

Humanitarian Accountability Framework

Danish Refugee Council

South Sudan

January 2012

SECTION 1

DESCRIPTION OF THE PROGRAMME

Vision

“No refugee must be in want of help to find protection and durable solutions. And nobody who wishes to be integrated into Danish society must be in want of help to do so”

Mission

“We want to be the best problem-solver in regard to displacement and integration.”

Mandate

DRC is a private, independent, non-governmental, non-profit organisation (NGO), devoted, on the basis of humanitarian principles and the Human Rights Declaration, to supporting the protection of refugees and internally displaced persons (IDPs), and to promoting durable solutions to the populations affected by forced migration. DRC works in the context of *conflict-induced displacements of populations* and in return and reintegration situations.

DRC fulfils its mandate through:

Providing direct assistance to conflict-affected populations – refugees, IDPs and host communities in the conflict areas of the world;

Assisting refugees and asylum seekers in Denmark;

Advocating on behalf of conflict-affected populations internationally and in Denmark.

DRC's Vision for South Sudan is to expand as much as possible its capacity to provide assistance to war-affected populations including internally displaced populations and returnees by ensuring basic services and protection.

The specific objectives for DRC South Sudan are:

Objective 1: *In situations of emergencies and humanitarian crisis, immediate suffering has been alleviated, within DRC capacity.* Provide emergency assistance proportionate to DRC's ability in co-ordination with other actors. Currently the key return and conflict affected (displacement) concentrations are in the States of: Unity, NBEG, Upper Nile, Jonglei and Lakes. Food insecurity largely coincides with this mapping though it can be said to be critical in all States except the Greater Equatorias.

Objective 2: *Communities are empowered and supported to move towards establishment of sustainable livelihoods* Ensure that conflict affected people: new returnees, displaced people and vulnerable host community members both rural and urban have sustainable livelihoods supporting their own food security needs. The County Driven Development approach will be used to move towards full participation of Communities in the direction of their development. A part of this process will be spearheaded by DDG in community security assessment and training to help identify and deal with conflict drivers thus making communities better able to deal with newcomers and new demands

on local resources. DRC/DDG will continue to include conflict assessment as part of opening of new areas of operation and making programmes more conflict sensitive. DRC will continue to source funds for basic service infrastructure.

Objective 3: *Capacities and values of local duty bearers and civil society actors strengthened to provide services and contribute to the protection of people's rights and conflict resolution skills.* Ensure that county governments in DRC areas of operation can collect, manage and analyze data on returnees and displaced people and the basic service needs of the communities where they are settled. Strengthen their ability to do evidence based planning and prioritization as well as ensure transparent decision making processes which inviting and value public feedback. Focus on technical skills development in agricultural production to ensure improvement in food security. Support demand creation for government services and accountability as well as enhancing roles of community in their own development. Use of the CDD approach to enable communities to conduct need identification and prioritization, planning and project development/management. Work on protection issues for displaced and returnees will be done through a bottom up approach looking at conflict drivers and how to mitigate their effect, assisting customary law arbitrators to link up with State structures for access to justice for all.

PARTNERS AND STAKEHOLDERS IN SOUTH SUDAN

A) Partners: the main partners of DRC in South Sudan consist of local community based organisations (CBO's) in both states. In CES local CBO's are implementing partners for the seeds and tools project in Terekeka, as well as partners in advocacy for GBV in Yei county. In NBeG the main CBOs work with DRC on advocacy and protection awareness campaigns. The main INGO partner of DRC is currently IBIS a Danish education NGO while there is collaboration among Danida funded NGO partners especially in NBeG on conflict proofing development work.

B) Stakeholders: main stakeholders include government especially at County and Payam levels, other NGO's operating in the areas where DRC operates and the local community leaders and traditional chiefs..

Within the government the main stakeholders are the Rehabilitation and Recovery Commission (RRC), as well as the Ministry of Education and the Ministry of Physical Infrastructure due to the emphasis on construction activities, mainly schools.

