

## HUMANITARIAN ACCOUNTABILITY FRAMEWORK FOR THE DANISH REFUGEE COUNCIL'S WEST AFRICA PROGRAMME

"In DRC we wish to be accountable. Not just to our donors and membership, but also – and in particular - to those we try to help. We have many instruments for this, like participation, feedback, complaints-handling and reporting. One important element is informing our beneficiaries and stakeholders about our Humanitarian Accountability Framework – in other words what they should hold us accountable for."

### THE DANISH REFUGEE COUNCIL IN WEST AFRICA

#### Vision

"No displaced person must be without help when it comes to finding protection and durable solutions."

#### Mission

The Danish Refugee Council (DRC) is a private, independent, 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 long term solutions to the problems of forced migration. DRC works in the context of conflict-induced displacements of populations and in return and reintegration situations.

In West Africa DRC works to support peace and stabilization, and protect and promote durable solutions to crisis affected population in Liberia, Côte d'Ivoire, Guinée and Burkina Faso and other West African countries on the basis of humanitarian principles and fundamental rights.

#### Objectives

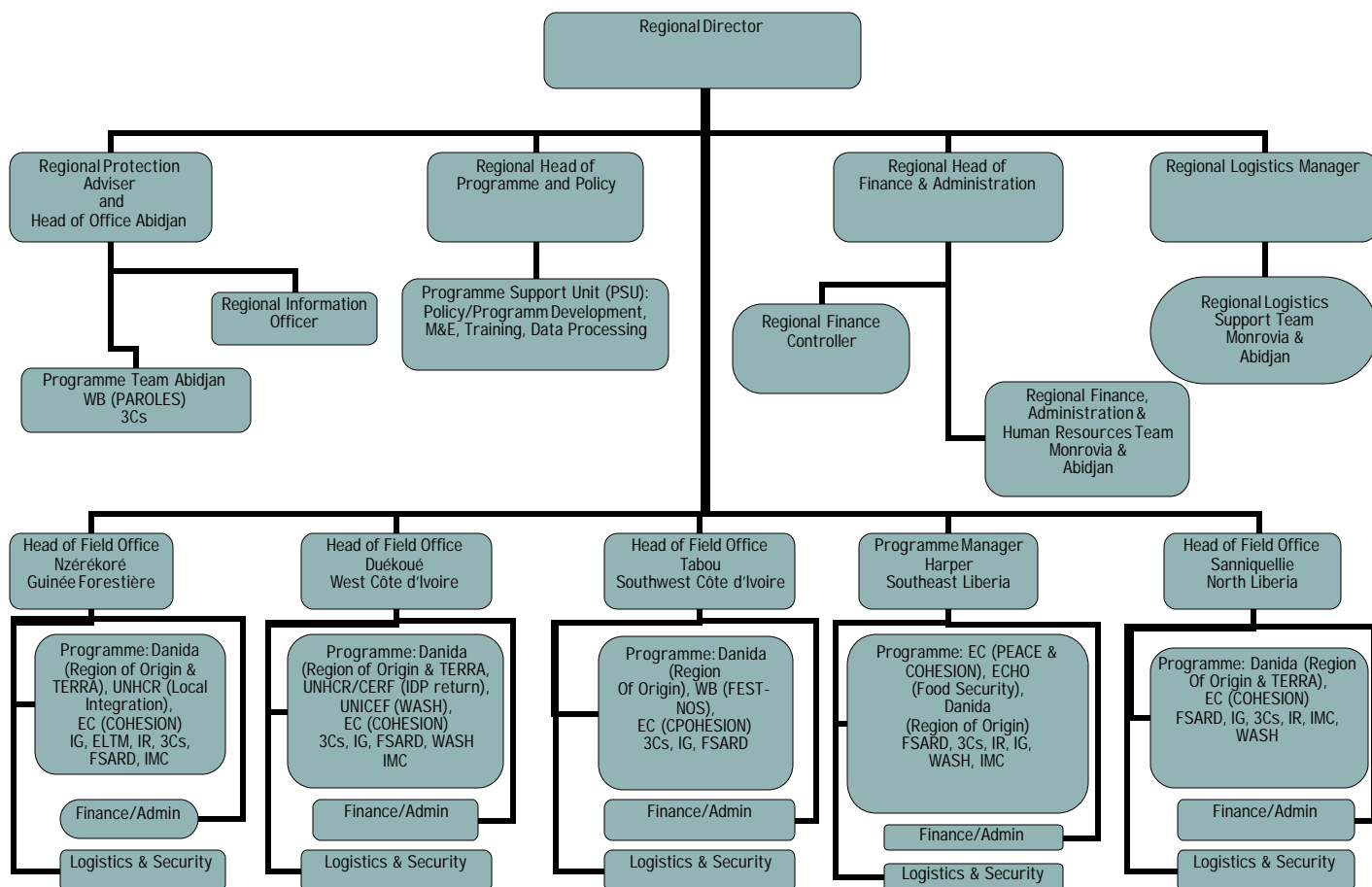
We aim to achieve this working on three strategic objectives:

1. Livelihood assets, capacities, opportunities and resilience among the crisis-affected population in DRC area of operation are protected and strengthened on the basis of their own resources and capacities;
2. Local institutional and organisational capacities that can promote democratic, accountable and transparent governance conducive for the peaceful handling of conflict and promotion of recovery processes are strengthened;
3. The crisis-affected population in DRC area of operation has safe access to meet subsistence needs in accordance with relevant standards and local emergency response capabilities are strengthened.

