

**DRC HQ ACCOUNTABILITY IMPROVEMENT PLAN DETAILED MATRIX**

Drafted/revised by:	Date:	Approved by:	Date:
NB	24 Feb 2010	IA mgmt	24 Feb 2010

PH = DRC Programme Handbook  
 OH = DRC Operations Handbook  
 SFA = Strategic Focal Area  
 Website = [www.drc.dk](http://www.drc.dk)

HAP BM	ISSUE	BASELINE END-2009	TARGET/INDICATOR(S)	ACTIVITIES	TIME FRAME	FOCAL POINT	AUTHORITY
QN4 HAF	Revise global HAF	Old HAF from October 2008	Revised in English, on website	Revise and obtain approval	Feb 2010	NB	IA mgmt
	Adjust global HAF after audit, if needed		Revised on website in Arabic, English, French and Russian	Revise and obtain approval Translations	Jun 2010	NB	IA mgmt
Contextual HAFs	All registered programmes have contextual HAF	11 contextual Humanitarian Accountability Frameworks on DRC website	18 HAFs on website	Simple contextual AIP template. Coach programmes, esp. re. AIP. Upload on website.	Dec 2010	NB Desks AM	CDs
1. HQMS (Humanitarian Quality and Management System)	Comprehensive accountability self-assessment	23 field self-assessments and HQ self-assessment implemented Oct 2009 – Jan 2010.	Field self-assessments in all DRC countries. HQ self-assessment.		Oct 2011	CDs NB	CDs IA mgmt
	SP1.1 Administrative support system capable of sustaining growth	Operations Handbook June 2009 defines standards and tools. HQ support capacity in Resource & Development Dept (administration) and IA is established and developing	Feedback to OH is solicited and registered and revisions/additions issued as appropriate.		Dec 2011	SJ MM R&D dept	IA + RD mgmt
	Update Programme Handbook	FB is solicited at all training events and substantive FB is received and registered since launch in June 2008	New PH annexes are included whenever new runs of CD-Rom are issued. PH is revised.	FB is solicited and registered. Target and process for revision of PH is decided. Revision of PH.	Continuous Jun 2011 Open	CB	IA mgmt
	SP1.3 All programmes have SPDs that meet current requirement in APRF and integration of strategic budgeting has been piloted	12 programmes have Strategic Programme Documents (though not necessarily updated or meeting standard in PH annex A4). Strategic budgeting proposed by DANCAP.	90 % of programmes have good and updated SPD. Strategic budgeting is piloted in two programmes.	Support desks/programmes draft/revise their SPDs. Develop model for strategic budgeting. Support pilot implementation.	Dec 2010 ?	CB R&D dept	Desks
	Guide on Annual Reviews (PH annex A5)	Actual experience warrants an update, including points made by bi-monthly meeting 8 Dec 2009	Annex A5 revised	Desk review. Approval by bi-monthly meeting.	Apr 2010	KS	IA mgmt
	Revise Quarterly Report format and guide	Some programmes produce activity reporting rather than reporting relating to the SPD. Current format		Desk review.	Dec 2010	PPSU Desks	IA mgmt

**DRC HQ ACCOUNTABILITY IMPROVEMENT PLAN DETAILED MATRIX**

Drafted/revised by:	Date:	Approved by:	Date:
NB	24 Feb 2010	IA mgmt	24 Feb 2010

		could better emphasise accountability.					
	Revise PH annex A15 Overview of accountability obligations	The column 'DRC regulatory framework' could better define minimum requirements at the different levels	Annex A15 revised in order to define minimum requirements	Desk review. Approval by bi-monthly meeting.	Dec	NB	IA mgmt
	SP2.1 Gender, Age and Diversity	PH with annexes provide framework but DRC has decided to upgrade it and ensure stronger field application of it	Revised GAD framework. Revised GAD framework mainstreamed in PH	Field studies in South Caucasus and Afghanistan. Synthesis processes. Revision of framework and GAD training approaches.	Dec 2010	KS	Bimonthly mtg
	SP2.2 Mixed Migration policy and operational guidelines adopted	DRC position paper adopted by the Council and relevant DRC capacity clarified.	Operational guidelines issued	Develop guidelines.	Dec 2010	AK	Bimonthly mtg
	SP2.3 Displacement & urbanisation	Current policies and tools are mostly informed by rural practices.	DRC approaches to protection in urbanised areas are developed	Mapping of experience. Develop policies and guidelines.	Dec 2012	CB	Bimonthly mtg
	SP2.4 Global micro-credit fund	Over the years DRC has accumulated substantive M/C experience.	DRC M/F fund established		Dec 2012	MN	IA mgmt
	SP2.5 Refugee Status Determination	DRC has extensive RSD experience from Denmark but also from RSD capacity building abroad	Capacity for offering RSD capacity building at global level is established		Dec 2012	? Asylum & soc Dept	IA mgmt
	SP2.6 Emergency capacity	A number of emergency assistance capacities are available and DRC has made commitments to establish an emergency fund.	Framework for start-up in emergencies is established	Establish framework. Mainstream accountability tools in the framework	Dec 2012 Dec 2010	CG NB	IA mgmt
	SP2.7 DRC Stand-by roster	DRC Stand-by roster is functioning well but DRC wants to pursue 2009 review recommendation to expand its scope.	Roster members' capacity for UN cluster coordination strengthened. Roster response capacity in civil-military cooperation and in child protection is developed.		Dec 2012	SB	