NGO's are also stakeholders alongside the UN and other humanitarian partners through the IASC cluster system. DRC is currently the co-lead of the food security and livelihoods at GOSS level, as well as being the co-lead for the NFI/ Emergency Shelter cluster at NBeG level. Other clusters regularly attended are mainly the protection cluster at State level, though some other clusters are also attended on a more ad hoc basis.

DRC is also part of the NGO Forum (both at GOSS and state level) and coordinates with partners and agencies in this forum on programmatic and operational issues.

SECTION 2: Organigram

SECTION 3

INTERNATIONAL STANDARDS AND DOMESTIC/INTERNAL INSTRUMENTS

International key instruments, standards and codes that DRC subscribes to:

The 1951 Convention and the 1967 Protocol relating to the Status of Refugees; and
The 1998 Guiding Principles on Internal Displacement.
The Universal Declaration of Human Rights
The Geneva Convention and protocols of 1949

[Voluntary NGO codes and the like:]

The Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief
The SPHERE Humanitarian Charter and Minimum Standards in Disaster Response
The Humanitarian Accountability Principles (HAP)
The Principles for Humanitarian Action (HAP)

[Related to humanitarian removal of explosive remnants of war (ERW):]

The 1997 Anti-Personnel Mine Ban Convention also named the Ottawa Treaty
The 1980 Convention on certain Conventional Weapons, including the amended protocol II from 1998 and the protocol V from 2003 addressing Explosive Remnants of War
IMAS standards (humanitarian mine action)

South Sudanese Internal Instruments, standards and codes:

The Labour Act of South Sudan (1997)

The Land Act

The Tax and Revenue Act – State Act (2011)

SECTION 4: DRC SOUTH SUDAN AND OUR BENEFICIARIES

4.1 SPAN OF WORK

DRC South Sudan has a wide variety of activities, all of them working with returnees and/or displaced groups and the communities which host them.

The main components of the programme are:

- 1) Provision of life saving interventions as well as provision of basic assistance to returnees, mainly through the provision of non-food item kits to displaced groups and returnees. Additionally DRC works with provision of transitional shelter to new arrivals in urban settings.
- 2) Livelihood support to enable new returns and host populations to achieve a higher level of food security as well as self-reliance including access to basic services. As the livelihoods interventions have a strong food security component the bulk of activities have been focused in rural areas mainly through: farmer field schools (FFS), distribution of seeds and tools, and other income generating activities such as apiary groups, fishing groups and provision of small grants. In urban settings DRC is currently working with returnee groups to provide them group start up grants as well as financial training to allow them to develop small businesses. Interventions with microfinance for DRCs successful livelihoods groups are expected to start in 2012.
- 3) Capacity building of local duty bearers to enhance access and provision of basic human rights. This component is mainly addressed through activities such as: radio talk shows on human rights, advocacy and awareness trainings for local CBO's as well as local authorities on gender based violence (GBV), child protection and HIV/AIDS, provision of capacities in computer literacy, provision of support to detention centres and prisons to improve the conditions for inmates and general protection monitoring.

4.2 STRATEGIC PROGRAMME IMPLEMENTATION

Strategic programmatic implementation follows a contextual analysis and programming that recognize the dynamics of displacements, in that:

Displacement often goes beyond borders(whether boma, payam, state or even country), and so should DRC's contributions to finding solutions. In the South Sudan context displacement is complex as it is often resulting from different sources. Currently DRC has provided assistance to internally displaced people resulting from the conflict in Abyei (2011), LRA attacks in Western Bahr el Gazal (WBeG in 2011) and flood affected populations (in 2010), as well as assisting those who have returned from what is now Sudan to South Sudan.

Assistance must target both the displaced and those otherwise affected by displacement, as well as recognise the dynamics between the displaced and other affected populations (essentially the host communities).

Additionally as a rights-based organisation, DRC South Sudan places strong emphasis on programming taking into consideration rights, obligations and the capacities of local duty bearers to allow access and enhance rights for the populations we serve. The key areas of rights-based programming are as follows:

- Focusing on the challenges of making duty-bearer stakeholders take up their responsibilities to protect people affected by conflict, during displacement and after;
- Filling-in as much as possible when the duty-bearers are unwilling or unable to do so;
- Encouraging and supporting "rights-holders" to claim and practice their rights.

