
DANISH REFUGEE COUNCIL – WEST AFRICA

HUMANITARIAN ACCOUNTABILITY FRAMEWORK¹

May 2016

This accountability framework describes the DRC (and DDG) commitments towards its stakeholders in West Africa. This framework is complementary to the DRC and DDG global accountability framework available on: www.drc.dk

Regional programme

Since operations began in 1998 in Liberia DRC have initiated a regional cross-border strategy in 2006 focusing on displacement from conflicts across region. Since 2006, DRC has designed its programs and operations around a **displacement axis** centred on conflicts in Cote d'Ivoire, Liberia and Guinea. From 2012, in response to the displacement caused by the humanitarian crises in Mali and neighbouring countries, DRC expanded to include a second **displacement axis** centred on Mali and Burkina Faso.

DRC's approach in West Africa focuses on the following activities: protection, emergency interventions, rehabilitation and early recovery. Due to the critical displacement flows and human rights violations induced by competition for resources and intercommunity tensions, DRC will continue to focus on these intervention areas.

Sectorally, DRC West Africa works in 7 sectors:

- i) Protection,
- ii) Food Security,
- iii) Rehabilitation and Agricultural Development (FoodSec, RAD);
- iv) Water, Sanitation and Hygiene (WASH);
- v) Income Generating Activities (IGA);
- vi) Conflict Prevention, Resolution and Social Cohesion (3C);
- vii) Infrastructure rehabilitation (IR) and Emergency Response to the Ebola epidemic.

1) Objectives In West Africa, DRC's strategic objective is to contribute to protection and find sustainable solutions for conflict affected populations in West Africa based on humanitarian principles and fundamental rights. DRC focuses on three strategic specific objectives:

1. Essential assistance for survival is provided and immediate suffering is relieved for populations affected by conflicts or sanitarian disasters in DRC intervention areas while respecting humanitarian standards.
2. Assets related to livelihoods, capacities, opportunities and resilience of crisis affected populations in the DRC intervention areas are strengthened based on their own resources and capacities.
3. The capability of local institutions and organisations that promotes democratic governance, accountability/transparency, peaceful conflict resolution and access to social services are strengthened.

2) Partners, Counterparts and Stakeholders

DRC West Africa's primary stakeholders are the beneficiaries including refugees, internally displaced persons (IDPs), repatriates/returnees, stateless persons and conflict affected populations. In order to optimise the impact of intervention, DRC works in cooperation with the following partners with support from the following counterparts:

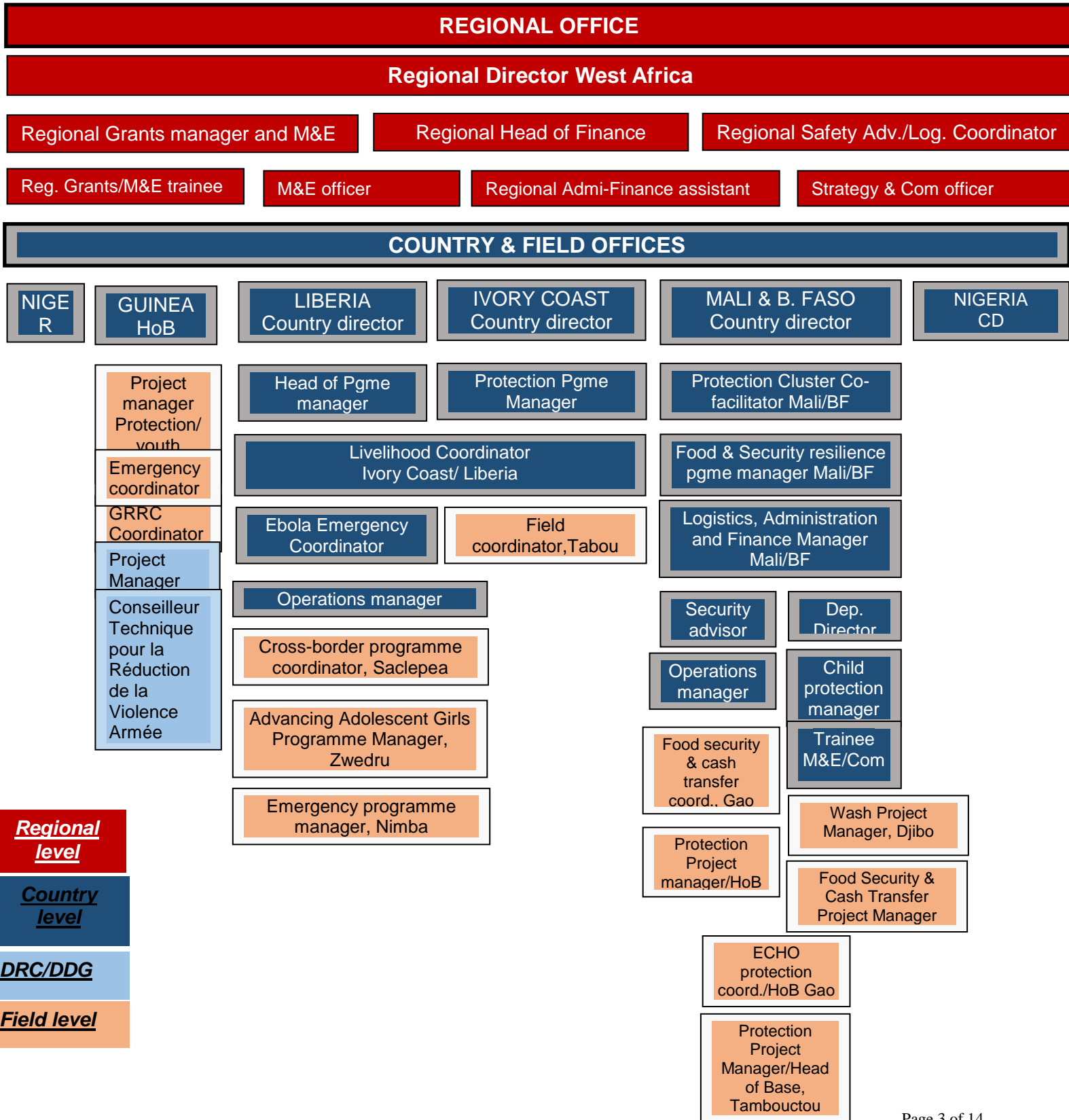
¹ This document comes with DRC global humanitarian accountability framework the presents the humanitarian accountability obligations for all DRC operations. This document presents the specificities for DRC West Africa.

