

# DANISH REFUGEE COUNCIL - WEST AFRICA

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## HUMANITARIAN ACCOUNTABILITY FRAMEWORK<sup>1</sup>

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January, 2012

### **Regional programme**

DRC has been present in southeast Liberia since 1998. Since 2006 DRC has been pursuing a regional strategy shaped by the displacement patterns stemming from the conflicts in the West Africa region. With the aim of building up protection capacities for people in displacement and of working towards durable solutions upon return, DRC strives to have a presence in refugee/IDP producing areas and communities as well as in refugee/IDP receiving and hosting areas and communities.

Currently, DRC runs a regional programme focusing on border areas between Liberia, Cote D'Ivoire and Guinée Forestière that includes protection and emergency interventions as well as rehabilitation and recovery activities. In the coming three years, DRC will continue to focus on these areas as they are particularly prone to conflict related displacement and protection violations due to resource competition and inter-ethnic tensions.

DRC West Africa works within 6 main sectors of intervention: Food Security & Agricultural Rehabilitation and Development (FSARD), Water, Sanitation & Hygiene (WASH), Income Generation (IG), Conflict Prevention, Conflict Resolution & Social Cohesion (3Cs), Infrastructure Rehabilitation (IR) and Camp Coordination and Camp Management (CCCM).

### **Objectives, partners and stakeholders**

In West Africa DRC's overall strategic objective is to *contribute to protection and durable solutions for conflict-affected population in West Africa on the basis of humanitarian principles and fundamental rights*. DRC WA has three immediate strategic objectives:

1. Life saving assistance provided and immediate suffering alleviated among the conflict-affected populations in DRC area of operation in accordance with relevant humanitarian standards.
2. Livelihood assets, capacities, opportunities and resilience among the conflict-affected populations in DRC area of operation are strengthened on the basis of their own resources and capacities;
3. Local institutional and organisational capacities that can promote democratic, accountable and transparent governance conducive for the peaceful handling of conflict and deliveries of social services are strengthened

The primary stakeholders for DRC West Africa are the beneficiaries of our activities – refugees, internally displaced persons, returnees, stateless people and conflict affected populations in the countries of operation. In order to optimise its impact, DRC WA works with the following partners and stakeholders:

<b>Regional Stakeholders &amp; Partners</b>
- ECOWAS, - EC Delegations, - OCHA, - Mano River Women's Peace Network (MARWOPNET)/Réseau des Femmes du Fleuve Mano pour la Paix (REFMAP), -West Africa Network for Peacebuilding - West African Non-Governmental Organisations' Refugees and Internally Displaced Persons Network (WARIPNET)

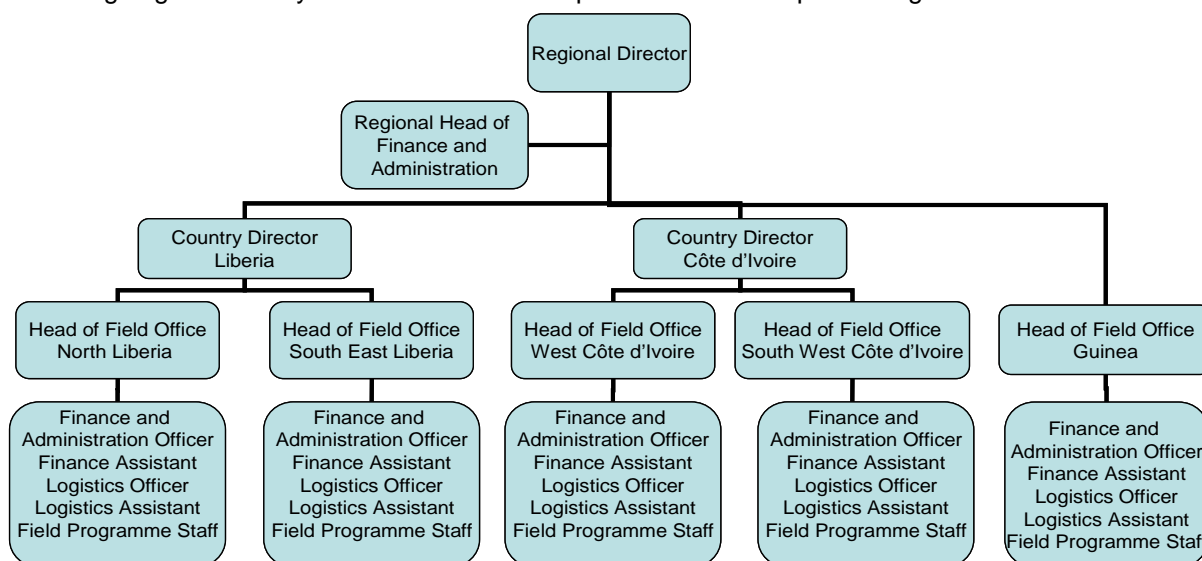
<b>Duty-bearer National Stakeholders</b>	<b>National Key Stakeholders</b>
<b>Liberia</b>	
- LRRRC, - Ministry of agriculture (CARI), - Ministry of gender & development, - Ministry of planning and economic affairs, - Ministry of public works, - Ministry of	- UNHCR, UNDP, UNMIL, World Bank, FAO, LINGO Forum, Southeast Women's

