Record-keeping ensures continuity, improves communication, and facilitates good planning (Wield, 2008).

There are weakness in staff capacity that have been identified that affect implementation of HAP Benchmarks. In a study done in Turkana Kenya, Sweeney and Thomas (2009) noted that staffs feel unclear about information sharing with communities. Staff reported they rarely had clear guidance on what information to provide to affected communities and how to provide it. Only 30% of respondents said they were aware of what information to share, and only 30% were aware of what information was not supposed to be shared. Staffs also identified the challenges of language barriers and access to communities, since most beneficiaries' semi illiterate for example the nomadic–pastoralist and move constantly, making it difficult to share information effectively. In addition, staff said they were not provided with clear guidance on how to use the information and feedback received from affected communities. Concerning information provision, staff respondents felt that agency policies and guidelines were inaccessible, sometimes in a language they did not understand or 'too technical'. They requested clarification as to the relevance of these policies and guidelines to their work, and that the relevant polices should be translated into local languages (Sweeney et al., 2009).

Sweeney et al. (2009), in the same study in Turkana Kenya noted that staff perceives inadequate understanding of needs approximately 70 percent of staff respondents across both locations said they had clear guidelines and processes for consulting with the community during the project cycle. However, they also felt that more effort should be invested in needs-based programming instead of donor-driven projects that resulted in less impact or misdirected aid. They cited instances of malnourished children being provided with maize, drought-affected communities given dry foods to cook when they had no access to water, and food baskets that were not appropriate to the context. They said that the real needs of affected communities had to be better understood, and that aid should be delivered accordingly. They acknowledged challenges, including a lack of commitment by some organizations to achieve greater levels of participation and a language barrier that prevented effective communicate with communities. They also observed that reports of 'lessons learned', monitoring and evaluation, and the outcomes of non-

participation were rarely shared with staff to help them learn and improve. They requested that participation be prioritized, and that time be taken to identify the real needs of the community, rather than programmes being undertaken based on perceived needs determined by the organization. Staff also stressed the need for agencies to undertake joint programming with communities if community projects are to be sustainable (Sweeney et al., 2009).

2.6.2 Sharing of information.

HAP benchmark 2 which is related to the sharing of information states: The agency shall make the following information publicly available to intended beneficiaries, disaster-affected communities, agency staff and other specified stakeholders: (a) organisational background; (b) humanitarian accountability framework; (c) humanitarian plan; (d) progress reports; and (e) complaints handling procedures (HAP, 2010).

The role and importance of effective communication with crisis-affected people have grown significantly in recent years, driven by the proliferation of accountability initiatives within the humanitarian sector, the changing role of media development organisations as providers of humanitarian information and the explosion in information and communication technology (ICT) in crisis-affected countries. The growing recognition of the importance of communication in disaster response has prompted an upsurge in discussions, publications and initiatives aimed at better understanding the potential of broadcast media and new technologies to improve how agencies communicate with their beneficiaries and, ultimately, enhance the quality and accountability of humanitarian assistance (Retrieved May 13th 2013 from <http://www.ifrc.org>).

In 2004, the international humanitarian response to the Indian Ocean tsunami was widely criticised for its failure to communicate adequately with affected people and national and local actors. According to the Tsunami Evaluation Coalition (TEC), ‘poor information flow [was] undoubtedly the biggest source of dissatisfaction, anger and frustration among affected people’ (Telford, Cosgrave and Houghton, 2006). Telford et al., (2006) notes that most organizations responding to Indian Ocean Tsunami were not HAP certified and hence they did not have a clear process of sharing information. Six years later, the Haiti earthquake response marked the first large-scale application of new technologies to enable dialogue between relief agencies and crisis-

affected people, including crowd-sourcing and projects combining mobile phone, digital and radio technologies, demanding new forms of collaboration between the local media, technology companies and international humanitarian organisations (Nelson, Sigal, and Zambrano, 2012). According to Nelson et al, (2012) this is the same period that HAP certification had picked up and most NGOs responding to Haiti earthquake were HAP certified or were in the process of certification. Complying with HAP benchmark 1 was therefore attributed to improving communication with the beneficiaries.

Experience in past disaster responses has shown that communication with affected populations is a critical aspect of operational delivery, improving transparency and accountability, ensuring effective service delivery and achieving meaningful participation and the delivery of information as a form of assistance in its own right (World Disaster Report, 2005).

As research by the Humanitarian Accountability Partnership (HAP) and others has identified, few agencies communicate meaningfully with affected communities, including sharing information and listening to those they are seeking to help Humanitarian (Humanitarian Accountability Report, 2010). After each major disaster of the modern era, humanitarian organizations have reaffirmed a critical lesson: good communication is essential to effective coordination.

One case study done during response during Haiti earthquake response some agencies succeeded in developing effective camp-based communication systems which indicates that this is possible even in a complex operating environment like Haiti. One such model was developed at Annex de la Marie, a camp in Port au Prince managed by the International Federation of Red Cross and Red Crescent Societies (IFRC). Working specifically on the issue of shelter, IFRC was only able to provide transitional shelters for around 350 of the 800 families in the camp, and the communications strategy aimed to explain to residents who would qualify for shelter, how the process worked, how to complain if people felt they had been wrongly assessed and the alternative assistance available for people who did not qualify. The agency used notice boards, written information about the process, community meetings, a helpline run by a staffed call centre (outsourced to a private company), communication liaison staff, sound trucks and public announcements to launch the shelter initiative. The approach addressed the information needs of

the affected community, met transparency and accountability requirements and helped to mitigate conflict and build trust through dialogue (Retrieved May 13, 2013 from <http://www.ifrc.org>).

As a result of these efforts, camp residents – who had initially accused IFRC of attempting to deprive them of shelter and threatened to obstruct construction – became supportive of the shelter initiative. During a visit by InfoasAID, a team formed by DFID to assist in improving communication with crisis-affected communities, residents expressed their satisfaction with the level of information they had received and their engagement with IFRC. They were particularly appreciative of the helpline; even people who had never used it felt reassured that it was available. IFRC staff working at the site also commented that the communications support had helped to improve relations with the community, build trust, mitigate against conflict and create an environment in which project implementation (construction) was possible. IFRC call centre data suggests that the communication process and the opportunities for communication – not just the information – were very important to camp residents. Satisfaction levels with the call centre (ranging from 85% in one survey to 100% in another) were higher than with IFRC itself. An independent evaluation of the IFRC beneficiary communications programme found that 85% of those surveyed were happy with the service. IFRC staff interviewed also felt that the support provided by the communications unit had been valuable, and had helped create a conducive environment for the project. In terms of operationalising good communications, the experience of IFRC and other agencies that used the same operational structure stands in contrast to those organisations that tried to implement communications work without adequate technical expertise or support. This includes organisations whose main communications objective was to improve transparency and accountability (HAP 2010). Several organisations in Haiti made laudable efforts to introduce transparency and accountability at a very early stage, hiring dedicated staff and placing this work at the heart of their operational response.

Ebrahim (2003) in his study for Haiti earthquake response noted that NGOs that were HAP certified established a camp-based humanitarian accountability system within five weeks of the disaster, which included camp liaison staff and plans for bulletin boards and complaints boxes. Its approach, TearFund HAP certified NGO, was impressive in many ways. To ensure that the Haiti team developed and built on the agency's work in other contexts, a staff member with

relevant experience who had managed accountability elsewhere was recruited, and support was provided by HAP. The team, initially known as Camp Liaison and initially led by a Haitian staff member who was a trained psychologist, started work in mid-February. It was specifically tasked with talking to camp residents, implementing feedback and complaints systems and advocating within the agency on the residents' behalf.

The Haiti experience confirms that effective communications can enhance all aspects of humanitarian work, including transparency and accountability, public education and information and service delivery. The best way to achieve this is to establish a well-resourced, dedicated communications capacity, including technical specialists, to ensure that communications work is well designed and implemented, and to train and support operational staff across the organisation. Key to this is the recognition that effective communication with communities is a specific and important technical area of work, separate from PR or external relations. In Haiti, this tended to involve recruitment of international communications experts, but in other contexts there may be opportunities to source such expertise locally. Because communications is a social and cultural process international expertise alone is unlikely to be sufficient (Ebrahim, 2003).

2.6.3 Complaints and feedback mechanism.

Benchmark 5 of HAP 2010 standard states that: The agency shall establish and implement complaints-handling procedures that are effective, accessible and safe for intended beneficiaries, disaster-affected communities, agency staff, humanitarian partners and other specified bodies.

Offering beneficiaries a channel through which they can provide feedback and raise complaints about the assistance they receive is generally regarded by humanitarian agencies as an important part of being accountable. In spite of this, a complaints mechanism (CM) understood as a formalised system addressing grievances is a relatively new concept within the general humanitarian sphere.

Complaints are directly associated to the commitments made by an organization, in terms of what and how it promises to deliver assistance and give support. People on the receiving end of assistance and support have the right to complain if standards are not being met, if assistance is not appropriate to them or are not as promised to them by implementing organisations or there

are serious breaches of codes of conduct. A formal complaint demands a response and an organisation receiving a complaint has a duty to respond to the complainant. People wishing to make a complaint or raise a concern will only do so if they have confidence that complaints will be dealt with promptly, fairly and without risk to themselves or others. The fear of retaliation (getting back at a person for complaining) can range from a concern that they or their community will be excluded from receiving aid by the organisation, to the fear that they will be personally persecuted for complaining. In some situations e.g. conflict or volatile contexts, this may be particularly acute and needs careful consideration. A properly established Complaints Mechanism provides a safe opportunity for the local population and the beneficiaries to raise valid concerns and to have concerns addressed objectively against a standard set of rules, resting in the values and commitments of the agency (Retrieved May 1st 2013 from www.drc.dk/com).