Stakeholders and partners	
ECOWAS – EU delegations – OCHA – Mano River Women’s peace network (REFMAP) – West Africa Network for Peacebuilding (WANEP) – West African Non-Governmental Organizations’ Refugees and Internally Displaced Persons Network (WARIPNET) - Mano River Union.	
National Government Counterparts – National level	Partners – National level
Liberia	
Central and local government – Agricultural ministry (CARI) – Ministry of Gender and development – Ministry of Planning and economic affairs – Ministry of Public Works – Ministry of Education – Ministry of Foreign affairs – Ministry of health and social security – Ministry of trade and industry – Ministry of internal affairs – Local authorities and public bodies – Traditional leaders (community)	MINUL – ECHO – NOVO - FAO – LINGO Forum - Southeast Women’s Development Organization (SEWODA) - REFMAP - Chapitre Liberia – Merleague – Childrensmile- Other NGOs - SOAP – EDUCARE- DWB – MRU- SDC- USAID
Ivory Coast	
Support and Assistance services for refugees and stateless persons (SAARA) - National agency for support to rural development (ANADER) - Ministry of solidarity and war victims – Ministry of family, women and social affairs – Ministry of national reconciliation and institutional relations – Ministry of foreign affairs – Ministry of National Education – Ministry of Justice and Human Rights – Ministry of Reconstruction and reinsertion – Police/ army/law enforcement agencies	- ONUCI – OCHA – UNHCR – UNICEF - WFP- Ivorian Human Rights league (LIDHO) – National Institute for statistics (INS) – - SAA ENF- ANADER- SDC- ECHO – FRC- NRC- Doctors of the World- Other NGOs
Guinea	
National Commission for integration and monitoring of refugees (CNISR) - National Institute for support to rural development (INADER) – Ministry of security and Civil protection (former Ministry of interior) –Ministry of agriculture and farming – Health and Public hygiene ministry – Secretary of State for public works - Police/ law enforcement agencies/army – MRU - WHO	- WFP – UNHCR- FARDH – EU -ECHO- Other NGOs – Ministry of higher education and Scientific research Nzérékoré University Centre - UDECOM – MDE- Regional organization for Civil society organizations CROSC - Coordination of peasant organizations of the district of Boola – CoSPOPab – CADES NGO – MRU – ALIMA- CRG- WHO
Mali	
National direction for social development – Ministry of the Woman, child, family promotion - civil protection – Crises committee- Ministry of humanitarian action and solidarity – Ministry of Justice – Humanitarian actors in the field	– WFP – UNHCR – FAO- ECHO – UNICEF- ILO -IOM- DEMESO- SAP- Danish Embassy - SDC- ACTED- Humanitarian actors in the field
Burkina Faso	
National Commission for Refugees (CONAREF) - District – Ministry of Social action and national solidarity – Ministry of National Education and Literacy – Emergency relief and rehabilitation national council – Humanitarian actors in the field- Local authorities - Community	UNICEF – WFP – UNHCR – Danish Embassy - ECHO- other NGOs - (Doctors of the World, Doctors without Borders, Red Cross...) – local NGO’s - A2N -
Niger	
	ECHO
Nigeria	
	DFID – European Commission – Swiss Development Cooperation – DANIDA – IRC – EU Trust Fund