<sup>1</sup> This document should be read in conjunction with the DRC Global HAF, which outlines the humanitarian accountability obligations for all DRC operations. This document contains information specific to DRC West Africa operation.

education, - Ministry of foreign affairs, - Ministry of health and social welfare, - Ministry of commerce and industry, - Ministry of internal affairs (IA), - Local authorities, - Traditional leaders (community), - Law enforcement agents (through Min IA), UNICEF	Development Organisation (SEWODA), MARWOPNET Liberia Chapter, ARCH, Catalyst, NGOs
<b>Côte d'Ivoire</b>	
- Services d'aide et d'assistance aux réfugiés et apatrides (SAARA),- Agence nationale de d'appui au développement rural (ANADER),- Ministère de la famille, des femmes et des affaires sociales,- Ministère de la réconciliation nationale et de relations avec les institutions, Ministère des affaires étrangères, Ministère de l'éducation nationale, - Ministère de la justice et de droits de l'homme, - Ministère de la reconstruction et la réinsertion, Police/ Law enforcement/ military	- ONUCI, OCHA, UNHCR, UNDP, UNICEF, FAO, World Bank, Ligue Ivoirienne pour les Droits de l'Homme (LIDHO), International Friendship Service (IFS), NGOs and international agencies through cluster coordination mechanism
<b>Guinée</b>	
- Commission Nationale pour l'Intégration et le Suivi des Réfugiés (CNISR), Institut National pour l'Appui au Développement Rural (INADER), Ministre de la Sécurité et de la Protection Civile (Formerly Min. de l'intérieur), Ministre de l'Agriculture et de l'Elevage, Ministre de la Santé et de l'Hygiène Publique, Secrétaire d'Etat chargé des TP près de Ministre d'Etat de la Construction, de l'Aménagement du Territoire et du Patrimoine bâti public, Police/ Law enforcement/ military	- UNHCR, WFP, UNDP, UNICEF, FARDH, NGOs, Ministère de l'Enseignement Supérieur et de Recherche Scientifique Centre Universitaire de Nzérékoré, UDECOM

### **Organisational structure**

The organizational chart below illustrates the current structure of DRC West Africa. The restructuring is ongoing in 2012 and the organigramme may later include sector experts and an M&E post at regional level.



### **Local external and internal standards and codes**

In addition to the key instruments, standards and codes listed in the Global DRC HAF (available on the [www.drc.dk](http://www.drc.dk) website, DRC in West Africa is committed to the specific standards set forth by relevant line ministries in countries of operation (Technical guidelines for construction by the Ministry of Public Works in Liberia; labour legislation in Ivory Coast, Guinea and Liberia; standards of the Community Led Total Sanitation – CLTS – approach).

Other operational principles in DRC WA include:

- Gender mainstreaming and Women targeting – depending on programme objective;
- Beneficiary participation
- Peace-building/Social Cohesion and Protection mainstreaming in ALL interventions;
- Environmental concerns, particularly in agricultural interventions;
- Community ownership through participation and the use of PRA methodology;
- Partnerships with Governments and local institutions & NGOs;

- Development of local capacities;
- Advocacy vis-à-vis duty bearers for rights protection of displaced, migrants, stateless and women;
- Complementing programmes by governments and other organizations;
- Replicability of interventions and learning across programmes;
- Rights based approach principles (human rights, empowerment, participation, non-discrimination, accountability)

### **How DRC WA relates to its beneficiaries**

DRC beneficiaries are involved in the design, implementation and evaluation of project activities. In order to strengthen this involvement, make available relevant information and ensure a user-friendly complaints' mechanism, DRC WA undertakes following measures and activities, which are also outlined in the *HAP Field Guide* for DRC West Africa:

Formal and informal general meetings are organised with communities (during assessment / preparation stage and throughout the implementation as well as during reviews and evaluations) to communicate the scope and purpose of the DRC intervention and solicit views/ideas from the target beneficiaries.