4.3 APPROACHES TO IMPLEMENTATION

DRC South Sudan is highly committed to operating through the principle of participation which is integral to the exercise of a person's human rights. This is the main approach utilised across all the programming sectors, and is the core way of determining the priorities and needs in communities through the development of community development plans (CDP's) that guide the subsequent DRC interventions in those communities.

At the same time DRC aims at being inclusive and tries to practice an active policy on Gender, Age and Diversity when hiring as well as when providing assistance. Our beneficiary groups tend to be mixed groups (men and women) although the main criteria is vulnerability. Age is addressed through targeting of certain interventions focusing on children or youth. At this time the elderly are addressed through the vulnerability criteria.

As mentioned above DRC South Sudan works with rights based programming, as opposed to needs based programming. The rights based approach takes its starting point in domestic and international legal instruments and looks at which rights the population have. It then looks at the situation on the ground (contextualised scenarios) and the gaps in between the actual situation and the ideal situation. DRC, through the rights based approach strives to capacity build local duty bearers to provide the rights people are entitled to, for example rights such as: the right to education or the right to water. When duty bearers do not have the capacity to provide people access to their rights DRC can step in and help assist in the provision of those rights, like for example through drilling boreholes in areas of high return. The rights based approach is considered a central part of all interventions, making sure protection is embedded in all activities as a cross-cutting theme. Particular emphasis is placed on vulnerabilities and through all programmes and activities DRC South Sudan focuses on those most vulnerable – from both displaced populations and host communities, as well as returnees.

4.4 INFORMATION SHARING

DRC South Sudan is highly committed to sharing information with beneficiaries, partners and stakeholders of the projects. Due to the nature of communications in South Sudan (the challenges with phone network provision and coverage and the high rates of illiteracy) information sharing is mainly done verbally, through community information meetings, meetings with elders, individual beneficiaries and other stakeholders.

DRC South Sudan also provides written information to governmental partners and stakeholders as well as implementing partners. Information is always passed on in the vernacular language (for example in Northern Bahr el Gazal it would be dinka).

Unfortunately there is no radio coverage for the entire country, but in areas where radio is available and listened to DRC strives to make information shared through this mean, as well as published in newspapers where possible (mainly Juba area).

DRC South Sudan commits itself to receiving and professionally handling complaints through all mechanisms possible to facilitate this exchange with beneficiaries and partners.

SECTION 5

5.1 CURRENT PROJECTS

- ❖ *Support to re-integration of returnees:* this project is implemented in both states with its main target of new arrivals (returnees from North Sudan) as well displaced populations and host communities. The project spans from fulfilment of basic needs through NFI's, basic services through small scale infrastructure works, support to rural livelihoods to a large advocacy component on gender based violence, child rights and basic human rights. This project is funded by DANIDA.
- ❖ *Support to decrease the need for food aid through provision of seeds and tools and farmer training:* provision of primary school garden support and boreholes to vulnerable host community & returnees in Terekeka county (CES). This project is funded by the common humanitarian fund (CHF for South Sudan).
- ❖ *Support to livelihoods and shelter for returnees in urban environments:* support to returnee groups in income generation activities (IGA's) in an urban setting. This project is also complemented by provision of transitional shelter (according to the UNHCR standards) for vulnerable new arrivals in Juba county. Finally this project also includes a small component of support to the provision of basic services, mainly through the provision of extra school classrooms and latrines to help schools absorb the influx of returnee children and boreholes for safe drinking water in areas of high return. This projects is funded by UNHCR.
- ❖ *Livelihoods and Food Security:* this project works with host community and returnees to try provide agricultural inputs and enhance the production of food and seed to enhance food security in Aweil Centre County of NBeG. This project is funded by EC.

SECTION 6

6.1 CURRENT ACCOUNTABILITY STATUS

The South Sudan programme has seen an exponential increase in growth in the last year and as such some of the accountability commitments have suffered slightly. However, some commitments

are upheld to the highest standard and have become integral part of the DRC South Sudan operations, particularly in terms of participation (both staff and beneficiaries) and staff competency.

