

DCA Accountability Framework

1st version March 2008

2nd version 12 September 2008 - blue font indicate additions after the certification also included DCA Development activities.

Quality and Accountability Commitments			Baseline analysis			Implementation Plan		
Commitments	Authority	Obligations	How do we make sure staff know? (Implementation mechanism)	How do we make sure partners know? (Partner status)	What has to be improved so we actually do what we say we are doing? (Compliance Status)	What do we want to achieve in a given amount of time? (SMART Objective)	How do you measure that progress? (Progress Indicator)	Action to be taken to reach goals. (Responsible individual, time frame and budget)
A. DCA Mandate/Charter	Council	Binding	DCA Vision and Plan 2006-2010	DCA Annual reports DCA website Partner platform consultations Core group	DCA HQ and DCA RR staff involved in V and P development, implementation and reporting. Bi-annual reporting to DCA Board.	Ownership and appreciation among DCA staff on DCA mandate/charter ; in particular respecting focus and coherence	Policies and practices across the organisation, (national and internationally) reflect and are in line with the mandate and are adjusted according to joint learnings	Board and senior management communicate clearly overall directions and ensure joint participatory planning processes within Vision and Plan management system at various levels in the organisations. (All managers with staff and budgetary responsibility)
B. DCA Programme Policies on: - Humanitarian Assistance - HIV AIDS - - The Right to Food - Gender and Equality - Rights Based Commitment - Political Space - Humanitarian Mine Action Develop separate HMA accountability	International Director, Development Director, Humanitarian Response Director	Binding	Inclusive process of Humanitarian Assistance Policy development and dissemination worldwide.– Regional Representatives ensure DCA staff work within the frame of the policy in interaction with partners	Meetings/ consultations with partners ACT Forum Dialogue during project design DCA website Knowledge,	Toolbox in support of policy fully developed and available on intranet Consistent filing of Humanitarian Response project documents on the intranet Regional offices and HQ Unit's	Policy and toolbox known and actively in use by staff to support interaction with partners Projects in line with policies	DCA internal QA procedures (Humanitarian Response PPM) Project Reviews and Evaluations Observations from DCA	1. Humanitarian Assistance Policy updated and approved in Feb 2008. (PDU/RCU) 2. HMA accountability framework developed and implemented (2008 -2010 HMA) 3. Hum Assistance Policy rolled out throughout 2008-

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framework. as annex to main DCA HAF (benchmark 1)			Knowledge, Attitude and Practice (KAP) study	Attitude and Practice (KAP) Study	work plans reflect objective. Annual follow up on relevance and consistent use of policy with relevant staff (PDU spot checks)		staff monitoring visits to partner visits and fields trips	<p>2009 (PDU/RCU)</p> <ol style="list-style-type: none"> 4. Revision of DCA policies (cross cutting and development) will include accountability issues starting 2011 (PDU). 5. Division of responsibilities between Programme Development Unit. and Humanitarian Response Unit and Regional Offices clarified and adopted at annual meeting April 2008 (PDU/RCU) 6. Humanitarian Response PME tools developed and disseminated in 2008-2009 (PDU/RCU) 7. KAP study undertaken 2009 (RCU) 8. Capacity building of all DCA Humanitarian Response officer

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								and Humanitarian Response related staff (2007-2010. RCU/PDU/HR)
C. Red Cross & NGO Code of Conduct	Humanitarian Response Director	Binding	Staff manual Annual training/refresher course Humanitarian Response Tool Box Regional Representatives ensure DCA staff actively use CoC in interaction with partners Knowledge, Attitude and Practice (KAP) study	ACT forum discussions Partner consultations Partner cooperation agreements Knowledge, Attitude and Practice (KAP) Assessment	Consistent reference to CoC in project monitoring and other partner interaction. CoC visible at regional offices	DCA staff improved own knowledge and interaction with DCA Humanitarian Response partners on the Red Cross and NGO Code of Conduct	DCA internal QA procedures (Humanitarian Response PPM) Reviews and evaluations Observations from partner visits and field trips	<ol style="list-style-type: none"> 1. KAP study undertaken early 2009. (RCU) 2. Training/refresher of DCA staff at Humanitarian Response Workshop 2007-2010. (RCU/PDU/HR) 3. Annual refresher training of DCA partner staff (locally available) (RO) 4. Uphold ACT minimum criteria (CoC) (RO at ACT Forum)) 5. Revise Partner Cooperation Agreement to include Code of Conduct in for Hum.Ass. in 2008 and development 2009 (PDU, GFU)

Kommentar [D1]: En rigtig god ide, men den er også meget ambitiøs. Skal kommunikeres omhyggeligt også i forhold til at finde midler til sådan træning evt. i projekt budgetter.