Needs assessments are done in a similar way, following the principle of consulting various groups separately (elders and chiefs, women, boys and girls, men, specific social groups or associations if relevant).

Simple information sheets are posted in communities and accessible information is disseminated via radio as one of the preferred media in West Africa.

Participation of beneficiaries is solicited from the onset, in order to foster ownerships and responsibility: community selects their representatives to engage with DRC and the composition of any representational groups is determined based on the community structure (ethnicity, social role, gender, age, other diversity aspects).

The principal way of engaging with communities is the conducting of the process of Community Action Plans (CAP) based on PRA methodology, involving all community groups and generating priorities through discussion and consensus.

Complaints handling procedures are put in place from the onset, starting with an explanatory meeting with community members on what CM is, what are eligible complaints, what are the community / beneficiaries entitled to, and targeting criteria is shared with the community and often fine-tuned with community's input.

Complaints handling is regulated by a separate section of HAP Field Guide, which explains the main principles and technical aspects of implementation and gives guidance on type and frequency of reporting on CM process.

### **LIST OF CURRENT PROJECTS**

<b>Project title:</b>	<i>Stabilisation, rehabilitation and recovery programme for conflict-affected populations in Côte d'Ivoire, Liberia, and Guinea with focus on cross-border regions</i>
<b>Focus Area:</b>	Community-based integrated livelihood recovery, including infrastructure rehabilitation, water & sanitation, agricultural production and income generation, conflict resolution, community dialogue, protection, HIV/AIDS, SGBV, community planning
<b>Donor:</b>	Danida
<b>Objective:</b>	Overall 2013 Programme Objective: <i>Contribute to protection and durable solutions for conflict affected populations in WA on the basis of humanitarian principles and fundamental rights.</i> 1) <i>Emergency assistance to conflict affected in DRC area of operation is provided</i> 2) <i>Food security and economic self reliance as well as market access for the crisis-affected population in DRC area of operation are improved</i> 3) <i>The capacities of local stakeholders in the peaceful handling of conflicts and good governance as well as promote humanitarian accountability in DRC area of operation are enhanced</i>
<b>Beneficiaries:</b>	<b>36,424</b> direct beneficiaries and up to <b>75,000</b> indirect beneficiaries in <b>110</b> conflict-affected communities in border area between Liberia, Guinée and Cote d'Ivoire, including IDPs, refugees, returnees and host communities.
<b>Authorities involved:</b>	District and county authorities in Nimba, Maryland, Grand Kru and River Gee counties in Liberia ; Préfctures and sous-préfctures in régions du Moyen Cavally and Bas-Sassandra in Côte d'Ivoire, and Guinée Forestière in Guinée; Ministries of Agriculture and Public Works in Liberia; ANADER and Ministry of Education in Côte d'Ivoire; INADER in Guinée
<b>Implementing partner(s):</b>	WARIPNET, SEWODA, AUDER, PRIDE, LIDHO, IFS (local NGOs)

<b>Project title:</b>	Décentralisation et Participation Territoriale (DEPART) pour un nouveau développement en Côte d'Ivoire (Decentralisation and Territorial Participation for a new development in Ivory Coast)
<b>Focus Area:</b>	Human rights, good governance, civic participation, community development
<b>Donor:</b>	European Commission
<b>Objective:</b>	<b>1</b> : Institutional capacities of at least 30 local community structures and local authority representatives are strengthened in the field of managing participatory development activities on behalf of vulnerable populations and based on good governance principles; <b>2</b> : Organisational capacity of at least 30 community structures is strengthened so they could manage participatory development activities on behalf of vulnerable populations ; <b>3</b> : Quality of municipal services offered to the population in 30 target communities is improved
<b>Beneficiaries:</b>	600 direct beneficiaries of training (local representatives, authorities) and indirectly the population of 30 target communities in the Department of Tabou, southwest Ivory Coast (app, 60,000 inhabitants)
<b>Authorities involved:</b>	Prefecture of Tabou, prefects and sub-prefects, village chiefs
<b>Implementing partner(s):</b>	LIDHO