In one study commissioned by CAFOD on complaints mechanism and beneficiaries' accountability, staff also noted that, in practice, the perceived focus of transparency and accountability on feedback and complaints management had also led to a strong emphasis on collecting information from disaster survivors, rather than on proactive information sharing with affected communities (for example about the organisation, its plans and what it is able and not able to do). This was also felt to be an imbalance by staff. As one international staff member commented: 'If we had proactively shared information more, we wouldn't have got a lot of the feedback that we did. A lot of the feedback was basic questions about who we were and what we were doing. If we had told them about areas of focus and selection criteria, for example, we would have pre-empted a lot of that. We quickly realised this was a gap' (Retrieved May 2nd www.cafod.org.uk)

2.6.4 Beneficiaries participation

Benchmark 3 states that the agency shall enable beneficiaries and their representatives to participate in program decisions and seek their informed consent. The participation measures of populations assisted by humanitarian agencies supporting them is now widely accepted as crucial to effective social targeting, resource utilisation, accountability, sustainability and impact. For some participation is also a fundamental right of citizenship, essential in the context of humanitarian emergencies for survival, self-protection and self-actualisation. As such,

beneficiaries participation has become a central tenet of policy for a number of humanitarian agencies globally, is incorporated into many mission statements and in some cases is constitutionally enshrined (HAP, 2010).

There is a major literature on beneficiaries' participation in aid interventions invoking a wide variety of interpretations and definitions. In this study, beneficiaries' participation is understood as the engagement of affected populations in one or more phases of the project cycle: assessment; design; implementation; monitoring; and evaluation. This engagement can take a variety of forms. The various facets of participation include information sharing, consultation, the contribution of manual labour and other skills, involvement in decision-making and/or resource control. These facets of participation are often taken to represent increasing gradations of engagement in humanitarian measures (Andre and John, 2003).

Two useful examples of how more meaningful participation can be built into large and complex development projects are provided by Howard-Grabman (2000), who reviewed a pair of USAID-funded projects carried out by Save the Children US and Johns Hopkins University. Both projects aimed to increase community participation in health care in Latin America by building partnerships between service providers and clients. The projects involved communities not only in assessing services but, equally crucially, in developing service goals and objectives in collaboration with service providers. One project, in Bolivia, established a health information system which utilizes simple forms, community maps, and easy-to-understand graphics to assist community members and service providers in jointly making decisions, setting priorities, and monitoring progress. The second project, in Peru, learned from previous findings that "a major barrier to clients utilization of reproductive health care services is how health care providers treat them." As a result, the project emphasized dialogue between clients and service providers in order to identify priorities and strategies to increase community use and ownership of public health services. While actual citizen control over both of these projects was limited, these examples demonstrate that it is possible to develop collaborative arrangements between NGOs, government agencies, and communities in a manner that gives citizens considerable leverage over development interventions. Actual sharing of power, however, would require both of these projects to go even further - not only by requiring dialogue and open access to all project-related information, but also by enabling communities to share in programmatic and financial decision-

making through voting membership on key decision bodies, and even by recruiting community members into management staff (Smith-Sreen, 2008).

Field research carried out as part of The Global Study on the Participation of Affected Populations by Andre et al. (2003), highlights the reasons and motivations for NGOs engaging in participatory processes with affected populations. First reason is moral duty: Participation is, above all, about demonstrating respect for members of affected populations, by recognising their right to have a say in choices that impact on their lives. For some, participation of affected populations is defined as a right. In study done in Colombia, participation is considered to be both a duty and a right of citizenship. Civil society—via CBOs and NGOs, church organisations and committees for internally displaced persons (IDPs), for instance—actively partakes in humanitarian action, whether by instigating and designing its own interventions or by participating in those of external actors. Local communities have been known to refuse to be involved in the activities of international aid organisations in cases where they were not consulted.

The other reason still according to Andre et al., (2003) is for improving quality of programme: Humanitarian action formulated with affected populations is often better adapted to the needs and the local context. As a result, it is more relevant, efficient and effective. Involving the affected population from the outset establishes a level of ownership that will help to increase the intervention's chance of success and its longer-term connectedness and/or sustainability. Organisations involved in an IDP resettlement programme in Huambo Province, Angola, held extensive consultations with people that had been displaced. They discovered that their primary criteria for resettlement included the ability to live alongside members of their original community, in conditions that resembled those of their home villages, and to have access to land in order to produce food. They were even ready to live in areas that were not completely safe—to avoid living in camps. Humanitarian organisations helped these IDPs to negotiate access to land so as to build 'temporary villages'. This was judged to be a successful experience, in relation to the larger IDP camps, since the 'new villages' did not require external management, had fewer social problems, and generated some food of their own.

Participation also gives a voice to traditionally marginalised groups and individuals: Engaging marginalised groups can help to increase their confidence to speak out, to take decisions and to act, as well as to reduce discrimination. Participation that empowers individuals to represent themselves can have a positive impact on their safety (knowledge of individual and collective rights and increased capacity to negotiate with authorities, for example). However not everyone agrees that participation of beneficiaries is important to helping achieve beneficiaries accountability. According to Kaiser and Simon (2010), in a study commissioned by ALNAP, the general belief is that there are some circumstances in which participation is not appropriate or desirable, e.g. in the acute phase of the emergency when there are high rates of mortality and morbidity and it is obvious what needs doing. However, even if the decision about what to provide is not made in a participatory manner, the effective distribution requires some level of participation by beneficiaries.

Another issue that deserves consideration is the extent to which particular types of investigation, participation and social learning might result in loss of time and introduce inefficiencies into the programme. It may also be that agencies are reluctant to use participatory approaches for fear of generating unrealisable expectations. For example, in South Sudan, beneficiaries of tools and seeds requested some agencies to give them the tools ahead of the seeds so that they had enough time to work in their fields. Invariably, the agencies stated that they were not prepared to do the double distribution this request would involve. Another issue is whether some forms of participation are disruptive to community relations in terms of say, gender and the local political economy (Kaiser et al., 2010).

2.7 Theoretical Framework

The research will be based on the principles of Global Accountability Project (GAP) model which considers accountability to have four dimensions. These are transparency, participation, evaluation, and complaint and response mechanisms. The model asserts that to be accountable, an organization needs to integrate these four dimensions into its policies, procedures and practices, at all levels and stages of decision-making and implementation, in relation to both internal and external stakeholders (Monica, 2005). The GAP model is also consistent with the 6 benchmarks as outlined in the HAP standard.

2.8 Conceptual Framework

Conceptual framework is a hypothesized model identifying the concepts under study and their relationship (Mugenda and Mugenda 2003). It shows the relationship between the variables under investigation and their interdependencies.

A conceptual framework developed for this study shows the relationship of the factors which affect the implementation of Humanitarian Accountability Partnership (HAP) Standard in Non-Governmental Organizations. The dependent variable in this study is HAP standard implementation. The independent variables in this study are four which are the factors that affect implementation of HAP standard. These are staff competency, information sharing, complaints and feedback mechanism and beneficiaries' participation. Other factors that can affect beneficiaries accountability include organization capability inform of structures, and systems already in place in the organization and the accountability culture which is Attitudes, values and beliefs system of the organization. These have been summarized in conceptual framework as shown in Figure 1.