Organizational structure

The following organization chart illustrates the current structure DRC West Africa:

Figure 1: DRC West Africa organizational chart - 2016



Regional level

Country level

DRC/DDG

Field level

Internal and external standards and local codes

In addition to the tools and key codes developed in the “DRC Humanitarian accountability global framework”², DRC West Africa has its specific standards according to the different ministries in the intervention countries. For example:

- Technical guidelines for construction are developed by the Ministry of Public Works in Liberia,
- Labour codes exist in Ivory Coast, Guinea, Liberia and Mali,
- Standards follow 'Community Led Total Sanitation' (CLTS).

Other operational principles in West Africa:

- ✓ Integration of the gender variables and targeting of women in accordance with the program objective,
- ✓ Beneficiary involvement,
- ✓ Integration of peace consolidation/social cohesion in all interventions,
- ✓ Take into account the environmental impact in agricultural interventions,
- ✓ Sense of ownership is developed by the community via its involvement and the use of PRA (Participatory Rural Appraisal) methodology,
- ✓ Partnership with governments, local institutions and NGOs,
- ✓ Development of local capacities,
- ✓ Advocacy towards governments and regional institutions, particularly concerning protection IDPs rights, migrants, stateless persons and women,
- ✓ Complementarity with governments and other organizations,
- ✓ Reproducibility of interventions and programmatic lessons-learned,
- ✓ Approach based on Rights (Human Rights, empowerment, participation, non-discrimination, accountability).

How does DRC construct its relations with beneficiaries and stakeholders?

DRC beneficiaries are involved in the creation, implementation and evaluation of project activities. In order to strengthen this participation, DRC provides beneficiaries with the necessary information to efficiently use a simple complaint mechanism. To reach this goal, DRC West Africa undertakes the following measures and activities³:

- ✓ Formal and informal meetings are organized with the communities (during evaluation, preparation and implementation phase and during the review and evaluation procedures) in order to communicate about the framework and the objective of DRCs intervention and to solicit opinions and ideas from targeted beneficiaries,
- ✓ Needs assessments are conducted via independent consultation of several groups (traditional leaders, women, boys and girls, men, other social groups or other relevant associations).
- ✓ Information forms are made available within communities, and the most accessible information are broadcast via radio (one of the most preferred communication media in the region).
- ✓ Beneficiaries’ involvement is solicited from the beginning in order to strengthen the community sense of ownership and responsibility: the community chooses the representatives engaging with DRC in groups that respects the community structure (ethnic, social role, gender, age, other criteria).
- ✓ The main approach to engage with communities is the Community Action Plans (CAP) based on the Rural Participatory Planning which involves all the community groups and creates priorities based on discussions and consensus.
- ✓ The complaint management procedures are implemented from the beginning and starts with an explanatory meeting with all the community members (eligible complaints, beneficiaries rights, what they should receive, targeting criteria –completed with the community inputs and shared with the community).
- ✓ The management of complaints is regulated by a special section of the HAP operational guide. This section is dedicated to the implementation principles and technical aspects and gives directions on the type and frequency of reporting.

² Available on the website www.drc.dk

³ Also listed in the HAP operational guide in West Africa.

Information sharing

We strive to share information with our counterparts regarding our interventions and responsibilities ensuring that they will refer to us when incidents happen. By doing so, our partners are invested in our activities thereby improving the quality.

DRC's transparency policy is applied to both the organization, and also to our actual assistance provided. Based on the DRC accountability framework, the transparency policy permits beneficiaries, partners and the general public to hold DRC accountable for its engagements and the quality of intervention. This policy is thus promoting both the concept of accountability and ensuring quality for the beneficiaries.

On an international scale, the transparency policy is ensured by the information released by headquarters and on DRC website www.drc.dk.