<b>Project title:</b>	Accroissement de la sécurité alimentaire dans les communautés rurales de Guinée Forestière par la Promotion de l'Agriculture et appui aux Groupements d'intérêt Economique (PAGE) (Enhancing food security in rural communities of Forest Guinea by way of promoting agriculture and economic interest groups)
<b>Focus Area:</b>	Food security, income generation, reintegration, sustainable agriculture
<b>Donor:</b>	European Commission
<b>Objective:</b>	Specific objective: Improving revenues from agriculture by introducing new inputs, diversifying agricultural production and establishing professional groups for post-harvest processing in 10 communities of Forest Guinea <b>1</b> : Production of rice and post-harvest processing increased <b>2</b> : Production of vegetable and other staple food cultures (fonio) is increased <b>3</b> : Economic interest groups engage in economic exchange and value chains
<b>Beneficiaries:</b>	Direct beneficiaries: 580 local farmers; indirect beneficiaries: 3,770 family members and population of target communities.
<b>Authorities involved:</b>	Guinean Ministry of Agriculture, prefectural authorities
<b>Implementing partner(s):</b>	PRIDE, AUDER

<b>Project title:</b>	Improving livelihoods for rural women of Forest Guinea
<b>Focus Area:</b>	Food security, livelihoods, WASH
<b>Donor:</b>	Alwaleed Bin Talaal Foudation
<b>Objective:</b>	<b>1</b> : Improve food security in target areas of Forest Guinea Region through provision of quality seeds and training in modern farming techniques <b>2</b> : Increase households income in target areas by promoting agricultural products processing, conservation and related income generating activities <b>3</b> : Reduce water borne disease incidence in target areas through improved access to safe drinking water
<b>Beneficiaries:</b>	Direct: 285 household heads; indirect: 1,425 individuals, family members
<b>Authorities involved:</b>	Ministry of Agriculture, prefectural authorities
<b>Implementing partner(s):</b>	none

<b>Project title:</b>	Community based livelihoods support for Ivorian refugees in Nimba
<b>Focus Area:</b>	Livelihoods and food security, income generation, social cohesion
<b>Donor:</b>	BPRM
<b>Objective:</b>	1: To provide livelihood opportunities for refugees in designated host communities and help preserve host community assets 2: To enhance livelihood skills of refugees and empower them for improved self-sufficiency
<b>Beneficiaries:</b>	Direct: 1050 household heads; Indirect: 7,350 (family members), of which 870 refugees and 180 host families, plus local and refugee population in general in the target areas
<b>Authorities involved:</b>	LRRRC, Ministry of Agriculture, county authorities, village leaders
<b>Implementing partner(s):</b>	none

<b>Project title:</b>	Strengthening livelihood resources and access to water and sanitation in refugee hosting communities in Maryland County
<b>Focus Area:</b>	Food security and livelihoods, WASH, social cohesion and protection, small infrastructure
<b>Donor:</b>	OFDA
<b>Objective:</b>	1. Improve access to and sustainability of basic agricultural input through a community based approach 2. Provide access to safe drinking water and improve hygiene and sanitation practices of populations of concern 3. Improve market access for target communities 4. Foster social cohesion, solidarity and protection for host population and hosted refugees
<b>Beneficiaries:</b>	Direct beneficiaries: 1,720 refugees and host; indirect: app. 18,789 local residents in rural communities
<b>Authorities involved:</b>	Ministry of Agriculture, Ministry of Public Works
<b>Implementing partner(s):</b>	none

<b>Project title:</b>	Child Friendly Spaces in West Cote d'Ivoire as a way to mend child protection in fragile communities
<b>Focus Area:</b>	Child protection, social cohesion
<b>Donor:</b>	UNICEF
<b>Objective:</b>	Overall objective: Support the establishment of community-based platforms that safeguard children's rights and provide remedies for children's conflict-related traumas and those to which they remain vulnerable in the frayed society Specific objectives: 1: Increased community-based child protection activities; 2: Enhanced protective environment for vulnerable and at-risk children in their communities; 3: Increased community awareness, community responsibility and advocacy for child protection and GBV.
<b>Beneficiaries:</b>	11,520 children and youth, 3,840 adults, internally displaced, local residents affected by conflict
<b>Authorities involved:</b>	Ministry of Education, Ministry of Family
<b>Implementing partner(s):</b>	none