#### Organisation

DRC is present in Southwest and West Côte d'Ivoire (Field Offices in San Pedro and Duékoué), in Southeast and North Liberia (Field Offices in Harper, Maryland and in Sanniquellie, Nimba County), in Guinée Forestière (Field Office in Nzérékoré), and in Monrovia and Abidjan (two branches of the Regional Office). The main field offices are supported through 8 sub-offices in Liberia and Cote d'Ivoire. Emerging displacement dynamics and related assistance needs may be addressed beyond the current countries of operation in response to the changing and increasingly complex displacement and crisis patterns observed throughout West Africa.

The organizational chart below illustrates the current structure.



## Partners and Stakeholders

On a national level, DRC works with the following stakeholders and partners:

Duty-bearer National Stakeholders	National Key Stakeholders
<b>Liberia</b>	
<ul style="list-style-type: none"> <li>- Central and local government</li> <li>- LRRRC</li> <li>- Ministry of agriculture (CARI)</li> <li>- Ministry of gender &amp; development</li> <li>- Ministry of planning and economic affairs</li> <li>- Ministry of public works</li> <li>- Ministry of education</li> <li>- Ministry of foreign affairs</li> <li>- Ministry of health and social welfare</li> <li>- Ministry of commerce and industry</li> <li>- Ministry of internal affairs (IA)</li> <li>- Local authorities</li> <li>- Traditional leaders (community)</li> <li>- Law enforcement agents (through Min IA)</li> <li>- UNHCR</li> <li>- UNICEF</li> </ul>	<ul style="list-style-type: none"> <li>- UNHCR</li> <li>- UNDP</li> <li>- UNMIL</li> <li>- World Bank</li> <li>- FAO</li> <li>- CARI</li> <li>- MSG</li> <li>- Southeast Women's Development Organisation (SEWODA)</li> <li>- MARWOPNET Liberia Chapter</li> <li>- ARCH</li> <li>- AEDE?</li> <li>- NGOs</li> </ul>
<b>Côte d'Ivoire</b>	
<ul style="list-style-type: none"> <li>- Services d'aide et d'assistance aux réfugiés et apatrides (SAARA)</li> <li>- Agence nationale de d'appui au développement rural (ANADER)</li> <li>- Ministère de la solidarité et des victimes de la guerre</li> <li>- Ministère de la famille, des femmes et des affaires sociales</li> <li>- Ministère de la réconciliation nationale et de relations avec les institutions</li> <li>- Ministère des affaires étrangères</li> <li>- Ministère de l'éducation nationale</li> <li>- Ministère de la justice et de droits de l'homme</li> <li>- Ministère de la reconstruction et de la réinsertion</li> <li>- Police/ Law enforcement/ military (incl. Forces Nouvelles)</li> <li>- UNHCR</li> </ul>	<ul style="list-style-type: none"> <li>- ONUCI</li> <li>- OCHA</li> <li>- UNHCR</li> <li>- UNDP</li> <li>- UNICEF</li> <li>- FAO</li> <li>- World Bank</li> <li>- Ligue Ivoirienne pour les Droits de l'Homme (LIDHO)</li> <li>- International Friendship Service (IFS)</li> <li>- NGOs</li> </ul>

- UNICEF	
Guinée	
<ul style="list-style-type: none"> <li>- Commission Nationale pour l'Intégration et le Suivi des Réfugiés (CNISR)</li> <li>- Institut National pour l'Appui au Développement Rural (INADER)</li> <li>- Ministre de la Sécurité et de la Protection Civile (Formerly Min. de l'intérieur)</li> <li>- Ministre de l'Agriculture et de l'Elevage</li> <li>- Ministre de la Santé et de l'Hygiène Publique</li> <li>- Secrétaire d'Etat chargé des TP près de Ministre d'Etat de la Construction, de l'Aménagement du Territoire et du Patrimoine bâti public</li> <li>- Police/ Law enforcement/ military</li> <li>- UNHCR</li> <li>- UNICEF</li> </ul>	<ul style="list-style-type: none"> <li>- WFP</li> <li>- UNHCR</li> <li>- UNDP</li> <li>- FARDH</li> <li>- NGOs</li> <li>- Ministère de l'Enseignement Supérieur et de Recherche Scientifique Centre Universitaire de Nzérékoré</li> </ul>

On a Regional Level, DRC works with the following Stakeholders & Partners:

Regional Stakeholders & Partners
<ul style="list-style-type: none"> <li>- ECOWAS</li> <li>- EC Delegations</li> <li>- OCHA</li> <li>- Mano River Women's Peace Network (MARWOPNET)/ Réseau des Femmes du Fleuve Mano pour la Paix (REFMAP)</li> <li>- West Africa Network for Peacebuilding</li> <li>- West African Non-Governmental Organisations' Refugees and Internally Displaced Persons Network (WARIPNET)</li> <li>- Search for Common Ground (SFCG)</li> </ul>

#### LOCAL AND INTERNATIONAL STANDARDS & CODES WE SUBSCRIBE TO

##### Mandate for the international activities

The mandate for the international activities is the protection and promotion of durable solutions to refugee and displacement problems, on the basis of humanitarian principles and human rights, including:

- Providing refugees, internally displaced persons and other affected groups in situations of war and conflict with assistance according to their rights. This assistance can consist of relief and other humanitarian aid, rehabilitation and support to return home, as well as contributions to the promotion of durable solutions.
- Contributing to capacity building and co-operation between local and national authorities, as well as other relevant organizations. This work aims at strengthening advocacy and promoting solutions to problems related to situations of conflict, particularly with a view to improving the protection and reintegration of refugees and internally displaced persons.