In the field, information related to interventions' individual context is provided to beneficiaries, service providers and local counterparts by the field bases throughout the sub-region. Several dissemination channels exist at the national level: i.e. media, country portal on www.drc.dk and other virtual media. Foremost, in the field, direct contact via written or visual interaction is preferred and pursued.

LIST OF THE ONGOING PROJECTS

MALI :

515-553 Reinforcing Social Cohesion in Gao and Timbuktu regions	
Intervention zones	Timbuktu and Gao regions
Duration	01/01/2015 - 31/06/2016
Intervention sectors	Protection – Social Cohesion
Donor	HCR
Objectives	<p>Overall objective: Support reconciliation between the various communities to prevent new conflicts and enable sustainable return of displaced persons and refugees</p> <p>Specific objective:</p> <ol style="list-style-type: none"> 1. Promote the gathering of different communities to rebuild social cohesion between returnees, returned and host communities and building resilience with NFI distributions to the most vulnerable households. 2. Strengthen the capacity of conflict management structures, key individuals and communities to improve conflicts prevention and promote self-management of conflicts.
Beneficiaries	32,000 individuals
Involved authorities	Administrative authorities
Implementation partners	Communal prevention and conflict management commissions
Status	Ongoing

515-550 Protection monitoring and border monitoring in Mopti region	
Intervention zone	Mopti
Duration	01/01/2015-31/06/2015
Intervention sectors	Protection, resilience
Donor	HCR
Objective	<p>Overall Objective: Monitoring of the protection situation and the return of displaced persons and returnees in the municipalities of Haire, Mondoro, Hombori, Koro, and Farimaké Kareri in Mopti region and provide an appropriate response to the needs and expectations of the targeted populations.</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. Offer an answer to the assistance and protection needs of repatriated people, returnees and vulnerable host communities through a constant monitoring of the situation of protection and movements of returnees and IDPs. 2. Reduce the protection risks and improve self-protection and resilience mechanisms of communities through community relays and protection committees.
Beneficiaries	<p>Repatriated people, returnees and displaced people: 1,500</p> <p>Host populations: 1,000</p> <p>Community Leaders: 75</p> <p>Local authorities: 19</p> <p>Beneficiaries of IGA: 14 protection committees</p> <p>Extremely vulnerable people / victims of violence assisted: 150</p>
implementation partners	Community based protection committees, Avenir Enfance Sahel (AVES)
Status	Ongoing

516-572 Transfer Monétaires à Usages Multiples au Nord du Mali	
Intervention zones	Tombouctou
Duration	01/03/2016-31/12/2016

Intervention sector	Food Security, Livelihoods
Donor	ECHO
Objectives	<p>Overall objective: Contribuer au renforcement de la résilience des ménages très pauvres face aux risques d'insécurité économique, alimentaire et nutritionnelle dans le nord du Mali.</p> <p>Specific objective: Permettre aux ménages très pauvres du nord du Mali de maintenir des conditions de vie dignes tout en protégeant leurs moyens d'existence et en améliorant leur situation nutritionnelle. Dans le cadre de ce projet, nous considérons que les bénéficiaires ont des conditions de vie dignes lorsqu'ils n'ont pas recours à des stratégies d'adaptation néfastes telles que le fait de diminuer la quantité de nourriture lors des repas ou de réduire le nombre de repas consommés par jour.</p>
Beneficiaries	16100 individuals, 10 organisations
Involved authorities	National and local authorities
Implementation partners	
Status	Ongoing

514-845 Support economic recovery in Timbuktu and Gao regions, Mali	
Intervention zones	Timbuktu and Gao Region
Duration	15/10/2014 – 30/09/2016
Intervention sector	Economic recovery
Donor	DANIDA
Objectives	<p>General objective: Contribute to the economic revival in the regions of Gao and Timbuktu through the support to groups, enterprises and cooperatives affected by the crisis.</p> <p>Specific Objective :</p> <ol style="list-style-type: none"> 1. Support the profitability of businesses, cooperatives and beneficiary groups in the regions of Gao and Timbuktu 2. Support the sustainability of networks between beneficiaries and other relevant stakeholders
Beneficiaries	500 SME, local cooperation groups
Involved authorities	<p><u>National institutions:</u> Ministry of Employment and Vocational Training</p> <p><u>Regional institution:</u> Regional Chamber of Agriculture, Regional Chamber of Trade, Regional Chamber of Commerce and Industry</p> <p><u>Technical service:</u> Regional Directorate for Employment, Agriculture Regional and Livestock</p>
implementation partners	CLOCSAD (comité local d'orientation, de coordination et de suivi des activités de développement)
Status	Ongoing