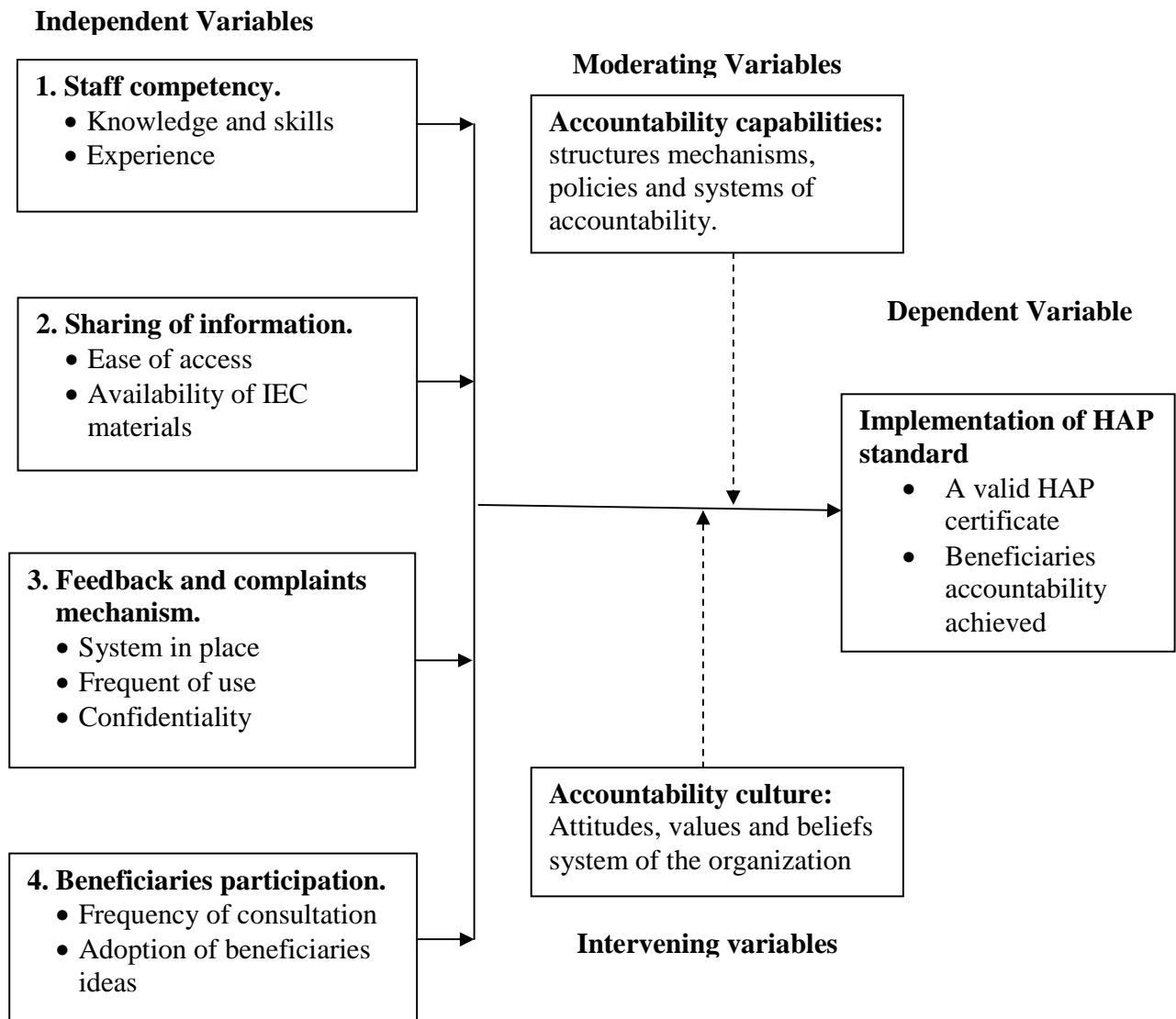


Figure 1: Conceptual framework

2.9 Knowledge Gap

A recurring lesson among those highlighted by HAP certified NGOs is that implementation of the HAP Principles or the Standard leads to an improved relationship between the NGO and the community and increases the likelihood that the programme will be effective and achieve its objective. Whilst these experiences do not provide the ‘proof’ that improved accountability leads to improved programme quality and outcomes, the fact that they are so frequently reported by HAP members does point to the existence of some sort of ‘virtuous relationship’ (Eyben and Ferguson, 2004). This study will contribute to revealing the nature of this relationship and the conditions under which it produces the optimum benefits in relation to beneficiary accountability.

NGOs are operating in a very different political environment to the one that existed a decade ago. Whereas in the past they have been able to claim that good intentions and moral values provided a sufficient basis for accountability, increasingly these claims are being questioned. The issue of NGO accountability however, is complex. NGOs need to be accountable to multiple sets of stakeholders that each play an integral role in their operations: donors provide the funds, governments the legal legitimacy, supporters provide their money and time, and beneficiaries the purpose and legitimacy. Yet, it would be unrealistic to expect INGOs to be equally accountable to each of these groups. There needs to be prioritization. How an INGO prioritizes its stakeholders should be guided by its mission and values. Further study needs to be done on accountability in relation to other stakeholders other than to beneficiaries alone.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology that was used in the study. It is discussed under the following sub-topics; research design, target population, sampling procedure, data collection methods and procedures, instrumentation, reliability and validity of data collection instruments, operational definition of variables, methods of data analysis and ethical considerations.

3.2 Research Design

This study used descriptive survey design. A descriptive survey describes the state of affairs of an occurrence as it exists. A survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables (Mugenda and Mugenda, 1999). It involves systematic and comprehensive study of a particular community, group or organization with a view of analyzing a social problem and presentation of recommendations for its solution (Ahuja, 2001).

The study analyzed the key factors that influence implementation of HAP standard as found in the benchmark of HAP 2010 standard. The researcher investigated whether Norwegian Church Aid is meeting these elements when implementing HAP standard. The elements of HAP standard that were investigated are staff competency, information sharing, feedback and complaints mechanism and participation of beneficiaries.

3.3 Target Population

Target population refers to the entire group of individuals or objects to which a researcher is interested in generalizing the conclusions (Best and Kahn, 1989). A population can be defined as an entire set of relevant units of analysis or data. It can be referred to as the aggregate of all the cases that conform to some designated set of specifications. Borg and Gall (1989) argues that the

target population are all the members of a real or hypothetical set of population, events or objective to which a researcher wishes to generalize the results of the study. Target population is considered as the population to which a researcher wants to generalize the results of the study. In this study, the target population was drawn from programme staffs involved in HAP standard implementation at NCA Nairobi office, NCA field offices at Gedo, Garowe and Mogadishu. The 80 programme staffs involved in implementation of HAP standard at NCA in the mentioned offices formed the target population.

3.4 Sample Size and Sampling Procedure

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). It is a group in a research on which information is obtained. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. Sampling is the process of selecting the sample of individuals who will participate as part of the study.

Krejcie and Morgan (1970) developed a table(Appendix iii) that guides the sample selection process in research. This research adopted the model suggested by the two researchers. From this model, a sample size of 66 is adequate for a target population of 80. The researcher used the total number of all programme staffs as the population (N) and then used the model developed by the two researchers to get the sample size (S). The researcher then got the ratios of the staffs in each project office, in comparison to the total of staffs working for NCA Somalia programme so as to get the number of staffs in each project site who would participate in the research. The sample size in this study was 66 as shown in appendix III. The sampling units were obtained through simple random sampling technique where each sample unit had an equal chance of being selected.

3.5 Data collections procedures

This study utilized the questionnaires, as the main data collection method. Naremo (2002) argues that the questionnaires condenses all the authentic data against the question in it and is free from

distortion at the time of analysis. The sentiments by Naremo (2002) are supported by Mugenda and Mugenda (1999) who emphasizes on the use of questionnaires for survey designs.

The researcher visited all the four offices for NCA Somalia programme collected both quantitative and qualitative data from the staffs using questionnaires and observations. The questionnaires had both closed and open ended questions focusing on the four objectives under study. The researcher also undertook a focused group discussions with key staffs who were involved in implementation of HAP to add human dimension to impersonal data.

3.6 Research Instruments

The research instruments that were used are questionnaires, focused group discussions and observations. The questionnaires contained both closed and open ended questions. In open-ended questions the respondents were given room to explain their answers in detail. Closed-ended questions were refined using Arbitrary and Likert scales or made a choice of “Yes” or “No” answers. Observation method was also used where the researcher visited various project sites where NCA is operational and checked the availability of documented procedure for dealing with beneficiaries’ complaints, template for sharing information and presence of accountability framework in the organization notice boards found in project sites. Observation was an important guide to both quantitative and qualitative research. Focused group discussions were carried out with key staffs who were involved in HAP standard implementation. Information obtained from observations and focused discussions were used to strengthen the responses obtained from the questionnaires.

3.7 Validity of Data Collection Instruments

Validity refers to the appropriateness, meaningfulness and usefulness of the inferences a researcher makes. It is the strength of our conclusions, inferences or propositions. More formally, Cook and Campbell (1979) define it as the “best available approximation to the truth or falsity of a given inference, proposition or conclusion. According to Mugenda and Mugenda (1999), validity is the degree to which a test measures what it purports to measure. It enables the

researcher to remove irrelevant, biased and ambiguous questions hence promoting validity.

Validity of instruments refers to the accuracy, clarity, soundness, suitability, meaningfulness or technical soundness of the research instrument. In this study, validity was achieved through pilot study where the irrelevant items were removed. Secondly, the instrument was given to a peer for review and comments and lastly the supervisor for further review and technical input.

3.8 Reliability of Data Collection Instruments

Reliability is the consistency of your measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of your measurement. A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not measured; it is estimated (Mustonen and Vehkalahti, 1997).

The split-half technique, according to Babbie (2010), was used to test the reliability of the instrument. Responses were divided using odd numbers for one set and even numbers for the other set. The reliability coefficient was then calculated using the Spearman-Brown prophecy formula as indicated here below:

$$\text{Reliability of the overall test} = \frac{2 \times \text{reliability for } \frac{1}{2} \text{ tests}}{1 + \text{reliability for } \frac{1}{2} \text{ tests}}$$

The calculated reliability coefficient was 0.82 which is within acceptable range according to Babbie (2010).

3.9 Techniques of Data Analysis

This study generated both quantitative and qualitative data. The completed questionnaires were edited to ensure that they were complete and thorough. The qualitative data from open ended questions was coded to enable quantitative analysis. The coded data and the quantitative data

was analyzed using descriptive statistics. Statistical Package for Social Sciences (SPSS) was used to analyze data in order to establish relationship between the variables. The type of analysis that the researcher used is descriptive statistics while the level of analysis is proportions. Writing was done using Microsoft word and findings presented in tables.

3.10 Ethical Considerations

Prior to embarking on the study, the researcher sought written permission from the concerned authorities. The questionnaire was approved by the supervisor before being used in the research. The participants were informed of the purpose of study and assured of confidentiality. No names were required on the questionnaire and participation was voluntary.

3.11 Operational Definition of Variables

A variable is an empirical property that can take two or more values. It is any property that can change, either in quantity or quality (Mugenda and Mugenda, 1999).