<b>Project title:</b>	Protection and assistance for vulnerable populations affected by conflict in the west and southwest Ivory Coast
<b>Focus Area:</b>	Protection, WASH, NFI distribution, advocacy
<b>Donor:</b>	ECHO
<b>Objective:</b>	Strengthen the systems and establish community based protection mechanisms as well as ensure access to potable water for IDPs, returnees and persons affected by conflict with the way of reducing protection and health risks 1: Protection issues of displaced persons, returnees and people affected by conflict are systematically monitored and reported; 2: Capacities of community leaders are strengthened in 9 different areas based on needs identified in communities; 3: Vulnerable individuals affected by conflict are identified and assisted; 4: Population affected by conflict receives assistance to improve the quality and availability of water and hygiene conditions
<b>Beneficiaries:</b>	Protection Monitoring: 24,000 persons, capacity building in protection: 800 persons, protection response: 3,000 persons, WASH: 25,000 individuals. Of that number 70% women
<b>Authorities involved:</b>	Prefectural authorities, health institutions
<b>Implementing partner(s):</b>	None

<b>Project title:</b>	Management of Little Wlebo refugee camp (protection of and assistance to Ivorian refugees in Liberia)
<b>Focus Area:</b>	Camp management, community services, protection, shelter, education, livelihoods, food distribution, conflict mitigation
<b>Donor:</b>	UNHCR
<b>Objective:</b>	1: Shelter and Infrastructure improved; 2: Community self/management and equal representation strengthened and expanded; 3: Food security improved; 4: Population has sufficient basic domestic and hygiene items; 5: Services for groups with specific needs strengthened; 6: Risk of GBV is reduced and quality of response improved; 7: Community security management systems strengthened; 8: Protection of children strengthened; 9: Population has optimal access to education; 10: Potential for voluntary return realized
<b>Beneficiaries:</b>	4,200 refugees in Little Wlebo camp, 80% women and children
<b>Authorities involved:</b>	LRRRC, Ministry of Education, Ministry of Public Works, Ministry of Gender and Development
<b>Implementing partner(s):</b>	none

<b>Project title:</b>	Emergency assistance to Ivorian refugees in Liberia and internally displaced persons in Ivory Coast (2010-2011) – <i>multiple projects</i>
<b>Focus Area:</b>	WASH, protection, infrastructure
<b>Donor:</b>	Danida, SIDA, UNHCR, DRC own funds, private donations from companies
<b>Objective:</b>	Provide adequate access to water, sanitation and hygiene, access to protection and life saving assistance to Ivorian refugee in Nimba and Maryland Counties in Liberia and internally displaced persons in Moyen Cavally / 19 Montagnes region in Ivory Coast
<b>Beneficiaries:</b>	Up to 30,000 refugees and internally displaced persons in target areas
<b>Authorities involved:</b>	LRRRC, Ministry of Public Works, SAARA prefectural and county authorities
<b>Implementing partner(s):</b>	none

<b>Project title:</b>	Programme Enhancing Agricultural Capacities and Economy (PEACE) in Southeast Liberia
<b>Focus Area:</b>	Food Security, Nutrition, Water & Sanitation & Hygiene
<b>Donor:</b>	EC
<b>Objective:</b>	<i>Overall Objective:</i> To contribute to protection, restoration and development of livelihood assets and capacities in southeast Liberia. <i>Specific Objective:</i> To reduce food insecurity and malnutrition in vulnerable households and contribute to (re)establishment of sustainable agrarian production, and strengthened resilience to shocks in targeted communities in southeast Liberia.
<b>Beneficiaries:</b>	An estimated 67,000 persons in vulnerable communities in southeast Liberia
<b>Authorities involved:</b>	Local authorities in Maryland, River Gee and Grand Kru counties; Ministry of Agriculture; Ministry of Health and Social Welfare
<b>Implementing partner(s):</b>	South Eastern Women Development Association (SEWODA)