In 2011 DRC South Sudan has managed to consolidate its operations and as such also start providing enhanced staff capacity building, including in accountability as well as issues related to human resources and capacity such as standardised procedures for disciplinary process which enhance the application of the DRC code of conduct.

DRC South Sudan is actively striving to enhance accountability throughout its operations and in 2011 stated the process of developing an inclusive beneficiary complaint mechanism, that has been based on participation from the communities and inputs from all staff. The mechanism was also field tested throughout the different areas of interventions.

6.2 IMPROVEMENT PLAN FOR ACCOUNTABILITY

Throughout 2012 DRC South Sudan is striving at consolidating the beneficiary complaints mechanism, through continual staff trainings and a review of the mechanism roughly half way through the year.

At the same time, fulfilment of other commitments will be prioritised through a large scale training on accountability (as part of our commitments but also as part of our regular M&E work) that has been scheduled for the beginning of 2012.

Programme [write in row beneath]:

AIP was drafted by:

AIP was approved by:

Date:

South Sudan

Programme Manager NBeG/CD

HAP 2010 BENCHMARK	TARGET/INDICATOR(S) ¹ END-2012	ACTIVITIES	FOCAL POINT	AUTHORITY²	DEADLINE	STATUS REPORT³ DATE: BY:
1. Establishing and delivering on commitments	Partners are more involved in planning of activities, including enhances knowledge of accountability commitments	DRC will hold consultation meetings with partners (beg 2012)		CD	March 2012	
2. Staff competency	All DRC SS Staff are aware of what are our HAP commitments	All DRC staff are provided with a refresher training as part of the M&E	PM CES, PM NBeG	CD	Jan 2012	
	All staff are able to refer and process beneficiary complaints	Initial training as above (Jan 2012) and refresher training mid year 2012.	PM CES, PM NBEG	CD	March2 012 and June 2012	
	All staff are aware and know how to use the staff complaint mechanism	Training in staff beneficiary complaint mechanism (start 2012)	PM CES, OM	CD	March2 012	

¹ For 2012, the targets and activities can be a robust version of the progress plan submitted in the programme's 2011 self-assessment. Often, some of the rather disaggregated points in the self-assessment form can be robustly merged, so that the programme will have a more manageable framework for planning and monitoring the implementation of its Accountability Improvement Plan. Use 'SMART' indicators: Specific, Measurable, Achievable, Relevant and Time-bound.

² The responsible management level.

³ This column is blank at the outset and is to be used for reporting accumulated progress with respect to the target/indicator. When the target is met, it is sufficient to write "done". The matrix with the updated status report must be considered by the Annual Review. It can also be appended to the Quarterly Report. Rows can be deleted or inserted, as appropriate. The shaded rows are to be used for targets with a time frame beyond 2012.

Programme [write in row beneath]:

AIP was drafted by:

AIP was approved by:

Date:

South Sudan

Programme Manager NBeG/CD

			NBEG			
3. Sharing Information	Beneficiaries have enhanced access to information about DRC and DRC commitments to accountability	All relevant programme documents are simplified, translated into dinka	PM NBEG, PM CES	CD		
		DRC will establish sign boards (community sign boards) in 50% of all locations	PM NBEG, PM CES	CD	End 2012	
4. Participation	Beneficiaries have enhanced participation in programmatic planning and development	Beneficiaries are involved in meetings prior to the mid year review and annual review	PM NBEG, PM CES	CD	June 2012	
5. Handling complaints	Beneficiaries in 75% of all locations are aware of the DRC beneficiary complaint mechanism	Complaint mechanism is up and running in all locations by 1 st quarter 2012	PM NBEG, PM CES	CD	April 2012	
	Improved sense of accountability	Beneficiaries utilise the beneficiary complaint mechanism	PM NBEG, PM CES	CD		
		Review of beneficiary complaint mechanism with partners and beneficiaries	PM NBEG, PM CES	CD		
6. Continual Improvements			PM NBEG, PM CES	CD	Continuos through ou the year	