A dependent variable is a variable whose outcome depends on the manipulation of the independent variables (Allen et al., 1995). In this study the dependent variable was implementation of HAP standard. Independent variable on the other hand is a variable that is manipulated to cause changes in the dependent variable. In this study the independent variables were staff competency, Sharing information, feedback and complaints mechanism and beneficiaries participation

Moderating variables behaves like the independent variable in that it has a significant contributory or contingent effect on the relationship between the dependent and the independent variable (Allen et al., 1995). In this study the moderating variable were Accountability capabilities i.e. structures mechanisms, policies and systems of accountability. Intervening variable is a variable that might affect the relationship of the dependent and independent variables but it is difficult to measure or to see the nature of their influence. In this study the

intervening variables were accountability culture i.e. Attitudes, values and beliefs of staff that support accountable behavior

An operational definition describes how the variables are measured and defined within the study. It is a description of a variable, term or object in terms of the specific process or set of validation tests used to determine its presence and quantity. It is generally designed to model a conceptual definition. Nominal scales will used to investigate the various variables in the study (Allen et al., 1995).

Table 3.1: Operational definition of variables

RESEARCH OBJECTIVES	VARIABLE	TYPE OF VARIABLE	INDICATORS	MEASURES OF INDICATORS	DATA COLLECTION METHOD	LEVEL OF SCALE	TYPE OF ANALYSIS	LEVEL OF ANALYSIS
To determine how staff competency affect implementation of HAP standard	Staff competency	Independent variable	<ul style="list-style-type: none"> • Knowledge and skills • Experience • Documented personnel files 	<ul style="list-style-type: none"> • Personnel files • Signed staff code of conduct and related policies 	<ul style="list-style-type: none"> • Questionnaire • Observation • Records 	Nominal	Descriptive statistics	Proportions
To assess how information sharing affect implementation of HAP standard.	Sharing of information	Independent variable	<ul style="list-style-type: none"> • Ease of access • Presence of IEC materials in the project site • Documented process of sharing information • Information sharing activities held 	<ul style="list-style-type: none"> • Documents on process of sharing information • Number of IEC materials in circulation in the project site • Frequency of activities of sharing information 	<ul style="list-style-type: none"> • Questionnaire • Records 	Nominal	Descriptive statistics	Proportions
To assess how complaints and feedback mechanism affect implementation of HAP standard.	Complaints and feedback mechanism	Independent variable	<ul style="list-style-type: none"> • Presence of complaints handling procedure • Frequency of use • Confidentiality 	<ul style="list-style-type: none"> • Documented complaints handling procedure • Number of complaints received from stakeholders • Ease of access of organization complaints box 	<ul style="list-style-type: none"> • Questionnaire • Observation • Records 	Nominal	Descriptive statistics	Proportions
To determine how beneficiaries participation affect the implementation of HAP standard	Beneficiaries participation	Independent variable	<ul style="list-style-type: none"> • Frequency of consultation • Adoption of beneficiaries ideas • Opportunities for beneficiaries to participate in activities implementation 	<ul style="list-style-type: none"> • Attendance of beneficiaries in assessment meetings • Number of beneficiaries participated in activities implementation 	<ul style="list-style-type: none"> • Questionnaire • Observation • Records 	Nominal	Descriptive statistics	Proportions

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, presentation and interpretation of research findings obtained from the participants from all the four stations Nairobi, Gedo, Mogadishu and Garowe. The findings of this study generated enough information which effectively answered the research questions. The survey focused on assessing the factors influencing implementation of Humanitarian Accountability Partnership standard in NGOs.

4.2 Response Rate

This study was conducted in four duty stations of the Norwegian Church Aid i.e. Nairobi, Gedo, Mogadishu and Garowe. A total of 66 questionnaires were administered randomly to the staffs. Out of these, 57 were successfully collected indicating an 86.7% response rate. The response rate per office is as shown in Table 4.1.

Table 4.1: Questionnaires return rate

S/No.	Office	Questionnaires Issued	Questionnaires Returned	Percentage (%)
1	Nairobi coordination office	26	25	96.2
2	Gedo field office	19	14	73.7
3	Garowe field office	14	12	85.7
4	Mogadishu liaison office	7	6	85.7
Total		66	57	86.4

4.3 Descriptive Characteristics of the Respondents

The general characteristics of the staffs who participated in the study are as cross-tabulated in Table 4.2.

Table 4.2: General characteristics of the respondents

Duty Station		Gender		Job Position				Total
		Male	Female	Programme Manager	Project Coordinator	Programme Officer	Project Officer	
Nairobi	Count	21	4	1	0	1	23	25
	% of Total	36.8	7.0	1.8	0.0	1.8	40.4	43.9
Gedo	Count	13	1	0	1	1	12	14
	% of Total	22.8	1.8	0.0	1.8	1.8	21.1	24.6
Garowe	Count	10	2	0	1	1	10	12
	% of Total	17.5	3.5	0.0	1.8	1.8	17.5	21.1
Mogadishu	Count	5	1	0	1	1	4	6
	% of Total	8.8	1.8	0.0	1.8	1.8	7.0	10.5
Total	Count	49	8	1	3	4	49	57
	% of Total	86.0	14.0	1.8	5.3	7.0	86.0	100.0

The male population was higher among the participants accounting for 86.0% as compared to 14.0% of the female participants. Project Officers accounted for 86.0%, Programme Officers were 7.0%, Project Coordinators were 5.3% and there was only one Programme Manager (1.8%) among the participants.

4.4 Factors Influencing Implementation of Humanitarian Accountability Partnership (HAP) Standard.

The factors influencing implementation of humanitarian accountability partnership (HAP) standard were measured using both closed and open ended questions. In open-ended questions the respondents were given room to explain their answers in detail. In the closed questions, the participants used Yes and No structure as well as a five-point Likert scale (i.e. 5= Strongly Agree, 4= Agree, 3= Uncertain, 2= Disagree and 1= Strongly Disagree) to indicate degree of agreement with the highlighted statement.

4.4.1 Staff Competency

On staff competency and how it influences implementation of HAP standard, the respondents gave varying responses and ratings. These have been summarized in Table 4.3 and Table 4.4.

Table 4.3 summarizes the respondents' competency and the influence it has on the implementation of HAP.

Table 4.3: Respondents' competency cross-tabulation

Years of Experience		Academic Qualification				Have formal training on HAP standard		Org competency influence HAP implementation		Extent to which organizations staff competency influences implementation of HAP standard			Total
		PHD	Master	Degree	Diploma	Yes	No	Yes	No	Very Strong	Strong	Weak	
0 - 2	Count	0	0	11	0	3	8	6	5	0	2	4	11
	% of Total	0.0	0.0	19.3	0.0	5.3	14.0	10.5	8.8	0.0	3.5	7.0	19.3
3 - 5	Count	0	0	14	7	18	3	19	2	0	11	8	21
	% of Total	0.0	0.0	24.6	12.3	31.6	5.3	33.3	3.5	0.0	19.3	14.0	36.8
5 - 7	Count	0	1	4	10	14	1	14	1	1	6	7	15
	% of Total	0.0	1.8	7.0	17.5	24.6	1.8	24.6	1.8	1.8	10.5	12.	26.3
8 - 10	Count	0	3	0	1	4	0	4	0	0	4	0	4
	% of Total	0.0	5.3	0.0	1.8	7.0	0.0	7.0	0.0	0.0	7.0	0.0	7.0
Over 10 years	Count	0	4	1	1	6	0	6	0	4	2	0	6
	% of Total	0.0	7.0	1.8	1.8	10.5	0.0	10.5	0.0	7.0	3.5	0.0	10.5
Total	Count	0	8	30	19	45	12	49	8	5	25	19	57
	% of Total	0.0	14.0	52.6	33.3	78.9	21.1	86.0	14.0	10.2	51.0	38.8	100.0

As it can be seen from Table 4.3, A total of 33.3% of the respondents had up to diploma level of education, 52.6% were first degree holders and 14.0% of the participants had a masters' degree. In addition, 78.9% of the participants admitted to have had some formal training on HAP standard while 21.1% had not had any training. Furthermore, 86.0% of the participants agreed that organization competency influenced the implementation of HAP standard. Of these, 10.2% felt that the influence was very strong while 51.0% said that the influence was strong. Only 38.8% were of the opinion that the influence of staff competency on the implementation of HAP standard was weak.

The respondents' ratings on indicators for staff competency is as summarized in Table 4.4

Table 4.4: Staff competency indicators' ratings

Staff competency	Strongly Disagree (%)	Disagree (%)	Uncertain (%)	Agree (%)	Strongly Agree (%)
HAP standard is applicable in my everyday's work	0	3.5	17.5	66.7	12.3
HAP certification has helped improve the quality and accountability of NCA humanitarian work.	0	1.8	3.5	75.4	19.3
Training in HAP standards has greatly influenced my work performance	0	21.1	61.4	12.3	5.3
HAP standard training for all employees is essential for HAP certification to be achieved	0	3.5	0	7.0	89.5
My knowledge on HAP makes it easier to implement HAP standard in the organization	0	1.8	3.5	8.8	86.0
Staff competency plays the biggest role in implementation of HAP standard.	0	0	40.4	40.4	19.3

A total of 66.7% of the respondents agreed that HAP standard was applicable in their everyday's work with 12.3% strongly agreeing with that position. Only 3.5% of the participants disagreed

with that position with a further 17.5% having no opinion. 75.4% of the respondents agreed that HAP standard was useful in improving quality and accountability with a further 19.3% strongly agreeing with the same. It is only one participant who disagreed with that position. HAP certification had helped improve the quality and accountability of NCA humanitarian work. This was agreed upon by 75.4% of the participants with a further 19.3% strongly agreeing with that position. 89.5% of the participants strongly agreed that training on HAP standard for all employees was essential for HAP certification to be achieved. Also a total of 94.8% of the respondents admitted that the knowledge they had on HAP made it easier to implement HAP standard in the organization. In summary, 19.3% of the respondents strongly agreed that staff competency played the biggest role in the implementation of HAP. 40.3% were of the same opinion. However, 40.3% were not certain that staff competency played the biggest role in HAP implementation meaning that other factors also contributed to HAP implementation.