<b>Project title:</b>	Civic Ownership for Human rights Enforcement, Stability Improvement, Organisation and Networking (COHESION) in the Mano River Union
<b>Focus Area:</b>	Conflict Prevention, Conflict Resolution & Cohesion Sociale; Capacity Building; Civil Society networking; Protection & good governance;
<b>Donor:</b>	EC
<b>Objective:</b>	<i>Overall objective of the action:</i> Capacity of civil society and traditional governance structures to address divisive issues, promote greater cohesion among group interests and handle conflicts in the cross-border areas of Liberia, Guinée and Côte d'Ivoire is strengthened and equal participation of men and women herein is enhanced <i>Specific objectives:</i> 1. Promote knowledge of rights and peaceful conciliation on divisive rule of law issues in the sub-region; 2. Promote and strengthen cross-border cultural and commercial ties in the sub-region; 3. Capacitate civil society structures to improve representation and participation of border communities in Liberia, Guinée and Côte d'Ivoire in decision-making, peace processes, and early warning mechanisms.
<b>Beneficiaries:</b>	Population of border area communities targeted by the action (7,300 direct beneficiaries), primarily women affected by conflict, discrimination and hindrances to economic participation Population of wider border areas in Liberia, Ivory Coast and Guinea
<b>Authorities involved:</b>	
<b>Implementing partner(s):</b>	Mano River Women's Peace Network (MARWOPNET) – Liberia Chapter; Fondation Africaine pour le Renforcement de la Dignité Humaine (FARDH) – Guinée ; International Friendship Service (IFS) - Côte d'Ivoire ; La Ligue Ivoirienne pour les Droits de l'Homme (LIDHO) – Côte d'Ivoire ; Action to Restore Communities' Hope (ARCH) - Liberia

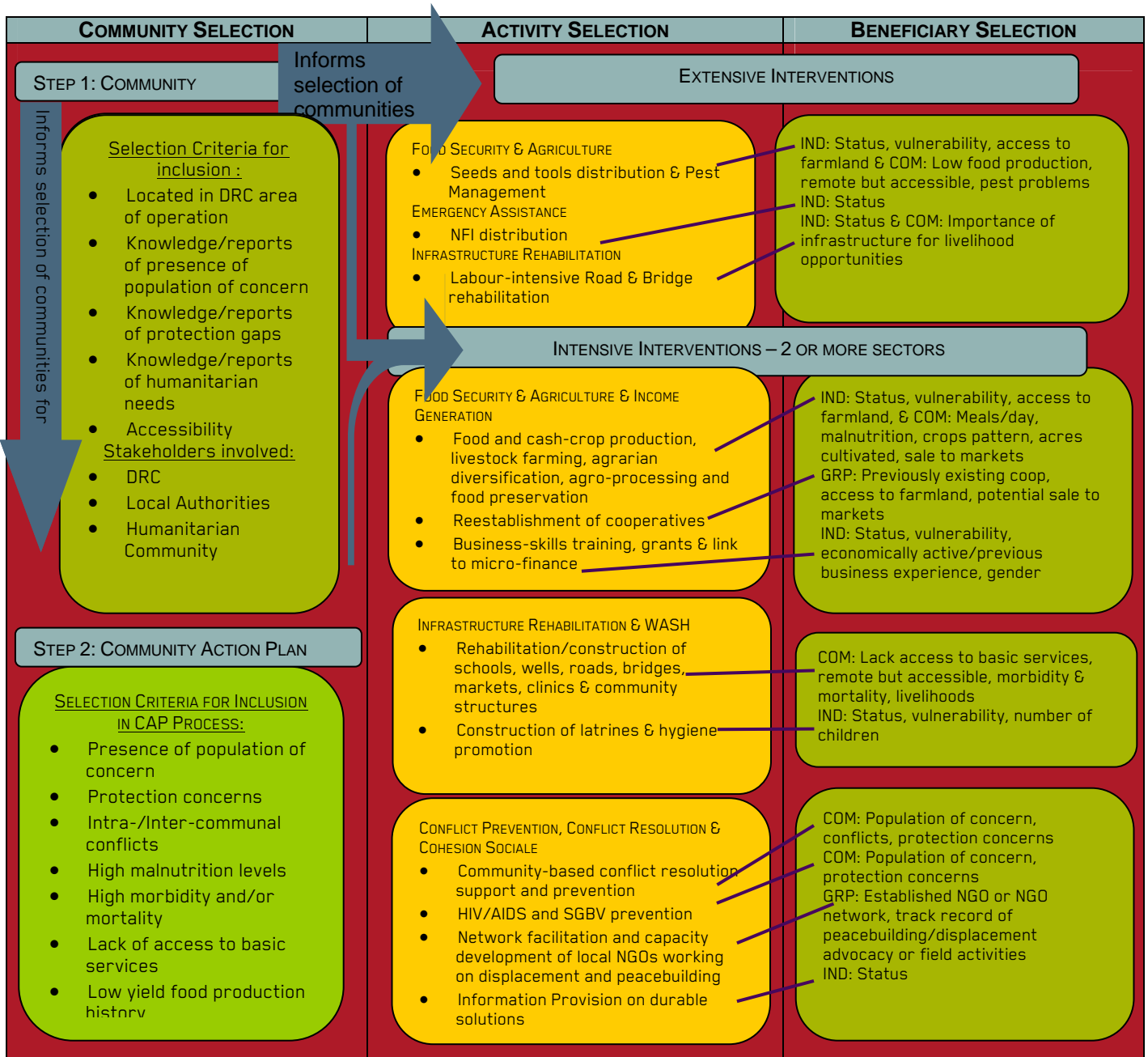
### **DRC WA Accountability Improvement Plan for 2012**