515-961 Renforcer la cohésion sociale et l'environnement de protection et contribuer à l'amélioration des moyens d'existence des populations vulnérables dans 8 communes des cercles de Douentza, de Youwarou, de Tenenkou et de Koro	
Intervention zones	Douentza, Youwarou, Tenenkou, Koro
Duration	01/01/2015 - 31/06/2016
Intervention sectors	Protection, Food Security, Coordination
Donor	Swiss Development Cooperation, SDC
Objectives	<p>Specific Objective 1 (Protection): prevent risk of conflicts and reinforce the auto protection mechanism by the reinforcement of the community actors awareness and initiatives on protection and social cohesion</p> <p>Specific objective 2 (Food Security): Reinforce the the food security and the means of existances of the very poor households by social transfer.</p>

	Specific objective 3 (support to coordination): support the coordination to reinforce the capacities of the actors and members of the protection cluster of Mopti
Beneficiaries	5000 direct beneficiaries, 23600 indirect beneficiaries
Involved authorities	Administrative authorities
Implementation partners	Local governance structures, protection committees.
Status	Ongoing

Burkina Faso:

516-527 Protection et solutions mixtes en faveur des réfugiés et demandeurs d'asile au Burkina Faso	
Intervention zones	Soum, Oudalan
Duration	01/01/2016-31/12/2016
Intervention sectors	Protection
Donor	UNHCR
Objectives	General Objective To ameliorate protection, living conditions of the refugees living outside of the camps in the provinces of Soum and Oudalan through Protection Monitoring, identification, referral, assistance and empowerment of the vulnerable persons.
Beneficiaries	7000 beneficiaries
Involved authorities	DPENA
Implementation partners	CONAREF
Status	Ongoing

515-734 Wash et protection de l'enfance dans les communautés hôtes de la région du Sahel au Burkina Faso	
Intervention Zones	Soum, Oudalan
Duration	15/08/2015 -15/12/2016
Intervention sectors	Child Protection, WASH
Donor	Unicef
Objectives	Reinforce the community protection environment and to promote child rights of the zone.
Beneficiaries	11188 Beneficiaries
Involved authorities	Local authorities, DRASN, DPASSN, DRARHASA, DRENA, DPENA
Implementing partners	A2N, Local governance structures, protection committees
Status	Ongoing

Côte d'Ivoire :

515-766 Initiative transfrontalière de protection et de réponse d'urgence en Côte d'Ivoire et au Libéria	
Intervention zones	Ivory Coast, Montagnes + Bas Sassandra, Liberia, Grand Gedeh, Maryland, River Gee, Nimba
Duration	01/07/2015-30/06/2016
Intervention sectors	Protection,
Donor	ECHO
Objective	Principal Objective <i>Apporter une réponse d'urgence aux conséquences des situations de crises et d'instabilités dans la zone frontalière entre le Libéria et la Côte d'Ivoire et réduire le risque de montée des tensions tout en assurant la consolidation des dynamiques communautaires de protection dans les zones</i>

	<i>à moindre risque</i>
Beneficiaries	25716 individuals, 99 organisations
Involved authorities	CRF, Local authorities in both countries
Implementation partners	Parley, CAHD
Status	Ongoing

Liberia:

514- 709 Advancing adolescent girls contribution to social, political and economic decision making in communities in the border areas of Eastern Liberia.	
Intervention zones	Nimba, River Gee and Maryland
Duration	16/04/2014 – 16/04/2016
Intervention sectors	Protection
Donor	NoVo
Objectives	Objective 1. Improved conditions for development and peace through participatory transmission of cultural arts, dance and promotion of positive role models Objective 2. Build bridge between generations to strengthen communities in order to support the most vulnerable Objective 3. Enhanced male involvement on ending violence against girls and becoming agents of change to improve social justice. Objective 4. Reduced opportunity for gender based violations through empowerment initiatives, skill development and leadership training.
Beneficiaries	Target groups: 1500 Adolescent girls, 3000 Parents of adolescent girls, 500 Male Youth Leadership structures
Authorities involved	
Implementation partners	
Status	On-going