4.4.2 Information Sharing

To assess how organization sharing of information influenced implementation of HAP standard, the researcher used both open and closed questions. The respondents gave their opinions and these have been summarized in Table 4.5, Table 4.6 and Table 4.7.

Table 4.5: NCA information sharing

Variable	Rating	Count	Percentage (%)
Is there a communication framework already in place?	YES	49	86.0
	NO	8	14.0
How often do you use it to guide communication to different stakeholders?	N/A	8	14.0
	Not Often	12	21.1
	Often	29	50.9
	Very Often	8	14.0
Does organization sharing of information influence implementation of HAP standard	YES	43	75.4
	NO	14	24.6
To what extent does organization sharing of information influence implementation of HAP standard	Weak	16	37.2
	Strong	19	44.2
	Very Strong	8	18.6

As is evident from Table 4.5, a total of 86.0% of the respondents admitted that there was a communication framework already in place at the organization. However, 14.0% were of the contrary opinion. 14.0% of the respondents also added that they used the established communication framework very often to guide communication to different stakeholders. A further 50.9% used it often. However 21.1% admitted to not using the communication framework quite often in their communications. Also 75.4% of the respondents agreed that the sharing of information by the organization influenced the implementation of HAP standard. The extent of influence of the sharing of information was rated as very strong by 18.6%, strong by 44.4% and weak by 37.2%.

Table 4.6: Information sharing indicators' ratings

Information sharing	Strongly Disagree (%)	Disagree (%)	Uncertain (%)	Agree (%)	Strongly Agree (%)
NCA hosts information sharing meetings	0	15.8	61.4	19.3	3.5
NCA provides satisfactory information about a project	0	3.5	15.8	66.7	14.0
Sharing information by NCA improves accountability	1.8	7.0	10.5	68.4	12.3
Information sharing influences the implementation of HAP	0	0	3.5	80.7	15.8
Sharing information contributes to successful implementation of projects	3.5	3.5	7.0	71.9	14.0
Information sharing plays the biggest role in implementation of HAP standard.	0	0	24.6	45.6	29.8

As it can be seen from Table 4.6, a total of 19.3% of the respondents agreed that NCA host information sharing meetings with a further 3.5% strongly agreeing with the same. However, 15.8% of the respondents disagreed with that and another 61.4% were not sure about that position. 66.7% of the respondents were of the opinion that NCA provided satisfactory information about a project with a further 14.0% strongly agreeing with that. However, 3.5% of the respondents were of a contrary opinion. 68.4% of the respondents admitted that sharing information by NCA improved accountability with 12.3% strongly agreeing with that position. Only 1.8% strongly disagreed with a further 7.0% disagreeing with that position. Sharing information contributed to successful implementation of projects according to a total of 85.5% of the respondents. However, a total of 7.0% of the respondents were of the contrary opinion. On whether information sharing played the biggest role in implementation of HAP standard, 29.8% strongly agreed, 45.6% agreed but a further 24.6% were not sure about that position.

The respondents also rated the kind of information shared by the organization as summarized in Table 4.7.

Table 4.7: Kind of information shared

Kind of Information	Count	Percentage (%)
The start and finish date	54	94.7
The geographical region to be covered	52	91.2
The budget and donor name	7	12.3
The number of beneficiaries to be assisted	46	80.7
The date and venue of consultation meeting	5	8.8
The identified needs the project is addressing	9	15.8
The desired change the project want to make	43	75.4

As it can be seen from the Table 4.7, the organization mainly shared information on the start and finish date (94.7%), the geographical region to be covered (91.2%), the number of beneficiaries to be assisted (80.7) and the desired change the project wanted to make (75.4). However, very little information was shared on the date and venue of consultation meetings (8.8%), the budget and donor name (12.3%) and the identified needs the project is addressing (15.8%).

4.4.3 Complaints Handling and Feedback Mechanism

To determine how organization complaints and feedback mechanism influences implementation of HAP standard, the respondents used both open and closed questions to express their opinions. These have been summarized in Table 4.8 and Table 4.9.

Table 4.8 summarizes the opinions of the respondents on the organizations complaints handling and feedback mechanism.

Table 4.8: Complaints handling and feedback mechanism

Variable	Rating	Count	Percentage (%)
Does NCA have a defined and documented complaints procedure	YES	48	84.2
	NO	9	15.8
How often is it used	N/A	9	15.8
	Not Often	5	8.8
	Often	40	70.2
	Very Often	3	5.3
Does organization complaints and feedback mechanism influence implementation of HAP standard	YES	40	70.2
	NO	17	29.8
To what extent does organization complaints and feedback mechanism influence implementation of HAP standard	Weak	16	40.0
	Strong	17	42.5
	Very Strong	7	17.5
At what stage of the project do you get most complaint	Needs Assessment	5	8.8
	Initiation	15	26.3
	Implementation	35	61.4
	Evaluation	2	3.5
What is the approximate response time frame for a complaints or feedback	One week	3	5.3
	Two weeks	20	35.1
	More than a month	34	59.6

As it can be seen from Table 4.8, a total of 84.2% of the respondents admitted that there is NCA have a defined and documented complaints procedure. 15.8% however disagreed with that. Additionally, 5.3% of the respondents said that the complaints procedure is used very often with 70.2% saying that the procedure is used often. However, 8.8% of the respondents said that the complaints procedure is not used often. 70.2% of the respondents said that the organization's complaints and feedback mechanism influenced implementation of HAP standard while 29.8 % disagreed with that. On the extent to which the complaints and feedback mechanism influenced implementation of HAP standard, 17.5% of the respondents felt that it was very strong while 42.5% felt that it was strong. However, 40.0% of the respondents felt that the influence of complaints and feedback mechanism was weak. Most of the complaints were received during project implementation (61.4%) while during project evaluation few complaints were received (3.5%).

Table 4.9: Complaints handling and feedback mechanism ratings

Complaints handling and feedback Mechanism	Strongly Disagree (%)	Disagree (%)	Uncertain (%)	Agree (%)	Strongly Agree (%)
NCA complaints handling and feedback mechanism process is confidential and easy to access	0	5.3	10.5	75.4	8.8
There are steps taken to deal with complaints	0	3.5	3.5	80.7	12.3
Beneficiaries and stakeholders do understand the complaints procedure.	0	3.5	12.3	75.4	8.8
Handling of complaints by NCA influences HAP standard implementation	0	5.3	7.0	77.2	10.5
Handling complaints plays the biggest role in implementation of HAP standard.	0	8.8	40.4	35.1	15.8

From Table 4.9, a total of 75.4% of the respondents agreed that the NCA complaints handling and feedback mechanism process is confidential and easy to access. 8.8% of the respondents strongly agreed with the same. However, 5.3% disagreed with that with a further 10.5%

uncertain about the opinion. In addition, 75.4% of the respondents admitted that the beneficiaries and stakeholders did understand the complaints and feedback procedure. A further 8.8% of the respondents strongly agreed with the same. On the same 3.5% disagreed while 12.3% of the respondents were uncertain on the opinion to give. 10.5% of the respondents also strongly agreed that the complaint handling procedure influences implementation of HAP standard and 77.2% agreed with the same. In summary, 35.1% of the respondents said that handling complaints plays the biggest role in implementation of HAP standard with a further 15.8% strongly agreeing with the same. However, 8.8% of the respondents disagreed with that while 40.4% were uncertain about that opinion.

4.4.4 Beneficiaries Participation

Table 4.10 summarize the responses from the participants on beneficiaries' participation and its influence on the implementation of HAP standard.

Table 4.10: Beneficiaries participation indicators ratings

Beneficiaries participation	Strongly Disagree (%)	Disagree (%)	Uncertain (%)	Agree (%)	Strongly Agree (%)
NCA gives beneficiaries and stakeholders a chance to make contribution to projects being undertaken	3.5	3.5	8.8	71.9	12.3
NCA puts the suggestions of the stakeholders into consideration	0.0	1.8	7.0	80.7	10.5
Participation in the project affects implementation of HAP standard	0.0	1.8	12.3	77.2	8.8
Beneficiaries' participation contributes to the success of NCA projects.	0.0	0.0	8.8	75.4	15.8
Beneficiaries participation plays the biggest role in implementation of HAP standard	0.0	0.0	5.3	54.4	40.4

As it can be seen from Table 4.10, a total of 12.3% of the respondents strongly agreed that NCA gave beneficiaries and stakeholders a chance to make contribution to the projects being undertaken with a further 71.7% agreed with the same. However, 3.5% of the respondents strongly disagreed with that opinion and a similar number disagreeing. In addition, 10.5% of the respondents strongly agreed that NCA puts the suggestions of the stakeholders into consideration with a further 80.7% agreeing with that. 15.8% of the respondents strongly agreed that beneficiaries' participation contributed to the success of NCA projects with 75.4% agreeing with that. On whether beneficiaries' participation plays the biggest role in the implementation of HAP standards 40.4% of the respondents strongly agreed that beneficiaries' participation played the biggest role with 54.4% agreeing with the same. Only 5.3% of the respondents were uncertain about with that opinion.