Following the internal compliance assessment in 2011 that has revealed some shortfalls in the implementation of accountability policies and instruments, DRC WA has made an improvement plan for 2012. English and French versions of DRC WA HAF Field Guide have been updated and disseminated to field offices in 2011, staff complaints mechanism was introduced in all locations and the beneficiary complaints mechanism is available in most areas of operation. The DRC WA aims to further strengthen the staff capacity through training and coaching, review and improve the beneficiary complaints mechanism and ensure the documenting of complaints through the new Complaints' Tracking Sheet, as well as specifically integrate accountability obligations into staff job descriptions and partner contracts.

<b>Benchmarks and new quality objectives</b>	<b>Outputs and expected outcomes</b>	<b>Means of verification</b>
<b>1 = Establishing and delivering on commitments</b> DRC WA HAF and Field Guide is updated every 6 months and shared with staff, beneficiaries and stakeholders in appropriate manner	DRC WA HAF is endorsed by HQ Documents produced in English and French, sessions held with staff, beneficiaries and stakeholders  Beneficiaries, stakeholders and staff are	Copies of documents, records of sessions, photos, reports from the field

	informed about and have understanding of humanitarian accountability obligations	
<b>2 = Staff competency</b> Increased capacities of staff to implement accountability obligations and enhance the quality of assistance provided	Staff is trained in relevant topics Training plan is produced and implemented Accountability obligation are included in job descriptions HAP focal points are assigned in each office  Staff is confident and competent to implement and follow up accountability obligations in the field Staff begins to take increased responsibility	Copies of training materials, agendas, job descriptions, pre and post tests, testimonies, staff appraisals
<b>3 = Sharing information</b> DRC staff, stakeholders and beneficiaries have regular updated information on projects, targeting criteria, obligations, complaints mechanism and other relevant documents	Information sheets are posted in communities and DRC offices Annual reports are shared with all stakeholders Various country teams share their progress reports with each other  Staff, beneficiaries and stakeholders are increasingly better informed about DRC and its programme	Reports, coordination meeting minutes, feedback from staff and beneficiaries (satisfaction survey), annual and other related reports
<b>4 = Participation</b> Beneficiary participation in project design, implementation, monitoring and evaluation is improved and documented	Regular discussions / CAP workshops are held with communities at project design stage Community representatives are involved in monitoring implementation Beneficiaries are continuously consulted about the appropriateness of assistance  Programmes are designed and implemented with full community participation and their sustainability is thereby increased	Field session reports, periodic reports, project documents, satisfaction surveys, MoUs, M&E and reporting tools, evaluation reports
<b>5 = Handling complaints</b> Staff, beneficiaries and stakeholders have access to a safe and user friendly system for voicing complaints and providing feedback on DRC activities and operation	Beneficiary complaints mechanism is upgraded and made available to beneficiaries Staff complaints mechanism is put in place and used by DRC staff DRC partners and stakeholders are regularly consulted on programme preparation, implementation, monitoring and evaluation	Complaints tracking sheet; copies of information sheets on complaints mechanisms; feedback and satisfaction surveys; field and regional office reports

**TARGETING CRITERIA IN DRC WEST AFRICA**



**Legend:** IND: Individual or household criteria: GRP: Group criteria: COM: Community criteria: Status: Returnee, refugee, IDP, ex-combatant, Children Associated with Armed Forces: Vulnerability: Widowed, Disabled, Single Head of Household, Elderly