##### Key instruments, standards and codes that DRC subscribes to internationally

[Conventions and the like:]

- 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
- Other key bodies of international humanitarian law
- [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
- The Principles for Humanitarian Action
- Code of Conduct of DRC (for DRC and Staff in International Programs)

- Related to humanitarian removal of explosive remnants of war:
- 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 (ERW)
- IMAS standards

### Scope and Sectors of the work in West Africa

The overall sectors and examples of activities within the DRC West Africa program are:

Food Security & Agricultural Rehabilitation and Development (FSARD)	Income Generation (IG)	Conflict Prevention, Conflict Resolution & Cohesion Sociale (3Cs)	Infrastructure Rehabilitation (IR)	Water, Sanitation & Hygiene (WASH)
<ul style="list-style-type: none"> <li>• Agricultural production</li> <li>• Agro-processing &amp; preservation &amp; marketing</li> <li>• Integrated pest management</li> <li>• Nutrition and food preparation</li> <li>• Farmer Field Schools, training &amp; capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Market assessments</li> <li>• Vocational training</li> <li>• Business skills training</li> <li>• Functional literacy</li> <li>• Business grants</li> <li>• Revolving community loan funds</li> <li>• Link to micro-credit institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of UNSCR 1325 &amp; 1820, women's rights, human rights, AU &amp; ECOWAS protocols</li> <li>• Training in conflict resolution and support to conflict resolution structures and mechanisms</li> <li>• SGBV &amp; HIV/AIDS &amp; FGM</li> <li>• Early Warning Systems</li> <li>• Micro-projects</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation and construction of roads, bridges, market structures, schools, clinics</li> <li>• Shelter kits for vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation and construction of water points</li> <li>• Establishment of water point maintenance structures</li> <li>• Construction of family and institutional latrines</li> <li>• Hygiene promotion</li> <li>• Urban sanitation</li> </ul>
Information Management & Coordination: Participatory Community Action Planning				
Emergency Logistics & Transport Management: Logistics Base Management				

DRC West Africa's activities are funded by money raised from the Danish public and by project grants from the Danish government, EC, ECHO, WB, UNHCR, UNICEF and the CERF.

### Strategic program approaches

Contextual analysis and programming that recognize the dynamics of displacements:

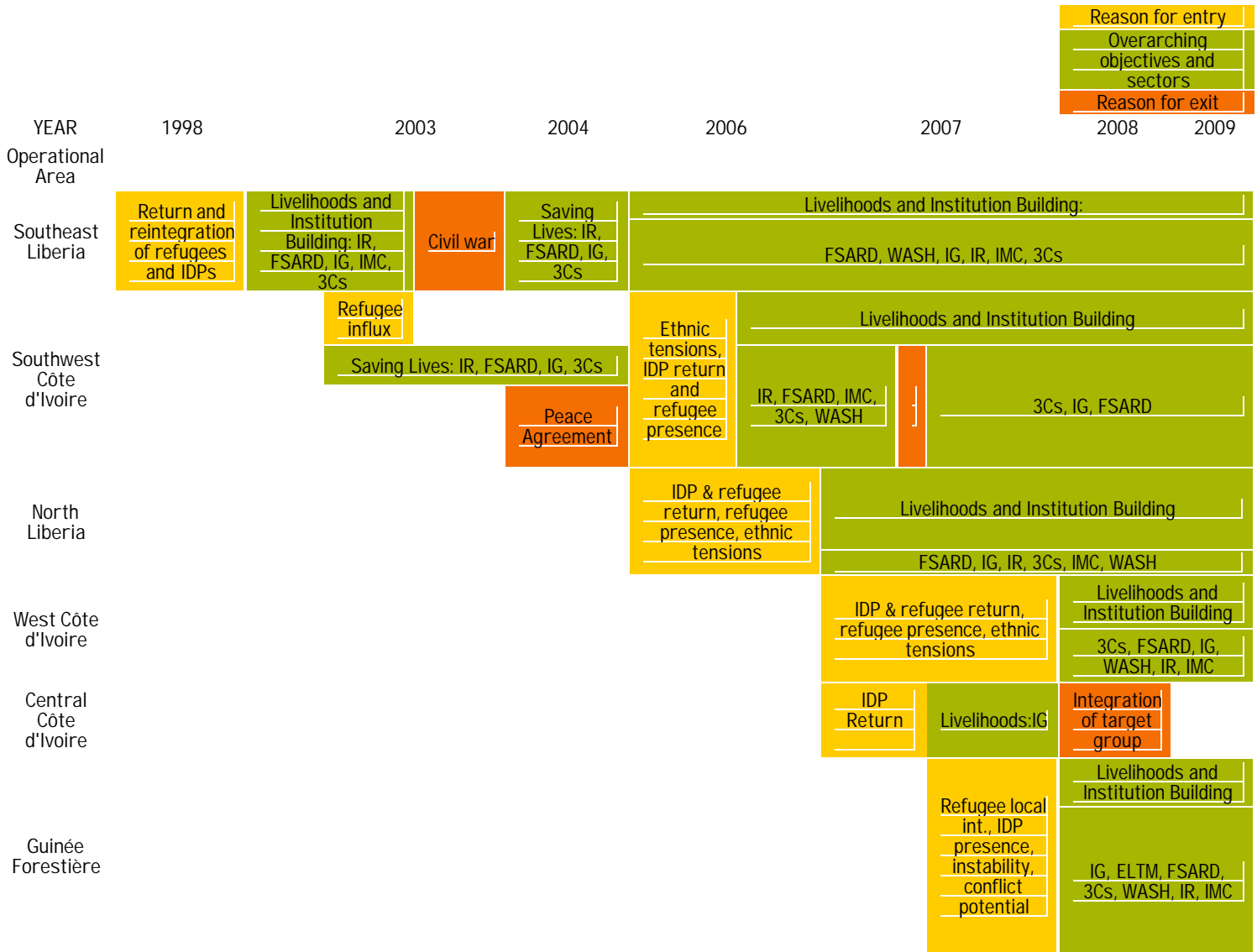
- Displacement often transcends real or virtual borders, and so should DRC's contributions to finding the solutions;
- Assistance must target both the displaced and those otherwise affected by the displacement, as well as recognise the dynamics between the displaced and other affected populations;
- Although displacement scenarios may principally be categorised as either Acute Crisis, Protracted Displacement or Durable Solutions scenarios and the corresponding assistance be categorised as Saving of lives, Restoration and development of livelihoods, and Institutional and organisational change, respectively, most displacement situations simultaneously contain elements and potentials for all three. So should, therefore, the assistance provided. While using distinctly different approaches according to category, assistance in any situation must always look for potentials for building capacity for durable solutions.