Table 4.11: Beneficiaries participation

Variable	Rating	Count	Percentage (%)
Does participation of beneficiaries influence implementation of HAP standard?	YES	51	89.5
	NO	6	10.5
To what extent does participation of beneficiaries influence implementation of HAP standard?	Weak	4	7.8
	Strong	25	49.0
	Very Strong	22	43.1
At what stage of the project do most beneficiaries and stakeholders make most of their contribution?	Needs Assessment	5	8.8
	Initiation	12	21.1
	Implementation	35	61.4
	Evaluation	5	8.8

From Table 4.11, 89.5% of the respondents were of the opinion that participation of beneficiaries influence implementation of HAP standard. Only 10.5% of the respondents were of the contrary

opinion. 43.1% of the respondents were of the opinion that the extent of influence of beneficiaries' participation was very strong and a further 49.0% felt that the extent of influence was strong. Only 7.8% felt that the extent of influence was weak. Also the beneficiaries and stakeholders contributions varied with the stage of the project. According to the participants the majority of the contributions were received during project implementation (61.4%), project initiation (21.1%), needs assessment (8.8%) and during project evaluation (8.8%).

4.4.5 HAP Implementation

The respondents also gave their opinion on the implementation of HAP standard and the impact of HAP certification in NCA and the successes it has gained over other NGOs. The results are summarized in Table 4.12.

Table 4.12: HAP implementation

HAP implementation	Strongly Disagree (%)	Disagree (%)	Uncertain (%)	Agree (%)	Strongly Agree (%)
Adoption of HAP Standard has greatly enhanced accountability in the operations of NCA	0.0	3.5	15.8	68.4	12.3
Success of NCA in fundraising efforts in Somalia can be attributed to HAP Standard certification	3.5	10.5	40.4	29.8	15.8
NCA project beneficiaries are now benefiting more from humanitarian Aid delivered by NCA as result of HAP certification	0.0	3.5	15.8	43.9	36.8
Implementation of HAP standard is a very rigorous exercise for the organization.	0.0	3.5	15.8	43.9	36.8

From Table 4.12, it can be seen that a total of 12.3% of the respondents strongly agreed that adoption of HAP standard had greatly enhanced accountability in the operations of NCA with a further 68.4% of the respondents agreeing with the same. Only 3.5% disagreed with that opinion

and 15.8% were uncertain about it. A total of 15.8% of the respondent strongly agreed that success of NCA in fundraising efforts in Somalia could be attributed to HAP standard certification. 29.8% of the respondents also agreed with that. In the contrary, 3.5% of the respondents strongly disagreed with that opinion and a further 10.5% disagreed. 40.4% of the respondents were uncertain about the opinion. Another 36.8% of the respondents strongly agreed that NCA projects beneficiaries were benefiting more from humanitarian aid as a result of HAP certification. This position was also agreed upon by 43.9% of the respondents. Also 36.8% of the respondents strongly agreed that the implementation of HAP standard was extremely thorough and accurate. 43.9% of the respondents also agreed with that. Only 3.5% of the respondents disagreed with that opinion with 15.8% only being uncertain about it.

4.5 Descriptive Statistic

Using a five point Likert-type scale that ranged from 5= Strongly Agree, 4= Agree, 3= Uncertain, 2= Disagree and 1= Strongly Disagree respondents quantified the responses to the questions provided. The critical value of the scale was defined as 3.0. A smaller value signifies a divergent opinion or discontentment with the statement while a larger value signifies expressions of concurrent opinion. The summarized aggregated statistics is as shown in Table 4.13.

Table 4.13: Descriptive statistics of the variables

S/No	Variable	N	Mean	Std Deviation	Variance
1	Staff competency	57	3.79	0.581	0.338
2	Information sharing	57	3.66	0.684	0.468
3	Complaints handling and feedback mechanism	57	3.68	0.655	0.428
4	Beneficiaries participation	57	3.57	0.595	0.354
5	HAP implementation at NCA	57	3.90	0.817	0.667

As indicated in Table 4.13, all variables were rated moderately high. Staff competency was rated relatively high (M=3.79, Std Deviation=0.581). This means that the staffs at NCA are competent and have the required expertise to fulfill the organization's mandate. Information sharing's mean

was 3.66 with a standard deviation of 0.684. This means that adequate information was shared and also its impact in HAP implementation was above average. Complaints handling and feedback mechanism was also rated relatively high (M=3.66, Std Deviation=0.655). This indicates that complaints were handled promptly resulting to successful implementation of projects. Beneficiaries participation was rated slightly lower (M=3.57, Std Deviation=0.595) compared to the other variables. This indicates that beneficiaries were not fully involved although still the level of involvement above average. HAP implantation at the organization was rated highly (M=3.90, Std Deviation=0.817). This implies that HAP standard and benchmarks are being implemented at the organization. The standard deviation and variance are also small denoting less variability of scores in the distribution.

4.6 Correlation of Variables

Correlation describes the degree of relationship between two variables. Pearson correlation coefficient (r) is used to measure the strength of association between variables of interest. 2-tail test tests the possibility of a relationship in both directions. This is what has been used in this study. Correlation of the variables was generated from SPSS analysis and is as shown in Table 4.14.

Table 4.14: Correlation of variables

S/No	Independent Variable	Dependent Variable (HAP Implementation)	
1	Staff competency	Pearson Correlation	.576**
		Sig. (2-tailed)	.000
		N	57
2	Sharing information	Pearson Correlation	.539**
		Sig. (2-tailed)	.000
		N	57
3	Complaints handling and feedback mechanism	Pearson Correlation	.661**
		Sig. (2-tailed)	.000
		N	57
4	Beneficiaries participation	Pearson Correlation	.624**
		Sig. (2-tailed)	.000
		N	57

** . Correlation is significant at the 0.01 level (2-tailed).

As indicated in Table 4.14, a strong positive correlation was found between staff competency and the organization's implementation of HAP standard (.576; $p < .01$). This implies that staff competency does influence the implementation of HAP in NCA. A positive significant correlation was found between sharing of information and the implementation of HAP Standard (.539; $p < .01$). This implies that there is a positive interdependence between the two variables. When information is shared between stakeholders as demanded by HAP standard, then project implementation will be successful. This was the position at NCA. Also a strong positive correlation was found between complaints handling and feedback mechanism (.661; $p < .01$) implying that complaints handling procedures and feedback mechanism influenced the implementation of HAP positively. Again a positive significant correlation was found between beneficiaries' participation and implementation of HAP. What this means is that at NCA the beneficiaries were being involved which resulted to the successful implementation of HAP standard and successful projects.

In summary, a strong positive correlation was found between the identified factors of HAP standard and the resulting implementation of HAP. There is a strong relationship between staff competency, sharing information, complaints handling, beneficiaries' participation and the resulting HAP standard implementation. The high means shown in Table 4.13 also strengthens the results of the correlation of variables in Table 4.14.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of summary of the research findings, discussions on the findings, Conclusions made from the study and then the recommendations based on the research findings..

5.2 Summary of the findings

This research was guided by four objectives and four research questions. The descriptive survey research method was used and questionnaires were used as the data collection method. The summary of the findings is as shown in Table 5.1.

Table 5.1: Summary of findings

RESEARCH OBJECTIVE	MAJOR RESEARCH FINDINGS
To determine how organization staff competency influences implementation of HAP standard.	86.0% of the participants agreed that organization competency influenced the implementation of HAP standard. 94.8% of the respondents admitted that the knowledge they had on HAP made it easier to implement HAP standard in the organization. 10.2% of the respondents felt that the influence of staff competency on HAP implementation was very strong, 51.0% said it was strong and 38.8% said it was weak. 19.3% of the respondents strongly agreed that staff competency played the biggest role in the implementation of HAP, 40.3% agreed and a further 40.3% were uncertain.
To assess how organization sharing of information	Sharing information contributed to successful implementation of projects according to a total of 85.5% of the respondents but 7.0%

influences implementation of HAP standard.	<p>disagreed with that.</p> <p>The extent of influence of the sharing of information on HAP implementation was rated as very strong by 18.6%, strong by 44.4% and weak by 37.2%.</p> <p>66.7% of the respondents were of the opinion that NCA provided satisfactory information about a project with a further 14.0% strongly agreeing, 3.5% disagreed.</p>
To determine how organization complaints and feedback mechanism influences implementation of HAP standard	<p>70.2% of the respondents said that the organization's complaints and feedback mechanism influenced implementation of HAP standard but 29.8 % disagreed with that.</p> <p>Most of the complaints were received during project implementation (61.4%) while during project evaluation few complaints are received (3.5%).</p> <p>17.5% of the respondents felt that influence of complaints and feedback mechanism on implementation of HAP standard was very strong, 42.5% felt it was strong and 40.0% felt it was weak.</p>
To assess how beneficiaries' participation influences implementation of HAP standard.	<p>89.5% of the respondents were of the opinion that participation of beneficiaries influence implementation of HAP standard but 10.5% disagreed.</p> <p>75.4% of the respondents agreed that beneficiaries' participation contributed to the success of NCA projects with 15.8% strongly agreeing.</p> <p>40.4% strongly agreed that beneficiaries' participation plays the biggest role in the implementation of HAP standards, 54.4% agreed and only 5.3% were uncertain about with that opinion.</p> <p>The extent of influence of beneficiaries' participation was rated as very strong by 43.1%, strong by 49.0% and weak by 7.8%.</p>

5.3 Discussion of Findings

The researcher successfully investigated and analyzed four factors that affect HAP implementation; staff competency, sharing of information, complaints and feedback mechanism and beneficiaries' participation in the implementation of HAP standard in the Norwegian Church Aid.

5.3.1 Staff competency and HAP implementation

An organization is only as good as its staff no matter how good an organization's management system is or how good their intentions are. The competency of staff will greatly affect the implementation of HAP standard and by extension quality of services received by the beneficiaries. HAP standard benchmarks require that the organization ensures that staffs have competencies like appropriate skills, knowledge, and attitudes work or the organization that enable them to meet the organization's commitment (HAP, 2010).