515-804 Revival of the Border Communities; Ensuring Psycho-Social and Economic Support for Communities Affected by the EVD Epidemic in Nimba County in Northeastern Liberia	
Intervention zones	Nimba County
Duration	16/10/2015-31/07/2016
Intervention sector	Protection
Donor	SDC
Objective	<u>Overall goal</u> To strengthen community socio-economic resilience through a cross-border economic recovery in the border communities of Nimba County, Liberia. <u>Outcomes (objectives) of the phase</u> To reduce inter and intra community tensions and to reinforce the protective environment of targeted communities through the strengthening of community self-protection mechanisms To strengthen the economic recovery and resilience capacities of EVD affected communities To support extremely vulnerable individuals', orphans and child survivors' social reintegration

	within the community through needs based individual psychosocial assistance and back to school support
Beneficiaries	12 980 direct beneficiaries in 20 border communities in Nimba County.
Authorities involved	Ministry of Agriculture, Ministry of Gender, Children and Social Protection, Ministry of Health and Social Welfare, and the County Health Teams.
Implementation partners	Community Based Protection Committees (CBPC)
Status	On-going

516-515 Revival of the Border Communities; Ensuring Psycho-Social and Economic Support for Communities Affected by the EVD Epidemic in Nimba and Lofa Counties and the Kailahun District	
Intervention zones	Nimba, Lofa, Maryland, River Gee
Duration	04/01/2016-03/01/2017
Intervention sectors	Protection, Resilience, economic growth
Donor	European Commission
Objective	<p><u>Overall Objective:</u> To support community socio-economic resilience through a cross-border economic recovery in the border communities of Nimba, Lofa, Maryland and River Gee Counties of Liberia.</p> <p>Specific Objective 1: To reduce inter and intra community tensions and to reinforce the protective environment of targeted communities through the strengthening of community self-protection mechanisms</p> <p>Specific Objective 2: To strengthen the economic recovery and resilience capacities of EVD affected communities</p> <p>Specific Objective 3: To support extremely vulnerable individuals', orphans and child survivors' social reintegration within the community through needs based individual psychosocial assistance and individual protection and back to school assistance</p>
Beneficiaries	5000
Involved authorities	-
Implementation partners	Community Based Protection Committees (CBPC)

Guinea:

515-623 Renforcement des capacités et de la résilience des communautés et autorités frontalières dans la région de l'Union du Fleuve Mano (UFM)	
Intervention zones	<ul style="list-style-type: none"> ✓ Axe 1 : Voinjama - Macenta – Gueckedou (Guinée – Liberia) ✓ Axe 2 : Lola – Yomou – Saniquellie – Gbanga (Guinée – Libéria) ✓ Axe 3 : Siguiiri - Niagassola – Doko (Guinée – Mali) ✓ Axe 4 : Beyla – Boola – Sipilou (Guinée – Cote d'Ivoire)
Duration	15/04/2015-15/10/2016
Intervention sectors	Protection, social cohesion, border security
Donor	European Commission
Objective	Reinforce the security and the socio-economic resilience of the communities and authorities in the four intervention zones.
Beneficiaries	Local border authorities, 32 border communities.
Involved authorities	
Implementation partners	
Status	Ongoing

515-724 Community based response and prevention to the Ebola outbreak in Lower Guinea	
Intervention zones	Kindia, Boké, Telimélé
Duration	15/08/2015-30/04/2016
Intervention sectors	WASH, Risk Management Policy and Practice
Donor	OFDA
Objective	Principal objective Reduce the Ebola Virus spread through the implementation of a community based response and WASH activities in Lower Guinea.
Beneficiaries	60.000 beneficiaries
Involved authorities	
Implementation partners	
Status	Finalised

Nigeria:

516-594 Protection by Presence and Emergency Response in Northeastern Nigeria	
Intervention zones	Adamawa, Borno
Duration	01/02/2016-31/12/2016
Intervention sectors	Protection, Shelter and Settlements, WASH
Donor	ECHO
Objective	Principal Objective To provide timely, effective and appropriate life-saving assistance to internally displaced persons, host communities and returnees in Northeastern Nigeria, while strengthening their protective environment Specific objective To provide a rapid, multi-sectoral (shelter/NFI, WASH, protection) response to the needs of IDPs and host communities in Adamawa and Borno States, with a focus on extremely vulnerable individuals, by developing community-based protection mechanisms, providing concrete assistance and facilitating durable solutions.
Beneficiaries	36.000
Involved authorities	SEMA/NEMA
Implementation partners	
Status	Ongoing

Regional projects:

516-523 Humanitarian and resilience assistance for conflict-affected populations in West Africa	
Intervention zones	<u>Côte d'Ivoire</u> : Bas Sassandra and Cavally districts. <u>Liberia</u> : Maryland, River Gee, Grand Gedeh, Nimba and Montserrado Counties. <u>Guinea</u> : Forest Guinea and Basse Cote Region <u>Mali</u> : Mopti, Gao and Timbuktu regions. <u>Burkina Faso</u> : Soum and Oudalan provinces.
Duration	01/01/2016 – 31/12/2016
Intervention sectors	3C, protection, ER

