

HIDDEN HURDLES: UNRAVELLING THE COMPLEX, CUMULATIVE EFFECTS OF BUREAUCRATIC & ADMINISTRATIVE IMPEDIMENTS ON CRISIS-AFFECTED POPULATIONS AND HUMANITARIAN RESPONSE

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Figure 5: BAI Indicators and Measures

BAI AREA	INDICATORS	MEASURES
Registration	Complex, costly, and time-consuming registration and/or MoU process for the organisation	Number of days from initiation to full registration and/or MoUs approval measured over a specific time period
	Complex, costly, and time-consuming registration and/or MoU process for the organisation	Number of agencies denied registration and/or MoUs approval out of number of agencies having applied (percentage) measured over a specific time period
Entry requirements	Constraints on visa/permits for international staff	Number of visas/permits pending/delayed/denied out of how many were applied for (percentage) measured over a specific time period
HR management	Attempts to interfere in recruitment processes, including contracting, compensating, and assuring staff wellbeing	Number of instances of such interference, categorised, described and recorded over a specific time period
Domestic movement restrictions	Requirement for internal travel permits/ approvals	Whether or not internal travel permits/approvals are required (yes/no), recorded over a specific time period
	Travel permits/approvals pending/delayed/denied	Number of travel permits/approvals pending/delayed/denied out of total applied for, over a specific time period
Administrative delays or refusals	Presence of unclear/lengthy administrative processes and procedures	Presence of unclear/lengthy administrative processes and procedures (yes/no), recorded over a specific time period
Importations and customs	Constraints on imports of relief items or equipment	Number of days relief goods are held back from transport and delivery, over a specific time period
	Taxes, fines or quotas on passage of goods to reach people in need	Value of fines or taxes imposed, above that budgeted/anticipated, over a specific time period
Programmatic interference	Interference or disruption of humanitarian activity selection and planning (e.g., states/ non-state actors favoring/facilitating tangible cash/food/shelter vs less-tangible protection/education/rights)	Number and types of activities interfered in during selection and planning, over a specific time period
Financial regulations and obstacles	Financial institution de-risking/chilling effect due to sanctions	Financial institution de-risking/chilling effect due to sanctions (yes, no), over a specific time period
Lack of policy alignment	Alignment of policies and procedures across government departments and levels (national, local, and provincial)	Consistent policies across government departments and subnational (yes/no), over a specific time period
Harassment/ intimidation of staff and/or suppliers	Number of incidents of intimidation/ harassment of NGO staff and suppliers	Number of incidents of intimidation/harassment of NGO staff and suppliers, over a specific time period

ALL BAI AREAS	INDICATORS	MEASURES
	Crisis-affected populations unable to access basic services, assistance, and/or protection	Number, proportion, and characteristics of people not receiving access to basic services, assistance, and protection, over a specific time period
	Additional, unbudgeted, and/or unanticipated operational costs	Additional operational costs incurred due to difference between anticipated and actual costs of procedures and delays (staff hours required to process administrative requirements, costs of administrative requirements in and of themselves, costs of extended implementation/provision schedules), over a specific time period

DOMAINS OF CHANGE	INDICATORS	MEASURES
Health, food security, malnutrition, water, and sanitation	Changes in health, food security, malnutrition, water, and sanitation	Compile relevant data from available sources, over a specific time period
Delivery of humanitarian assistance	Average length of time it takes to provide humanitarian assistance	Difference between budgeted/anticipated and actual length of time it takes to provide humanitarian assistance, over a specific time period
Legal frameworks and governance	Changes in domestic and international legal frameworks and governance structures	Noted changes, over a specific time period
Coordinated and coherent approaches to tackle BAI	Presence of access strategy/engagement strategy on BAI	Presence of access strategy/engagement strategy on BAI (yes/no), over a specific time period
	BAI inclusion in meeting agendas	Number of HCT, Access WG, and NGO meetings where BAI is on the agenda, out of total number of meetings, over a specific time period
	Feedback on BAI reporting	Number, type, and efficacy of responses to reported incidents of BAI, out of total number of reported incidents, over a specific time period

Survey results are based on a small, non-representative sample. These indicators and domains of change are suggestions that must be refined and adapted by HCTs, so they are context-specific and appropriate. Country-level workshops on refining and finalising these indicators should be held, assuring the participation of actors working on access, programme implementation, and logistics. The inclusion of NNGOs, LNGOs, and CSOs, in addition to INGOs, UN agencies, and coordination bodies, is imperative. Global-level workshops can be convened in the future to gauge potential aggregation of country-level indicators or monitoring domains of change beyond the country-level.



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