



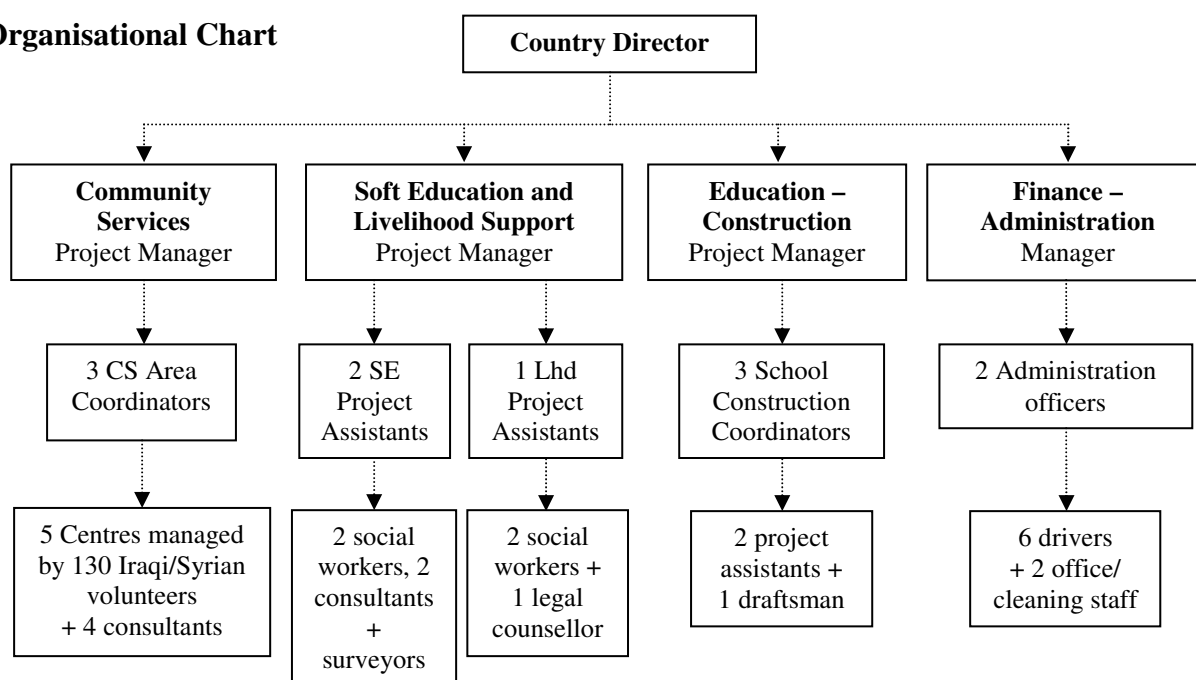
DANISH REFUGEE COUNCIL – SYRIA

Humanitarian Accountability Framework

1. DRC SYRIA's objectives, partners and stakeholders

- Strategic objective: Protection and promotion of durable solutions for the displacement affected populations in Syria.
- Partners: DRC has 2 main local partners: the Syrian Arab Red Crescent and the Syrian Ministry of Education. DRC is daily dealing with refugee community members and regularly with local municipalities around Damascus. DRC activities in Syria are funded by the UNHCR, DANIDA and the UNICEF.
- Stakeholders: DRC's primary beneficiaries are Iraqi refugees and other vulnerable groups including Syrians. DRC coordinates its operations with other international NGOs, UN agencies (UNRWA, UNDP, WFP...), local charity associations, and the international community (embassies including the Danish embassy, European Commission's delegation, ECHO, SIDA, Swiss agency for Development and Cooperation).

2. Organisational Chart



3. Local external and internal standards

In addition to the standards listed in the DRC global HAF (available on www.drc.dk), DRC is committed to:

- Guidelines about technical conditions for structural, architectural, electrical and sanitary works (Syrian Ministry of Education),
- UNICEF Child Friendly School principles (10).

4. How DRC relates to its beneficiaries

DRC's beneficiaries are involved in the design, implementation and evaluation of activities. To communicate with its beneficiary population and diffuse information, DRC uses different tools:

- Formal and informal general meetings organised with beneficiaries and partners in the introduction phase of every project,
- Consultations of beneficiaries during the phases of needs assessment, implementation, monitoring and evaluation, through interviews, focus group discussions, registration forms, regular staff/volunteers' meetings, and impact/satisfaction surveys,
- Announcements in the local newspapers when tenders are launched and for staff recruitment,
- Quarterly newsletter in Arabic and English (issued since January 2009),
- Posters placed in the community centres,
- Business cards distributed to school managers and ID badges permanently dressed by field staff,
- Financial summary reports provided to beneficiaries upon project's completion,
- Complaint mechanisms put in place in the community centres and office.