Rights-based programming:

- focusing on the challenges of making duty-bearer stakeholders take up their responsibilities to protect people affected by war, 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 enjoy their rights.

### Programming principles

Entry & Exit – the figure below reflects the criteria employed for determining entry and exit of current and previous operations, as well as focus of operations and sectors of activities.

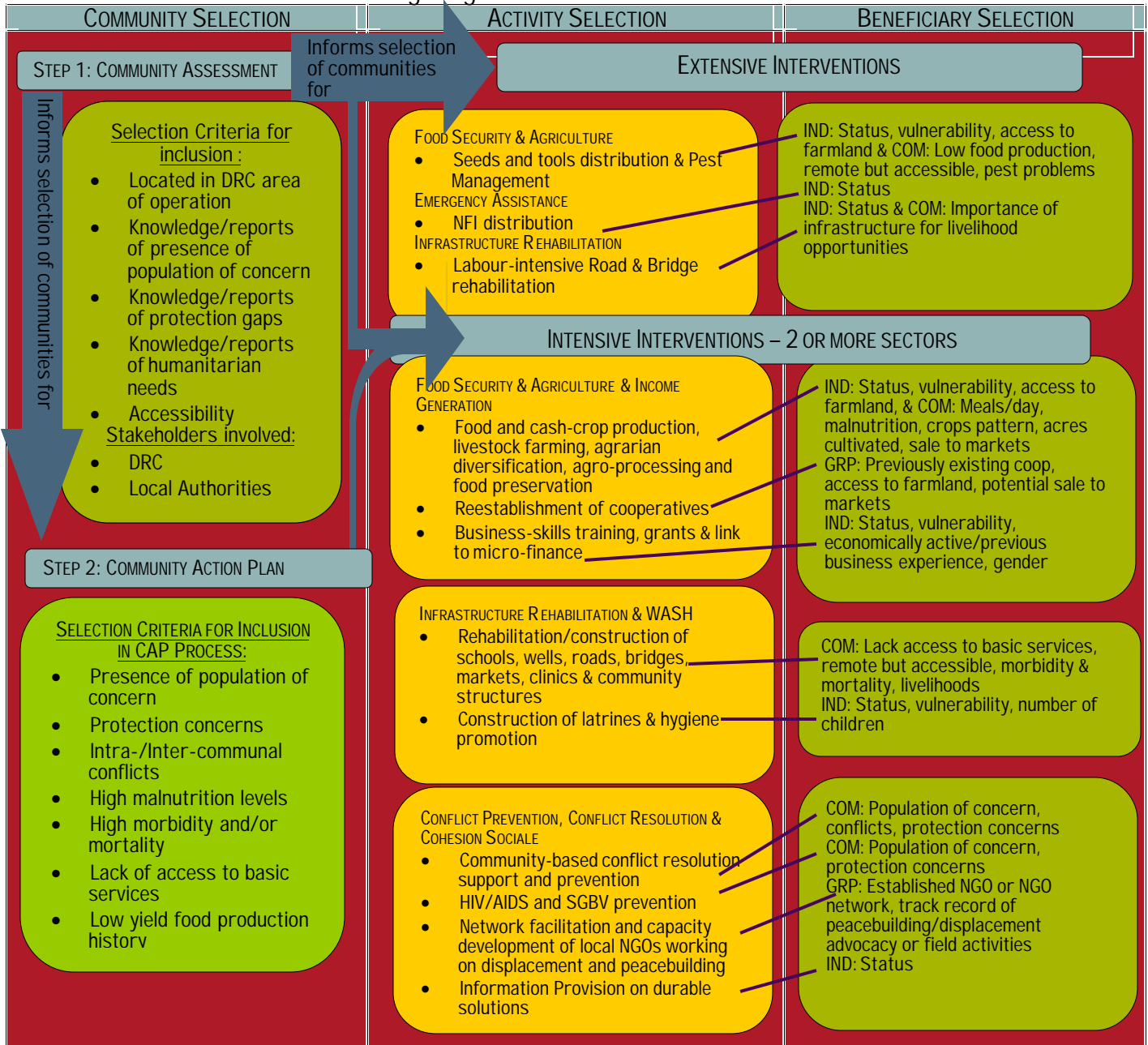


At the general level DRC's exit in West Africa is linked to 3 basic conditions:

- The security situation is sufficiently stable and no renewed outbreaks of violent conflicts appear likely.
- No renewed displacement that would make DRCs presence and assistance necessary appear likely.
- Responsible national and international institutions and organisations are able and willing to take up their responsibilities with respect to upholding the basic rights of citizens.