Competencies are often broken down into required knowledge, professional skills and personal qualities (Wield, 2008). Staff members' skill sets need to be developed in accordance with their roles and responsibilities and the commitments of the organization. This study revealed that 14.0% of the Norwegian Church Aid staffs were masters' degree holders, 52.6% were first degree holders and 14.0% had diploma. This is highly competent team in terms of knowledge and skills. In addition 78.9% have had formal training in HAP standard. 89.5% of the participants strongly agreed that training on HAP standard for all employees was essential for HAP certification to be achieved. 94.8% of the respondents admitted that the knowledge they had on HAP made it easier to implement HAP standard in the organization.

The competency of staff will also determine to what extent the intentions of the organization are reflected in practice. Good people-management processes are critical to the delivery of quality and accountable services (Wallace, 2009). According to this study 86.0% of the participants agreed that organization competency influenced the implementation of HAP standard. The influence was strong according to a total of 61.2% of the participants. 19.3% of the respondents

strongly agreed that staff competency played the biggest role in the implementation of HAP, 40.3% agreed and a further 40.3% were uncertain. The study also revealed that HAP certification had helped improve the quality and accountability of NCA humanitarian work. This is according to a total of 94.7% of the participants.

5.3.2 Sharing of information and HAP implementation

NGOs can successfully implement HAP standard by improving on how they share information. Experience in past disaster responses has shown that communication with affected populations is a critical aspect of operational delivery, improving transparency and accountability, ensuring effective service delivery and the delivery of information as a form of assistance in its own right. This study revealed that NCA shares information with its stakeholders. In this study, 86.0% of the respondents said that there was an already established communication framework at NCA. 14.0% of the respondents used the communication framework very often, 50.9% used it often while 21.1% did not use the set communication framework quite often in their communications.

HAP benchmarks require that an organization avails important information to the intended beneficiaries, agency staff and other specified stakeholders. The important information includes organization background, humanitarian accountability framework, humanitarian plan, progress reports and complaints handling procedures (HAP, 2010). In this study a total of 22.8% of the participants agreed that NCA hosted information sharing meetings to deliberate on the issues pertaining projects. However, 15.8% disagreed and 61.4% were not sure about that position. The organization mainly shared information on the start and finish date (94.7%), the geographical region to be covered (91.2%), the number of beneficiaries to be assisted (80.7) and the desired change the project wanted to make (75.4%). However, very little information was shared on the date and venue of consultation meetings (8.8%), the budget and donor name (12.3%) and the identified needs the project is addressing (15.8%). Good communication is essential to effective coordination.

The growing recognition of the importance of communication in disaster response has prompted an upsurge in discussions, publications and initiatives aimed at better understanding the potential of broadcast media and new technologies to improve how agencies communicate with their

beneficiaries and, ultimately, enhance the quality and accountability of humanitarian assistance. In this study 85.5% of the participants agreed that sharing information had contributed to successful implementation of projects. Also 68.4% of the respondents admitted that sharing information by NCA improved accountability with 12.3% strongly agreeing, 1.8% strongly disagreed and 7.0% disagreed with that position. Experience in past disaster responses has shown that communication with affected populations is a critical aspect of operational delivery, improving transparency and accountability, ensuring effective service delivery and achieving meaningful participation and the delivery of information as a form of assistance in its own right (World Disaster Report, 2005).

Effective communications can enhance all aspects of humanitarian work, including transparency and accountability, public education and information and service delivery. The best way to achieve this is to establish a well-resourced, dedicated communications capacity, including technical specialists, to ensure that communications work is well designed and implemented, and to train and support operational staff across the organisation. Key to this is the recognition that effective communication with communities is a specific and important technical area of work, separate from PR or external relations (Ebrahim, 2003). 75.4% of the respondents in this study agreed that the sharing of information by the organization had influenced the implementation of HAP standard. The extent of influence of the sharing of information was rated as very strong by 18.6%, strong by 44.4% and weak by 37.2%.

5.3.3 Complaints and feedback mechanism and HAP implementation

A properly established complaints mechanism provides a safe opportunity for the local population and the beneficiaries to raise valid concerns and to have concerns addressed objectively against a standard set of rules, resting in the values and commitments of the organisation.

There is a well defined and documented complaints procedure at NCA. This is according to 84.2% of the respondents. A properly established complaints mechanism provides a safe opportunity for the local population and the beneficiaries to raise valid concerns and to have concerns addressed objectively against standard HAP standard benchmark on complaints

handling procedure (HAP 2010). A total of 70.2% of the respondents said that the complaints procedure was used often, 5.3% said it was used very often but 8.8% of the respondents said the complaints procedure was not often used.

According to the HAP benchmarks an organisation should establish and implement complaints-handling procedures that are effective, accessible and safe for intended beneficiaries, disaster-affected communities, agency staff, humanitarian partners and other specified bodies (HAP, 2010). In this study, 8.8% of the respondents strongly agreed that the beneficiaries and stakeholders understood the complaints and feedback procedure that was in place, a position that was agreed by 75.4% of the respondents. However, 3.5% disagreed while 12.3% were uncertain about the opinion. According to this study a total of 84.2% of the participants agreed that NCA complaints handling and feedback mechanism process was confidential and easy to access. Only 3.5% of the participants disagreed with that position.

Offering beneficiaries a channel through which they can provide feedback and raise complaints about the assistance they receive is generally regarded by humanitarian agencies as an important part of being accountable. According to this study, 10.5% of the participants strongly agreed that complaints handling procedure influenced the implementation of HAP standard in the organisation. 77.2% of the participants agreed with the same. In addition, 35.1% of the respondents said that handling complaints played the biggest role in the implementation of HAP standard with a further 15.8% strongly agreeing with the same. However, 8.8% of the participants disagreed with that while 40.4% were uncertain about that opinion.

Complaints are directly associated to the commitments made by an organization, in terms of what and how it promises to deliver assistance and give support. People on the receiving end of assistance and support have the right to complain if standards are not being met, if assistance is not appropriate to them or are not as promised to them by implementing organisations or there are serious breaches of codes of conduct. The findings of this study show that at NCA most of the complaints were received during project implementation (61.4%) while during project evaluation few complaints are received (3.5%). In addition, 17.5% of the respondents felt that influence of complaints and feedback mechanism on implementation of HAP standard was very strong, 42.5% felt it was strong and 40.0% felt it was weak. 35.1% of the respondents said that

handling complaints plays the biggest role in implementation of HAP standard with a further 15.8% strongly agreeing, 8.8% disagreed while 40.4% were uncertain about that opinion.

A formal complaint demands a response and an organisation receiving a complaint has a duty to respond to the complainant. People wishing to make a complaint or raise a concern will only do so if they have confidence that complaints will be dealt with promptly, fairly and without risk to themselves or others.

5.3.4 Beneficiaries' participation and HAP implementation

Achieving meaningful participation of the beneficiaries also help NGOs in meeting HAP benchmark on participation which is important in HAP implementation. HAP benchmarks demands that organizations should enable beneficiaries and their representatives to participate in program decisions and seek their informed consent (HAP, 2010). According to this study 12.3% of the respondents strongly agreed that NCA gave beneficiaries and stakeholders a chance to make contribution to the projects, 71.9% agreed with the same but and a total of 7.0% disagreed. Also 91.2% of the respondents agreed that NCA puts the suggestions of the stakeholders into consideration.

The participation measures of populations assisted by humanitarian agencies supporting them is now widely accepted as crucial to effective social targeting, resource utilisation, accountability, sustainability and impact. For some participation is also a fundamental right of citizenship, essential in the context of humanitarian emergencies for survival, self-protection and self-actualisation. As such, beneficiaries participation has become a central tenet of policy for a number of humanitarian agencies globally, is incorporated into many mission statements and in some cases is constitutionally enshrined (HAP, 2010).

In this study, 15.8% of the respondents strongly agreed and 75.4% of the respondents agreed that beneficiaries' participation contributed to the success of NCA projects. Also 40.4% of the respondents strongly agreed that beneficiaries' participation played the biggest role in the implementation of HAP standards with 54.4% of the respondents agreeing with the same. In addition 89.5% of the respondents were of the opinion that participation of beneficiaries

influenced implementation of HAP standard but 10.5% of the respondents disagreed with that position.

Beneficiaries' participation is the engagement of affected populations in one or more phases of the project cycle: assessment; design; implementation; monitoring; and evaluation. This engagement can take a variety of forms. This study revealed that most contributions were received during project implementation (61.4%), during project initiation (21.1%), during needs assessment (8.8%) and during project evaluation (8.8%). The various facets of participation include information sharing, consultation, the contribution of manual labour and other skills, involvement in decision-making and/or resource control. These facets of participation are often taken to represent increasing gradations of engagement in humanitarian measures (Andre and John, 2003).

Participation is about demonstrating respect for members of affected populations, by recognising their right to have a say in choices that impact on their lives. Involving the affected population from the outset establishes a level of ownership that will help to increase the intervention's chance of success and its longer-term connectedness and/or sustainability. It also empowers and helps marginalised groups to increase their confidence to speak out, to take decisions and to act, as well as to reduce discrimination.

5.4 Conclusion

NGOs face the competing demands of multiple stakeholders more acutely and regularly than do private firms in the issues of accountability. They are accountable to multiple actors: to donors (upward accountability), to clients (downward accountability), and to themselves (internal accountability).