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								and PFU -Merete) 6. DCA Quality Assessment process (6 steps) implemented for every application (2008- 2010) (RO/RCU/GFU) 7. CoC visible (posters) in appropriate language at regional offices (2008) (RO) 8. CoC discussed with partners during meetings and field visits (2007-2010) (RO, RCU) .
D. Sphere Humanitarian Charter and Minimum Standards	Humanitarian Response Unit Director	Binding	Staff manual Humanitarian Assistance Policy Quality Assessment process Regional Representatives	ACT forum discussions Partner consultations Partner cooperation agreements,	Consistent reference to Sphere in Humanitarian Response assessment, monitoring and evaluation. Sphere handbook	DCA staff improve own knowledge and interaction with DCA strategic Humanitarian Response partners on SPHERE standards	DCA PPM-internal QA procedures (Humanitarian Response PPM) Reviews and evaluations	1. KAP study undertaken early 2009 (RCU) 2. Training/refresher of DCA staff at Humanitarian Response Workshop 2007-2010.

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			ensure DCA staff actively use Sphere Standards in interaction with partners Knowledge, Attitude and Practice (KAP) study	DCA monitoring plan attached Knowledge, Attitude and Practice (KAP) Assessment	visible at regional offices/on field visits	through refresher training of individual staff during 2008-2010.	Observations from partner visits and field trips	(RCU/PDU/HR) 3. Annual refresher training of DCA partner staff (2007-2010) (RO) 4. Uphold ACT minimum criteria (SPHERE) (RO at ACT forum.) 5. Revise Partner Cooperation Agreement to include SPHERE in 2008 (PDU/GFU) 6. DCA Quality Assessment process (6 steps) implemented for every application (2008-2010) RO/RCU/GFU 7. SPHERE visible (posters) in appropriate languages at regional offices 2008-2010 (RO) 8. SPHERE discussed with

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								partners at meetings and field visits (2007-2010) (RCU/RO))
E. DCA QUALITY MANAGEMENT SYSTEM <i>(benchmark 1)</i>	DCA Senior Management	Binding	Humanitarian Accountability project description/workplan disseminated to DCA staff. Regular update from Humanitarian Response and Development Directors on development of - and progress on HAP process to ROs and at Management Forum Designated staff (HAP dream team at the core) continuously highlight in all relevant situations purpose and importance of accountability with a special focus on participation, targeting and	ACT forum discussions Partner consultations Knowledge, Attitude and Practice (KAP) Assessment	Consistent reference to DCA accountability commitment in assessment, monitoring and evaluation. Regional office understanding improved and HAP internalised into project and office management Project and programme documents timely uploaded.	DCA staff improved own knowledge and apply in interaction with DCA partners. HAP principles internalised in DCA procedures.	DCA internal QA procedures (Humanitarian Response PPM and PPM) Reviews and evaluations Observations from partner visits and field trips DCA project monitoring plans.	<ol style="list-style-type: none"> Each Regional Office revisit DCA management/decision making system and refresh staff understanding. (Lederforum/CC/RO 2008-2010) Staff develop individual annual prioritised work plans.(All 2008-2010) Staff use existing PHS/INTRANET/ERP documentation system (Project and Programme staff, admin HQ) Ongoing attention to the issue of filing - its obstacles and solutions (2008-2010)) (RO/CC/Admin) DCA Programme and Project

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			visibility. Knowledge, Attitude and Practice (KAP) study					management system (PPM) consistently utilised. (2008-2010 (.RO, RCU)
F. Information: DCA publicize info to beneficiaries/public (benchmark 2)	DCA Senior Management	Binding						<ol style="list-style-type: none"> 1. Development and launch of simple DCA information package on accountability including advise and plan for what and how RO's can fulfil the obligations set out in the HAP certification. (LIH 2008) 2. Communication of DCA internal process to improve accountability to beneficiaries . (LIH, PDU,CC and RCU: 2007-2010) 3. HAP theme at ACT forum, LWF and partner platform meetings worldwide (RO and RCU ejo) 4. HAP sub site

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								<p>developed and maintained on DCA Intranet (Karen Garly)</p> <p>5. HAP framework and statement available on DCA English and Danish website (Peter H and Marianne L)</p> <p>6. Regional representatives contextualize and publicize DCA commitment to accountability following standard information guidelines from LIH see point 1. (RR 2008-early 2009)</p> <p>7. Write up on English web. Program objectives, beneficiary targeting, financial overview 2008-2010 (Peter H and Marianne L)</p> <p>8. Dialogue with partners on accountability theme and</p>