Targeting criteria include a complex combination of data and information collection, as well as community-based planning processes. The figure below illustrates how targeting and selection is conducted in the DRC West Africa programmes.

## Targeting Criteria DRC West Africa



Explanations: 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

Modes of delivery are a combination of extensive and intensive interventions. Extensive interventions signifies 'one sector' implemented in a large number of communities, while intensive interventions are time-limited multi-sector interventions in a smaller number of communities and usually based on the formulation of community action plans (CAPs). Intensive interventions are also called Community-based Integrated Livelihood Recovery (CBILR), and are implemented as illustrated on the following page.

Issues of programme sustainability and exit are interwoven with the sustainability and viability of the wider national and regional processes towards durable solutions. Additionally to the more general strategies and operational approaches as outlined above, the programme has identified 3 core strategic challenges aimed at supporting the wider sustainability and viability of the national and regional processes towards durable solution, and as such the programme itself.

- 1) In the short term it is to maintain peoples' confidence in the national transition and peace processes.
- 2) In the medium term it is to ensure at the communal level, a genuine momentum and commitment to the national recovery processes and initiatives.
- 3) In the long term it is to capacitate local institutions to take charge of the rehabilitation efforts.

Additionally, while the programme is concerned with, on the one hand, ensuring linkages and better connection to national level recovery strategies and programmes, on the other hand, it recognises that these remain so weak that particularly in the remoter rural areas the sustainability of interventions cannot solely be based on such linkages. Therefore, all proposed community based interventions are founded on simple technology that is known and available locally, and can be sustained and managed by communities themselves, requiring nothing or only few inputs from outside.

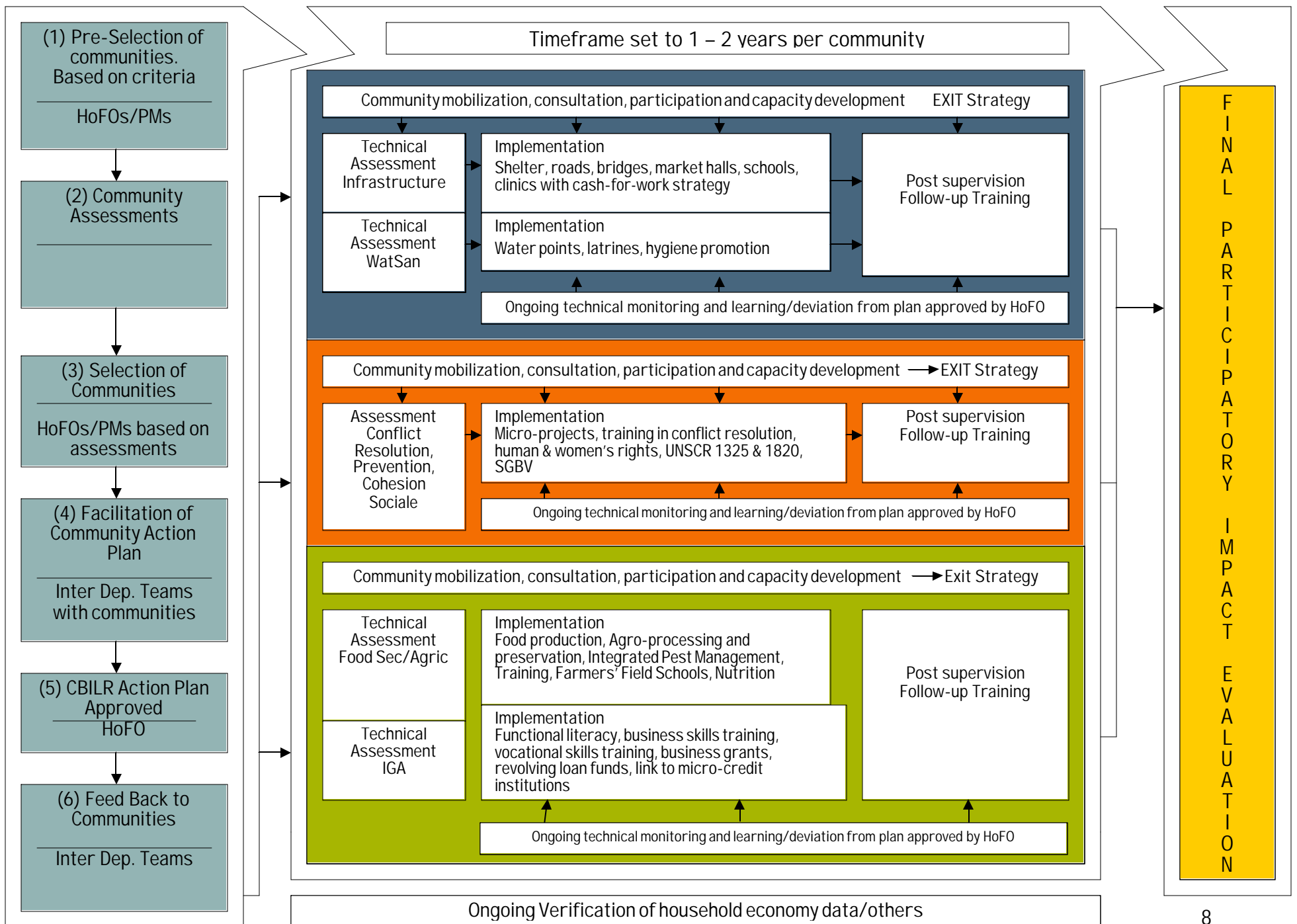
#### Operational principles of DRC West Africa:

- Gender mainstreaming and Women targeting – depending on programme objective;
- Peacebuilding/Cohesion Sociale 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;
- Creation of employment/income opportunities in connection with activity implementation (Cash-for-work);
- Development of local capacities;
- Advocacy vis-à-vis governments and regional bodies particularly regarding protection of the rights of displaced, migrants, stateless and women;
- Complementarity with governments and other organizations;
- Replicability of interventions and learning across programmes;
- Rights based approach principles (human rights, empowerment, participation, non-discrimination, accountability)

#### Monitoring and evaluation – a quality management system

In mid-2009, DRC put into place a Regional Programme Support Unit (PSU), which is responsible for M&E (LFA based field monitoring, sector assessments), Organizational Learning (knowledge exchange, data management, coordination, HAPI), Training and Policy & Programming (mainstreaming of DRC global & regional strategic priorities). In addition to narrative and financial monitoring and reporting prescribed in the individual project contracts with a donor, Monitoring and Evaluation Plans (MEPs) are developed for all projects, and all operations report quarterly to the PSU using a Project Monitoring Tool specifically developed to capture the complexity of the West Africa operation. With the support of the PSU, DRC expects to strengthen and institutionalize its M&E capacities.

# Implementation Process for DRC WA Community Based Integrated Livelihood Recovery (CBILR) Interventions



LIST OF PROJECTS

NOTE: THE PROJECT PORFOLIO REFLECTS THE STATUS IN JULY 2009; ALL CHANGES UNTIL THE NEXT QUARTER WILL BE REFLECTED IN THE REVISED HAF

Project title:	Stabilisation, Rehabilitation and Recovery Assistance Programme
Focus Area:	Community-based integrated livelihood recovery, including infrastructure rehabilitation, water & sanitation, agricultural production and income generation, social cohesion, HIV/AIDS, SGBV, community planning, and collection of data related to DRC's core sectors
Donor:	Danida
Objective:	<ol style="list-style-type: none"> <li>1. To support that the conflict-affected population in DRC area of operation has safe access to meet <u>subsistence needs</u> in accordance with relevant standards and to strengthen local emergency response capabilities</li> <li>2. To strengthen resilience and build up <u>livelihood assets and capacities</u> among the conflict- affected population in DRC area of operation on the basis of their own resources and capacities</li> <li>3. To strengthen local institutional and organisational capacities <u>that can promote democratic, accountable and transparent governance conducive for the peaceful handling of conflict</u></li> </ol>
Beneficiaries:	An estimated 60,000 beneficiaries including IDPs, refugees, returnees and host communities.
Authorities involved:	District and county authorities in Nimba, Maryland, Grand Kru and River Gee counties in Liberia ; Préfécures and sous-préfécures 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
Implementing partner(s):	WARIPNET, SEWODA, Ministère de l'Enseignement Supérieur et de Recherche Scientifique Centre Universitaire de Nzérékoré

Project title:	Women Together for Economic Rehabilitation and Recovery through Agriculture (TERRA)
Focus Area:	Agriculture, women's empowerment & protection, income generation/market access, capacity building
Donor:	Danida
Objective:	<p>Development Objective: Livelihood assets, capacities, opportunities and resilience among conflict-affected women in border areas of Liberia, Guinée and Côte d'Ivoire are protected and strengthened on the basis of their own resources and potentials</p> <p>Immediate Objectives:</p> <ol style="list-style-type: none"> <li>1. Capacities and possibilities of conflict-affected and vulnerable women for engaging in profitable and environmentally sustainable agrarian production, preservation, processing and marketing in North Liberia are enhanced;</li> <li>2. Rights protection of conflict-affected and vulnerable women and their networking in the border areas between Liberia, Guinée and Côte d'Ivoire are improved</li> <li>3. Best practices on improving the situation of conflict-affected women through a rights-based approach to sustainable agrarian production, processing and marketing are shared and promoted across the region with the view to influencing policy-making and implementation</li> </ol>
Beneficiaries:	<p>Women farmers' groups – either existing groups, or groups that will be formed during the project – in 12 communities; Market-women; Members of existing cooperatives; Returnees, refugees and other people, primarily women, affected by displacement; Border staff; Local NGOs; DRC Staff</p> <p>Direct beneficiaries are approx. 2,236 persons</p>
Authorities involved:	Local authorities in Nimba County, Liberia
Implementing partner(s):	None

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

Project title:	Civic Ownership for Human rights Enforcement, Stability Improvement, Organisation and Networking (COHESION) in the Mano River Union
Focus Area:	Conflict Prevention, Conflict Resolution & Cohesion Sociale; Capacity Building; Civil Society networking; Protection & good governance;
Donor:	EC
Objective:	Overall objective of the action: 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 Specific objectives: 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.
Beneficiaries:	Population of border area communities targeted by the action, primarily women affected by conflict, discrimination and hindrances to economic participation Population of wider border areas in Liberia, Ivory Coast and Guinea
Authorities involved:	TBD
Implementing partner(s):	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