5. List of current projects

Project 1 title	Social and psycho-social support to Iraqi displaced and its hosts through community centres in Syria
Focus area(s)	Protection, Social rehabilitation (Damascus and rural Damascus)
Donor(s)	UNHCR
Objective(s)	<ul style="list-style-type: none"> - Deliver information to refugees about how to access basic services, - Improve the well-being of community members through social / recreational / skills development activities, - Provide educational support to children facing difficulties with the Syrian curriculum,
Beneficiaries	Iraqi refugees, non-Iraqi refugees and Syrian families in need
Authorities involved	The Syrian Arab Red Crescent (SARC)
Implementing partners	In coordination with the SARC, UNHCR and UNICEF

Project 2 title	Construction and Rehabilitation of schools in Rural Damascus
Focus area(s)	School construction, rehabilitation, extension and equipping
Donor(s)	UNHCR
Objective(s)	<ul style="list-style-type: none"> - Construction of schools in highly Iraqi populated areas to expand the Syrian absorption capacity, - Expand/rehabilitate and equip public primary and secondary schools accommodating Iraqi children,
Beneficiaries	Schools' population and the Ministry of Education (MoE)
Authorities involved	The MoE
Implementing partners	The MoE and contractors

Project 3 title	Humanitarian Assistance to Protection of Iraqi refugees in Syria
Focus area(s)	Protection, Social rehabilitation (Homs and Daraa), School rehabilitation/extension (Homs and Quneitra)
Donor(s)	DANIDA
Objective(s)	<ul style="list-style-type: none"> - Deliver information to refugees about how to access basic services, - Improve the well-being of community members through social / recreational / skills development activities, - Provide educational support to children facing difficulties with the Syrian curriculum, - Expand/rehabilitate and equip public primary and secondary schools accommodating Iraqi children,
Beneficiaries	Iraqi refugees, non-Iraqi refugees, Syrian families in need / Schools' population and the Ministry of Education (MoE)
Authorities involved	SARC for the community centres, and the MoE for the schools
Implementing partners	The MoE and contractors

Project 4 title	Education survey
Focus area(s)	Needs assessment and advocacy
Donor(s)	UNICEF
Objective(s)	<ul style="list-style-type: none"> - Identify the education needs of enrolled children, teachers and school management, - Assess impact of the Iraqi influx on the education system, - Qualify the Iraqi children's low enrolment and high drop-out from the Syrian schools
Beneficiaries	Iraqi children, schools' population and the Ministry of Education (MoE)
Authorities involved	The MoE (and the SARC)
Implementing partners	Close coordination with the MoE (supervised by the SARC)

Project 5 title	Quality Education
Focus area(s)	Soft education, awareness and capacity building
Donor(s)	UNICEF
Objective(s)	<ul style="list-style-type: none"> - Increase the retention and completion of Iraqi children and adolescents in primary and secondary schools through remedial classes, extra-curricular activities, awareness campaign and parents-teachers groups, - Strengthen the MoE's capacity to foster a safe and positive

	<p>learning environment for all children via training of the schools' social counsellors,</p> <ul style="list-style-type: none"> - Promote the UNICEF Child Friendly School principles through training and awareness,
Beneficiaries	Primarily, Iraqi and Syrian children, + schools' population and the Ministry of Education (MoE)
Authorities involved	The MoE
Implementing partners	Close coordination with the MoE (delegating teachers and staff) + UNICEF and Consultant

6. Accountability improvement plans for 2008/2009

New quality objectives	Outputs	Means of verification
The HAF Syria is finalised and shared with the DRC staff.	<ul style="list-style-type: none"> - The present draft HAF Syria are endorsed by HQ, - It has been presented to the staff and made available along with the Global DRC HAF in DRC Syria offices. 	<ul style="list-style-type: none"> - Staff meeting minutes, - Staff performance appraisal
Information about DRC background and progress reports are made available to DRC staff, beneficiaries and stakeholders.	<ul style="list-style-type: none"> - Newsletters are issued and distributed internally, in the community centres, in the schools and to DRC partners, and put on-line, - DRC teams share their respective progress reports with each other, - Financial and narrative are equally disseminated to DRC partners, - A summarised final report is submitted to beneficiaries upon project completion. 	<ul style="list-style-type: none"> - Coordination meeting minutes, - Newsletters hardcopies and DRC website, - Satisfaction surveys.
Beneficiaries' participation in DRC program's decision is formalised and documented	<ul style="list-style-type: none"> - Focus group discussions and meetings are followed up by minutes shared with participants in the community centres, schools and training facilities, - Project concepts, methodologies and practical decisions are endorsed by the Ministry of Education and the SARC. 	<ul style="list-style-type: none"> - Reporting tools - Satisfaction surveys, - Exchanged documents and letters archived.
DRC staff's skills are improved and enhance the quality of humanitarian assistance provided	<ul style="list-style-type: none"> - Staff performance appraisals are conducted twice a year, - DRC staff members are trained on the Program Handbook's Chapter 2, - DRC staff members are trained on basic skills like communication/management/leadership... 	<ul style="list-style-type: none"> - Staff performance appraisal forms, - Training plan, - Training agendas, - Training reports.
DRC stakeholders (staff, beneficiaries and partners) are offered opportunities to complain and feed-back about DRC operations.	<ul style="list-style-type: none"> - Staff complaint mechanisms are put in place and used by DRC staff, - Complaint mechanisms are established and made accessible to DRC projects' beneficiaries, - DRC partners are regularly consulted and can feed-back on DRC program. 	<ul style="list-style-type: none"> - Staff complaints archives, - Meetings' minutes.