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								<ul style="list-style-type: none"> obligations (RO 2008-2010) 9. Partner publicity of accountability principles (RO 2008-2010) 10. Project site “visibility” to include project objectives, beneficiary targeting, financial overview (RO,RCU 2008-2010). 11. Non-Disclosure Policy developed and rolled out (2008-2010) (Emil) 12. Anti-Corruption Policy developed and rolled out (2008-2010) (PBL)
G. Participation: Project beneficiaries and their representatives take part in decision making in projects. <i>(benchmark 3)</i>	DCA Senior Management	Binding	PDU communication PPM CC and RCU emphasize importance of participation and targeting in interaction with RO staff	Cooperation Agreement Partner consultations	Analysis of assessments/approval documents, partner reporting and DCA monitoring reports. Refresher training of DCA staff and partner staff	Project and Programme staff’s annual monitoring work plans	Improved quality of information Monitoring plans are in place and implemented accordingly	<ul style="list-style-type: none"> 1. Beneficiary targeting documented and improved. debated, and training for Humanitarian Response officers completed (PDU/RCU 2009-2010) 2. Various tools

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								including monitoring guidelines developed, discussed, trained and documented. (PDU 2008-2009) 3. Assessment techniques improved via training of project officer in planned programme type workshops. (PDU 2008-2010)
H. Staff Performance: DCA staff competencies re policies, quality management system (PPM), Code of Conduct, SPHERE standards, accountability principles measured and improved. <i>(benchmark 4)</i>	DCA Senior Management	Binding	HR communiqué Job descriptions EDR Staff manual V&P PPM	Partner consultations	Continuous interest and follow up on implementation More focus on partner dialog and monitoring HQ follow up through spot checks, reviews and monitoring visits	In the period 2008-2010 to build a common understanding of minimum expectations for all staff	Annual EDR discussions No of “refresher” trainings KAP	1. Standard statement of understanding related to DCA commitment to Code of Conduct, SPHERE, policies and accountability principles to be developed and signed by all DCA staff (current) (2008-2010 HR) 2. Introduction package for new HQ and Reg Office staff on Code of Conduct, SPHERE, policies, and accountability to be developed and used (2009-

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								2010 HR)
I. Complaints Mechanism :Safe, accessible means for complaints handling for supporters, volunteers, staff and beneficiaries of DCA projects. (benchmark 5)			Visible DCA web based complaint button Email communication from LIH on the roll out of Quality management System (se action point F1)	Visible DCA web based complaint button Email communication ACT forum meetings DCA partner platform meetings	Plan implementation of more complaint mechanisms based on experience from the Malawi and Angola pilot projects. Launch of complaints button on DCA web site.	Pilot project 2008 experience documented, assessed and best practices shared in early 2009.	Assessment and response to complaints received.	1. Pilot complaints mechanism piloted in Malawi/Angola (LSH/Jakob, HR): 2008) 2. Complaints mechanism implemented in 2 more countries tentative Ethiopia/Cambodi (2009 RO/HR) 3. Complaints mechanism implemented in 2 more countries tentative Sudan/Congo (2010 RO/HR) 4. Central web-based complaints mechanism for DCA supporters, volunteers, staff, beneficiaries and partners developed, launched, monitored and documentation analysed. (2008-2010 HR, National, Int)
J. Improvement/Learnin			Vision and Plan report HQ programalogisk	Annual Partner platform	Showcase "best practices"	Internal DCA systems	Documentation from various	1. Regular monitoring of

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g DCA process for continual improvement in humanitarian response. (benchmark 6)			forum Annual Humanitarian Response forum "best practices theme" Annual Int Dept meeting Annual report to Board on programme progress (CFB) Programme Type training workshops for project officer Cross cutting evaluations Project/programme evaluations and reviews	meetings ACT forum discussion of ACT evaluations Project and programme evaluations feed into new proposals	discussions more visibly Consistent focus on learning in reviews and evaluations.	realistically meet annual expectations for learning and sharing of 1-2 best practices (as close to project site as possible.)	meetings	projects and programs (2008-2010 RO) 2. Actively comment Reg Office annual reports (2008-2010 PDU/CC) 3. Develop and use standard format/TOR for reg office monitoring visits. (Discussed at lederforum.) 4. Programmatologisk forum (2008-2010 PDU) 5. Partner platform (2009-2010 RO/PDU) 6. Humanitarian Response workshop (2009-2010 RCU/PDU) 7. International Dept seminar (HR).