**DRC HQ ACCOUNTABILITY IMPROVEMENT PLAN DETAILED MATRIX**

Drafted/revised by:	Date:	Approved by:	Date:
NB	24 Feb 2010	IA mgmt	24 Feb 2010

<b>2. Information</b>	Optimise use of formats for SPDs, HAFs and country web portals	There is considerable overlap			Dec 2011	? web group	IA mgmt
<b>3. Participation</b>							
<b>4. Staff competencies</b>	SP1.2 Human Resource Management & Development: (below)						
	[SP1.2] HQ support of one-off training for field staff	Training-of-Trainers training done for 32 field TFPs and TMs. Local PH roll-out completed in 40(?)% of programmes, OH only just started	All field staff are trained in those parts of PH and OH that are essential for their job function	ToT for programmes who have lost their TFPs/TMs. Coaching of local TFPs and managements	Dec 2010	NB SJ MM PØ?	CDs
	[SP1.2] Global HRM&D strategy	Field offices have (fragments of) different HRM&D strategies	Proposal for Global HRM&D strategy Global HRM&D strategy decided and communicated	HRM&D aspirations and actual practice in 1 regional and 1 stand-alone programme are described. Proposal is developed Proposal is decided and communicated	Sep 2010 Dec 2010 Mar 2011	SJ NB KS	IA mgmt
	[SP1.2] Institutional learning processes for national staff	DANCAP Rec#9.	Systems/processes for learning across programmes are developed	Mapping. Development	Dec 2011		IA mgmt
	[SP1.2] Staff appraisal system	About 90% of programmes report applying – to varying extents - different models for staff appraisal. An outline for global minimum standard is developed	Global minimum standard decided, communicated and implemented at all levels	Finalise outline Develop and decide implementation strategy Train and implement in the field at all levels	Jun 2010 Dec 2010 Dec 2012	SJ DF NB CDs	IA mgmt CDs
	HQ job descriptions	Current descriptions are outdated and do not clearly include accountability commitments	All HQ staff have updated job descriptions		Jun 2010	IA mgmt	IA mgmt
	Field managers' job descriptions	Do not fully reflect commitment to accountability and staff development	Field managers' job descriptions reflect DRC's commitment to accountability and staff development at the respective levels	The generic job descriptions are revised. ...and are phased in new/renewed contracts	Jun 2010 Aug 2010-onwards	NB Desks	IA mgmt
	<b>5. Complaints-handling</b>	Functioning complaint mechanism for beneficiaries	By Oct 2009, 50% of programmes had functioning mechanisms and another 35% were in progress	85% of programmes have functioning mechanism. Catalogue of good practices	Coaching of programmes Collection of DRC best practices	Dec 2010 Dec 2011	NB Desks

**DRC HQ ACCOUNTABILITY IMPROVEMENT PLAN DETAILED MATRIX**

Drafted/revised by:	Date:	Approved by:	Date:
NB	24 Feb 2010	IA mgmt	24 Feb 2010

	Complaint mechanism for staff	72% of the programmes reported having enacted DRC's system by Oct 2009. Only six complaints received 1 <sup>st</sup> year (4 of which outside scope of CM)	available for programmes The system is reviewed The system is revised	Registrar report and selected staff interviews Desk revision and inclusion in OH	Feb 2011  June 2011	<b>DF</b> , ?	IA mgmt
<b>6. Continual improvement and partners</b>	Annual reviews	8+ (?) ARs implemented in 2009 and meta-evaluation of 2008 ARs considered by Annual Meeting	All programmes implement ARs in 2010. Meta-evaluation of previous year's ARs considered by Annual Meeting		Dec 2010  June 2010	Desks PPSU  CB	CDs
	Capacity building of partners	PH ch. 8F is missing but the revised OH ch. 14 provides minimum requirements for contracting implementing partners	PH ch. 8F is drafted  [see SFA1.3]	Collection of best DRC practices. Drafting			IA mgmt

**Contacts: [§ = @]**

**AK** Anders.knudsen@drc.dk  
**CB** Christian.boehm@drc.dk  
**DF** Dorthe.fogelstroem@drc.dk  
**CG** Christian.gad@drc.dk  
**HAP** Humanitarian Accountability Partnership [www.hapinternational.org](http://www.hapinternational.org)  
**KS** Kathrine.starup@drc.dk  
**MM** Malthe.mulvad@drc.dk  
**MN** Mia.neumann@drc.dk  
**NB** Niels.bentzen@drc.dk  
**SB** Susanne.brokmose@drc.dk  
**SJ** Shanna.jensen@drc.dk  
**Web group** Vanja.kullander@drc.dk  
**PØ** Lene.jacobsen@drc.dk  
**PPSU**