Project title:	Ensuring short-term food security, reducing malnutrition and restoring the livelihoods of vulnerable communities in southeast Liberia
Focus Area:	Increased staple food production; improved nutrition and hygiene; capacity building of extension workers; enhanced agro-processing and storage; and improved farm-to-market access.
Donor:	ECHO Liberia
Objective:	To ensure short-term food security, improve nutritional status and contribute to shock resilience in vulnerable communities in Southeast Liberia by end June 2009
Beneficiaries:	19,000 direct beneficiaries composed of IDPs, returnees, refugees, and host community members
Authorities involved:	Local authorities in Maryland, River Gee and Grand Kru counties; Ministry of Agriculture
Implementing partner(s):	None

Project title:	Support to IDP return in safety and with dignity and durable reintegration in Toulepleu and Blolequin department (WCI)
Focus Area:	Return & reintegration; Livelihood activities; Cohesion Sociale;
Donor:	UNHCR
Objective:	To support local leaders and communities in establishing conditions for IDP return/resettlement and reintegration in the Toulepleu and Blolequin region, in line with the Guiding Principles on Internal Displacement
Beneficiaries:	40,000 direct beneficiaries including returned IDPs, refugees seeking local integration and host community
Authorities involved:	Préfétures de Blolequin and Toulepleu; Ministère de la réconciliation nationale et de relations avec les institutions; Ministère de la solidarité et des victimes de la guerre
Implementing partner(s):	None

Project title:	Programme pour une Autonomie et une Réponse Opératoire Libre Et Solidaire (PAROLES)
Focus Area:	Conflict Prevention, Conflict Resolution & Cohesion Sociale; Capacity Building; Civil Society networking; Protection & good governance;
Donor:	World Bank
Objective:	Overall Objective: Capacities of communities and civil society actors in Côte d'Ivoire to promote social cohesion and restore social capital conducive for the peaceful handling of conflict and promotion of recovery processes are strengthened. Immediate Objectives: 1. To strengthen the capacity of selected actors of civil society in the area of peace-building and conflicts' resolution 2. To sensitize the public on human rights, women's rights and on the significance to respect each other's differences in order to achieve sustainable peace
Beneficiaries:	Civil society organizations, student and youth organizations, religious leaders, the wider public.
Authorities involved:	TBD
Implementing partner(s):	TBD

Project title:	FESTival pour une NOuvelle Solidarité (FEST-NOS)
Focus Area:	Conflict Prevention, Conflict Resolution & Cohesion Sociale; Capacity Building; Civil Society networking; Protection & good governance;
Donor:	World Bank
Objective:	Overall Objective: Capacities of communities and civil society actors in Côte d'Ivoire to promote social cohesion and restore social capital conducive for the peaceful handling of conflict and promotion of recovery processes are strengthened. Immediate Objectives: 1. To restore the social fabric of communities; 2. To strengthen capacities for intra- and inter-community management and collaboration; 3. To sensitize the population on social cohesion and UNSCR 1325 in order to achieve sustainable peace
Beneficiaries:	42 communities (7 communities in each of 6 départements)
Authorities involved:	Préfectures et mairies de San Pedro, Sassandra, Soubre, Tabou, Gagnoa, Oume
Implementing partner(s):	LIDHO

Project title:	Local Integration of Liberian Refugees in Guinée Forestière
Focus Area:	Management of logistics base; support to local integration of refugees through agriculture, income generation and rehabilitation of infrastructure
Donor:	UNHCR Guinée
Objective:	1. Strengthening government infrastructure capacities in the refugee hosting areas ; 2. Strengthening capacities to assume responsibility for the 8.465 Liberian refugees that have opted for local integration in Guinée during the continuous phase-out of UNHCR, and the transition from humanitarian assistance to development ; 3. Support the Government in registration and documentation of persons from neighbouring countries ; 4. Finalise integration of Sierra Leoneese refugees remaining in the Boreah reugee camp.
Beneficiaries:	More than 10,000 direct beneficiaries – Liberian and Sierra Leoneese refugees that have opted for local integration, and Guinean host communities
Authorities involved:	CNISR, INADER
Implementing partner(s):	None

Project title:	Prévention des maladies hydriques dans le Moyen Cavally: Promotion à l'hygiène, construction/réhabilitation de points d'eau
Focus Area:	Rehabilitation and construction of water points, hygiene promotion
Donor:	UNICEF Côte d'Ivoire
Objective:	To contribute to reducing water-borne diseases in the target communities.
Beneficiaries:	16,000 beneficiaries in 18 villages the sub-prefecture of Pehe.
Authorities involved:	Sub-prefecture Pehe
Implementing partner(s):	None

## CONTINUAL IMPROVEMENT OF DRC WEST AFRICA'S ACCOUNTABILITY TO ITS BENEFICIARIES AND STAKEHOLDERS

### Status of July 2009

Further to the internal compliance assessment and an independent accountability audit in March 2007 and October 2008 DRC West Africa set out to strengthen its accountability instruments. The completion of the HAF and the Communication Strategy were the first steps in this plan. Subsequently, a HAPI Field Guide has been developed for DRC West Africa, which outlines minimum requirements and steps to introduce HAP benchmarks into programming. HAP is also a key feature in DRC's ongoing Programme Handbook trainings. With the support of the PSU, the Field Guide will be implemented in all offices throughout 2009/2010.