Donor	Danida
Objective	Overall Objective Enhanced stability, protection mechanisms, and resilience of conflict-affected and epidemic-affected populations in West Africa <ol style="list-style-type: none"> 1. To enhance emergency preparedness and response capacities while a protective environment is maintained in the region 2. To strengthen a resilient and sustainable protective environment for vulnerable people, conflict affected communities and reintegration of epidemic affected and returnee communities 3. To reinforce livelihoods and economic opportunities in vulnerable and conflict-affected communities
Beneficiaries	Total West Africa: Direct beneficiaries and 10.751. Indirect beneficiaries: 41 525 in the targeted communities
Authorities involved	Local duty bearers and authorities
Implementation partners	<u>Community Based Protection Committees (CBPC)</u>
Status	On-going

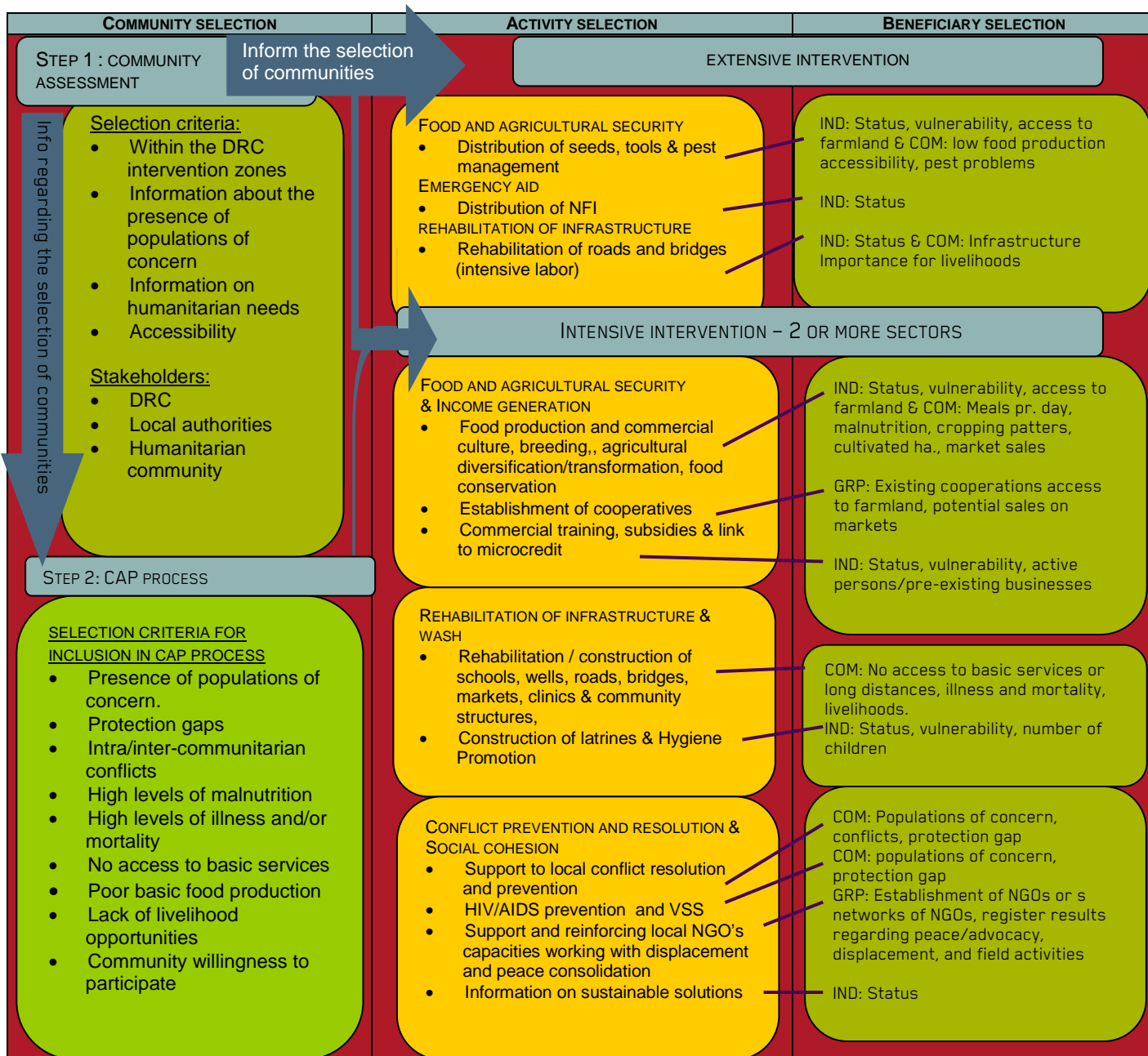
Improving accountability DRC West Africa:

Following the HAP audit in 2012 that showed some insufficiencies regarding the implementation policy and accountability instruments, DRC West Africa prepared an improvement plan for 2013. Each year, the improvement plan is updated ensuring the continuous improvement. In 2014, the complaint mechanism was introduced in all localities for DRC staff and is available for beneficiaries in most of our intervention zones. In 2016, DRC WA aims at further strengthening the capacity of the field staff through trainings, reviews and improving the complaints mechanism for beneficiaries, and to provide complaints documentation through registration, follow-up and monitoring of complaints.

Reference criteria and new quality objectives	Results and expected consequences	Means of verification
<p>1 = Implement and respect the engagements</p> <p>The DRC WA accountability framework is updated and shared with the staff, beneficiaries and stakeholders every 6 months.</p>	<p>DRC WA HAF is validated by the HQ. Documents are produced in English and French, training sessions are held with the staff, beneficiaries and stakeholders.</p> <p>The staff, beneficiaries and stakeholders are informed regarding the HAF and understands the content</p>	<p>Copies of the documents, records of the sessions, field reports</p>
<p>2 = Personal competences</p> <p>The capacities of the personnel are reinforced so as to implement the accountability means and improve the quality of the provided assistance</p>	<p>The staffs are trained on relevant topics. A training plan is prepared and executed. Accountability is included in all terms of reference of all staff.</p> <p>Each field base has an HAP focal point The staff is able to implement the accountability framework in the field The staff is taking more responsibility</p>	<p>Equipment and training material reports, copies of agendas, terms of reference of staff, pre and posttests, testimonials, staff performance evaluation</p>

<p>3 = Information sharing</p> <p>DRC staff, stakeholders and beneficiaries benefit from information and updates regarding projects, target criteria, obligations, the complaints mechanism and other relevant documents</p>	<p>The information document are made available within the communities and in the DRC offices</p> <p>DRC staff, stakeholders and beneficiaries are gradually more informed regarding DRC and its programs</p>	<p>Reports, coordination meeting minutes, feedback from staff and beneficiaries (satisfaction sheet), annual, and other reports</p>
<p>4 = Participation</p> <p>Beneficiary participation in preparation, implementation, monitoring and evaluation of projects is improved and documented</p>	<p>Regular CAP discussions / workshops conducted with the communities during the project preparation. Representatives from the community are participating in projects monitoring</p> <p>The beneficiaries are regularly consulted on the relevance of the assistance.</p> <p>The programs are conceptualized and implemented with full participation of the community ensuring the sustainability of the projects</p>	<p>Field Reports, periodic reports, project documents, satisfaction analysis, MoUs, tools for monitoring, evaluation and reporting, evaluation reports</p>
<p>5 = Complaint-management</p> <p>The staff, beneficiaries and stakeholders have easy and confidential access to submit their concerns and complaints regarding the activities and operations of DRC</p>	<p>The complaint mechanism is improved and made available for all beneficiaries</p> <p>The complaint mechanism for the is implemented and used by the DRC staff</p> <p>The DRC partners and stakeholders are regularly consulted regarding the preparation, implementation and M&E of each project</p>	<p>Registration and follow-up of complaints forms, copies of the complaint information sheets, return and satisfaction analysis, field/regional office reports</p>
<p>6 = Lessons learned and continuous improvement process</p>	<p>The most important improvement area for DRC West Africa is the relations with our partners and the implementation of effective complaint procedures for our beneficiaries. Our capacity to learn must be improved in accordance with the HAP benchmarks. This will be done in 2015.</p>	<p>Code of Conduct signed by the partners, Registration and follow-up of complaints forms, copies of the complaint information sheets, return and satisfaction analysis, field/regional office reports</p>

DRC Targeting criteria in West Africa



Explications: IND: Individual or household criteria. GRP: group criteria. COM: community criteria.
 Status: repatriated, refugees, IDPs, ex-combatant, children associated with armed forces.
 Vulnerabilities: Physical/mental disability, large single parent family, acute life-threatening illness, isolated elderly person, child-headed household, unaccompanied child etc.
 CAP: Community action plan