Organization seeking HAP certification should ensure that staffs have competencies that enable them to meet the organization's commitment. This is through ensuring that people have the appropriate skills, knowledge and positive attitudes towards work or the organization, providing optimal services for crisis-affected communities ensuring that the people an organization seeks to assist are protected from further danger and exploitation by aid workers and ensuring that staff work in an environment where skill sets are continually improved in order to better meet the

commitments of the organization. The competency of staff will greatly affect the implementation of HAP standard and by extension quality of services offered. No matter how good an organization's management system is or how good their intentions are, an organization is only as good as its staff.

Effective communications can enhance all aspects of humanitarian work, including transparency and accountability, public education and information and service delivery. An organisation offering humanitarian services need to establish a well-resourced, dedicated communications capacity, including technical specialists, to ensure that communications work is well designed and implemented, and to train and support operational staff across the organisation. Good communication is essential to effective coordination. It is important that organisations share information pertaining organisational background, humanitarian accountability framework, humanitarian plan, progress reports and complaints handling procedures to all its stakeholders as demanded by the HAP standard and benchmarks.

Listening and responding to feedback from crisis-affected people when planning, implementing, monitoring and evaluating programmes, and making sure that crisis-affected people understand and agree with the proposed humanitarian action and are aware of its implications is key and very crucial exercises in the operations of organisation offering humanitarian services. This will contribute to the success of such an organisation and its projects. Offering beneficiaries a channel through which they can provide feedback and raise complaints about the assistance they receive is generally regarded by humanitarian agencies as an important part of being accountable.

Organisations should enable beneficiaries and their representatives to participate in program decisions and seek their informed consent. This is in line with the HAP benchmarks. Beneficiaries' participation is understood as the engagement of affected populations in one or more phases of the project cycle: assessment; design; implementation; monitoring; and evaluation. This engagement can take a variety of forms. The various facets of participation include information sharing, consultation, the contribution of manual labour and other skills, involvement in decision-making and/or resource control. Participation is about demonstrating respect for members of affected populations, by recognising their right to have a say in choices

that impact on their lives. Involving the affected population from the outset establishes a level of ownership that will help to increase the intervention's chance of success and its longer-term connectedness and/or sustainability.

5.5 Recommendations

The study makes the following recommendations;

- I. The management should not only hire competent staffs but also continually develop the staffs on accountability. A total of 89.5% of the respondents agreed that that training on HAP standard for all employees was essential for HAP certification. An organization is as good as its staff. For successful implementation of HAP standard, a team with the right knowledge, skills and experience is required.
- II. In order to achieve beneficiaries' accountability and therefore implement HAP standard, an organization dealing in humanitarian aid should share proper systems and procedure for sharing information. This is confirmed by 68.4% of the respondents who admitted that sharing information has improved accountability to all the stakeholders.
- III. Complaints and feedback mechanism should be confidential and accessible to all stakeholders if HAP implementation is to be achieved. Organizations should put more effort in making all stakeholders to understand the procedure put in place. The complaint and feedback mechanism should be strengthened throughout the Project Cycle Management since from the findings; majority of the feedback was received during implementation as confirmed by 61.4% of the total participants.
- IV. An organization should always involve the beneficiaries at all stages of the Project Cycle. Beneficiaries' participation was rated very strong by 43.1% and strong by 49.0% of respondents as influencing HAP implementation and therefore organization willing to implement HAP should prioritize efforts within the organization and during project implementation that enhance beneficiaries accountability.

5.6 Suggestions for Further Studies

This study investigated factors that affect the implementation of HAP standard in NGOs from the organizations staff perspective. This study therefore suggests a study to be done on the implementation of HAP from the beneficiaries' perspective.

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APPENDCIES

APPENDIX I: LETTER OF TRANSMITTAL

Dear staff,

RE: RESEARCH DATA COLLECTION

I am a Masters Student at the University of Nairobi and one of your colleague at NCA Nairobi coordination office. I am carrying a research on **“factors that affect implementation of HAP standard.”** I am carrying out this research as a requirement for my study, as well as availing pertinent information on the best practices in implementing HAP.

The questionnaire attached has been designed to gather information from respondents, which will be treated as confidential and no names will be mentioned in the research. The report will make recommendations for the improvement of HAP implementation in order to improve the beneficiary accountability during delivery of humanitarian aid.

Your assistance in facilitating a successful study will be highly appreciated. A copy of research report, upon completion can be availed at your request.

Thanks in advance.

Yours sincerely,

.....

Joseph Kungu Chege

APPENDIX II: THE QUESTIONNAIRE

This questionnaire is aimed at collecting information on factors influencing the implementation of HAP standard in NGOs. The information that you will give will support the researcher in achieving his academic goals. The information will be treated with utmost confidentiality and will only be utilized for the purposes of this study. Your participation is highly appreciated.

(Please tick as appropriate)

PART 1: GENERAL INFORMATION

1. Office.....
2. Job Position.....
3. Gender
a) Male ☐ b) Female ☐
4. Number of years working in Norwegian Church Aid

0-2	3-5	5-7	8-10	Over 10 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART 2: STAFF COMPETENCY

5. What is your current level of academic qualification?
a) Diploma ☐ b) Degree ☐ c) Masters ☐ d) PHD ☐
6. How many years of experience do you have in humanitarian field?

0-2	3-5	5-7	8-10	Over 10 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Have you ever received formal training on HAP standard

Yes ()

No ()

8. State your level of agreement with the following statements

Staff competency	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
HAP standard is applicable in my everyday's work					
HAP standard is useful in improving accountability					
HAP certification has helped improve the quality and accountability of NCA humanitarian work.					
Training in HAP standards has greatly influenced my work performance					
HAP standard training for all employees is essential for HAP certification to achieved					
My knowledge on HAP makes it easier to implement HAP standard in the organization					
Staff competency plays the biggest role in implementation of HAP standard.					

9. Does organizations staff competency influence implementation of HAP standard?

Yes ()

No ()

10. If yes, to what extent does organizations staff competency influence implementation of HAP standard?

Weak	Strong	Very Strong

PART 3: INFORMATION SHARING

11. Is there a communication framework already in place?

Yes ()

No ()

12. If yes, how often do you use it to guide communication to different stakeholders?

Not often	Often	Very often

13. Tick to describe the kind of information contained in the communication framework.

The start and finish date	The geographical region to be covered	The budget and donor name	The number of beneficiaries to be assisted	The date and venue of consultation meeting	The identified needs the project is addressing	The desired change the project want to make	Other

Description (if other).....

.....

14. State your level of agreement with the following statements

Information sharing	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
NCA hosts information sharing meetings					
NCA provides satisfactory information about a project					
Sharing information by NCA improves					

accountability					
Information sharing influences the implementation of HAP					
Sharing information contributes to successful implementation of projects					
Information sharing plays the biggest role in implementation of HAP standard.					

15. Does organization sharing of information influence implementation of HAP standard?

Yes ()

No ()

16. If yes to what extent does organization sharing of information influence implementation of HAP standard?

Weak	Strong	Very Strong

PART 4: COMPLAINTS HANDLING AND FEEDBACK MECHANISM

17. Does NCA have a defined and documented complaints procedure?

Yes ()

No ()

18. If so how often is used?

Very often	Often	Not Often

19. State your level of agreement with the following statements

Complaints handling and feedback Mechanism	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
NCA complaints handling and feedback mechanism process is confidential and easy to access					
There are steps taken to deal with complaints					
Beneficiaries and stakeholders do understand the complaints procedure.					
Complaint handling procedure for a project affects implementation of HAP standard					
Handling of complaints by NCA influences HAP standard implementation					
Handling complaints plays the biggest role in implementation of HAP standard.					

20. Does organization complaints and feedback mechanism influence implementation of HAP standard?

Yes ()

No ()

21. If yes to what extent does organization complaints and feedback mechanism influence implementation of HAP standard?

Weak	Strong	Very Strong

22. At what stage of the project do you get most complaint?

Needs assessment	Project initiation	During project implementation	During evaluation of the project

23. What is the approximate response time frame for a complaints or feedback?

One week	Two weeks	More than a month

24. Please give a suggestion on how to improve handling of complaints project implementation.

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PART 5: BENEFICIARIES PARTICIPATION

25. State your level of agreement with the following statements

Beneficiaries participation	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
NCA gives beneficiaries and stakeholders a chance to make contribution to projects being undertaken					
NCA puts the suggestions of the stakeholders into consideration					
Participation in the project affects implementation of HAP standard					
Beneficiaries' participation contributes to					

the success of NCA projects.					
Beneficiaries participation plays the biggest role in implementation of HAP standard					

26. Does participation of beneficiaries influence implementation of HAP standard?

Yes ()

No ()

27. If yes to what extent does participation of beneficiaries influence implementation of HAP standard?

Weak	Strong	Very Strong

28. At what stage of the project do most beneficiaries and stakeholders make most of their contribution?

Needs assessment	At the beginning of the project	During project implementation	During evaluation of the project

29. How do beneficiaries participate in project implementation?

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PART 6: HAP IMPLEMENTATION

30. State your level of agreement with the following statements

HAP implementation	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
Adoption of HAP Standard has greatly enhanced accountability in the operations of NCA					
Success of NCA in fundraising efforts in Somalia can be attributed to HAP Standard certification					
NCA project beneficiaries are now benefiting more from humanitarian Aid delivered by NCA as result of HAP certification					
Implementation of HAP standard is a very rigorous exercise for the organization.					

THE END

Thank you for spending your precious time on this important research. God bless you.

APPENDIX III: DETERMINING SAMPLE SIZE

Table A10.1: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.

Source: Krejcie and Morgan (1970)