The following matrix reflects DRC's commitments and the recommendations of the HAP audit. Follow up action is planned by November 2009.

Benchmark 1	Assistance Framework in English only	Contextual accountability framework – French version noted.		
Benchmark 2	Processes outlined and local web site noted	A regional Communications and Reporting Officer and a regional Programme, Policy and Advocacy Advisor have been appointed to further develop and re-enforce this benchmark.	1. Demonstrate how disaggregated group of beneficiaries have access to information – where security constrains exist show risk assessment.	A communication strategy for DRC WA has been elaborated and is implemented (attached)
Benchmark 3	Process outlined generally	Refers to handbook for process	2. Demonstrate how participation is enabled against disaggregated beneficiary groups.	The proven PRA methodology along with the Community Action Plan meet the criteria of disaggregated beneficiary groups

Benchmark 4	Description of activities given	DRC plans to recruit a regional HR person to ensure that appropriate staff is selected and/or coached where feasible Resources constraints listed Not all performance reviews done.	3. Clarify how national staff are included in meeting all 4 requirements.	Appraisal system initiated and will help inform any changes of ToRs/new ToRs. Per roll out of the PHB and/or (local) induction briefings, the staff is made aware of HAF and HQMS
Benchmark 5	SEA addressed but working on CRM	Postponed due to concerns amongst beneficiaries.	4. Seeking exoneration in Liberia for CRM – please set out risk assessment and approach to address. Demonstrate that Ivory Coast and Guinea have CRMs in place.	Field guide developed and implemented (though not totally complete). Examples of complaints - received and dealt with - are available. Assessment report from the field, was it ever made available/elaborated
Benchmark 6	Process outlined	Further improve partnership modalities in line with DRC's overall HAF implementation progress and Programme Handbook roll-out.	5. State how partners are monitored supported against Principles of Accountability and Humanitarian Action	HQ to develop pilot tools to support FOs.
Total			5	

Mid Term Review	REPORT
Finding:	<p>A number of clear improvements have been applied – clarity of measurable progress indicators is limited.</p> <ol style="list-style-type: none"> <li>1. Accountability Framework submitted.</li> <li>2. Appointment of a regional advisor planned to address information improvements</li> <li>3. As above</li> <li>4. Clarity on how financial constraints impact performance reviews needed.</li> <li>5. CRM in Liberia postponed due to uncertainty about acceptance and application – risk assessment required. What about CRMs in Ivory Coast and Guinea?</li> <li>6. Improvement for partners needs outlining.</li> </ol> <p>Conclusion: Large geographical area covered with many national staff to oversee. Improvements noted but progress plans are not specific.</p>
Corrective Action	<ol style="list-style-type: none"> <li>1. There are 5 follow up actions required by DRC in order to demonstrate compliance and continual improvement. DRC is to state management response to each and submit required evidence is support of actions undertaken.</li> </ol> <p style="text-align: right;"><b>Time Frame: 1<sup>st</sup> November 2009</b></p>

Mid Term Review	REPORT
Recommendations	<ol style="list-style-type: none"> <li>1. Read through each of the 5 requirements listed in the HAP Standard and outline how DRC will meet them in the specific context. For example, with Benchmark – Information provision, the following steps will be needed: <ol style="list-style-type: none"> <li>a. Information needs assessments / expectations per stakeholder and per disaggregated beneficiary group.</li> <li>b. Using the 5 minimum information provision list outline the language, media and format to be used per stakeholder and per disaggregated beneficiary group</li> <li>c. Include measurable targets such as where information will be give, how, when (frequency), format and who will deliver it.</li> <li>d. Sate how DRC will monitor and evaluate the effectives, efficiency, impact and sufficiency of the information given and the processes used – so as to develop new improvement targets.</li> </ol> </li> </ol>

### Strategic planning in DRC West Africa

.....is conducted through internal annual program reviews and regional meetings, as well as regional working groups on selected issues. Prior to these meetings consultations are held with stakeholders, beneficiaries and field staff to ensure their input to the process.

Internal annual program reviews are conducted in order to, first, systematically review both implementation progress and project outcomes against specified targets and objectives, second, to revisit the validity of program assumptions and third, to engage in a process of strategic planning for the future. Regional meetings focus on future strategic planning, and a review of current operational issues, e.g. logistics, security, finance and administration.

DRC West Africa's current strategic focal areas:

2009-2010	Training (Staff development)
2009-2010	Conflict Prevention, Conflict Resolution & Cohesion Sociale
2009-2010	Gender
2009-2010	Monitoring & Evaluation

In addition DRC West Africa contributes to the work on DRC International's current strategic focal areas:

2009-2010	Gender: Further develop and advance DRC's role and capacities, globally as well as at country level, with regard to Gender
2008-2009	Administration & Finance: DRC International's Operations Handbook is revised, understood and applied by all staff in accordance with their respective functions.
2008-2009	Human Resource development: DRC's managerial and programmatic capacity at field level is further strengthened.
2008-2009	Migration-Asylum Nexus: DRC's role and engagement in respect of migration is clarified

New strategic focal areas: A) Sustainable Growth; B) Entry/Exit Criteria; and C) Urbanisation are under consideration by DRC HQ management following recommendations after the Annual leaders meeting in June 2009