Accountability Framework
DRC Pakistan Program
May 2015

This accountability framework summarizes those DRC commitments to our stakeholders in Pakistan that are additional to DRC’s global accountability framework. The global accountability framework is valid for DRC everywhere; it is available on www.drc.dk

0. Brief description of any regional program

To be done at regional level

1. DRC’s objectives, partners and stakeholders in the Area of Operation
The specific overall and general goal for DRC in the region is to become the leading organization in providing access to safe and dignified durable solutions to populations affected by displacement or conflict in the Af-Pak region, on the basis of humanitarian principles and human rights. This regional vision is informed by UNHCR’s push for a regionally-based robust and comprehensive ‘Solutions Strategy for Afghan Refugees’ (SSAR). The SSAR was endorsed at the UNHCR/Government of Afghanistan led Geneva Conference in May 2012 and the Tokyo Conference of July 2012. The strategy aims to put a new framework in place that reflects current realities of displacement, thereby also acknowledging not only the prolonged stay of refugees, primarily in Pakistan and Iran, but also the increasing IDPs situation in Afghanistan as well as the effects of economic migration.

The elements of the regional strategy that stand out as particular important for DRC in the upcoming period are:

a) Facilitation of voluntary repatriation through enhanced and targeted community-based reintegration in areas of high return.

b) Support to temporary stay arrangements, including finding solutions to refugees at risk (which could be resettlement), enhancing co-existence, so that the current displaced caseloads are not an excessive burden to the host communities be it in a rural or urban context. In DRC’s program, those efforts will be targeting refugees, returnees, IDPs and host communities.

DRC’s overall program in the region focuses on the Afghan displacement challenges in Afghanistan and its neighboring countries and is built on the premise that a multi-stakeholder regional response to the massive displacement issue is required. Due to the SSAR and as well as the governments of Iran and Pakistan’s strategy towards the Afghan refugees, voluntary repatriation is generally seen as the most favorable durable solution while resettlement remains an option for extremely vulnerable individuals that cannot sustain in the host or home country.

DRC Pakistan is largely a self-implementing country program. One of the main areas of intervention is to provide support to UNHCR’s protection mandate under the mentioned SSAR framework. DRC ensures
coordination efforts among the UNHCR implementation partners and is seen as an active member of the Humanitarian Regional Team (HRT) in Peshawar and participates in all types of sector coordination meetings in Khyber Pakhtunkhwa as well as national level forums. Since October 2012, DRC has been a member of the Pakistan Humanitarian Forum (PHF) and its Refugee Task Force, where DRC is part of the executive committee in the former.

Afghan refugees are the primary stakeholders of the DRC operations. Pakistan hosts around 1.6 million registered Afghan refugees as per UNHCR January 2015 estimates, where the majority of this population (around 1 million) resides in the Khyber Pakhtunkhwa province. The refugees live in different types of settlements, namely in Refugee Villages (RVs), where the camp management is done by the Commissionerate of Afghan Refugees (CAR), as well as in urban settlements but in a very scattered manner. DRC holds itself accountable to the target populations via a number of modalities including a fully-fledged complaint response mechanism and their participation is ensured at every stage of the program to ensure a participatory and bottom-up approach.

Pakistan is not a party to the 1951 Refugee Convention and has no legislation to recognize refugees. Many of the international refugee law's rights and obligations, however, are de facto accepted and practiced by the Government of Pakistan though capacity to deliver services remains weak at many levels. The Ministry of States and Frontier Regions (SAFRON) is DRC's key government counterpart at regional level and is the main governmental stakeholder together with CAR (which is a department under SAFRON) in regards to the Afghan refugees. The most significant challenge currently faced by DRC is obtaining the necessary registration with the Economic Affairs Department, under the Ministry of Finance, which is a lengthy process. At the same time, obtaining a registration with EAD is instrumental for DRC Pakistan to be able to continue operating in Pakistan. Finally, law enforcement agencies are strong actors with whom DRC Pakistan has to keep strict compliance with.

The donors supporting DRC Pakistan are mainly UNHCR and DANIDA while other recent donors include ECHO and SDC. All projects are designed in light of the donor guidelines and agreements developed with the donors, where donor monitoring is implicit.

2. Organogram for DRC in the country including staff line functions

The organizational structure of the DRC Pakistan program as of May 2015 is given below with the depiction of their role and designation in the hierarchy.
3. **Local external and internal standards, codes etc. that DRC has committed itself to in addition to DRC’s global Accountability Framework**

DRC Pakistan adheres to the global standards adopted by DRC. Overall, this means the adoption of HAP standards, DRC global safety and security standards, press and communication standards, Code of Conduct, Sphere Standards, and the UNHCR protection and AGDM global approaches. Protection Global Cluster standards as guided and adopted by UNHCR and in context of the current situation adhered to. Livelihood and WASH activities follow and adopt the relevant Sphere standards. The infrastructure under WASH is following the Pakistan Engineering Council and Composite Schedule rates standards, adopted by Government of Pakistan.

At a country level, DRC Pakistan seeks to promote transparency, neutrality, honesty, and a high level of accountability standards. More specifically, a participatory approach has been adopted and continual improvement is ensured through progressive monitoring and evaluation framework systems.

DRC’s global procurement guidelines together with any additional donor-specific requirements are the adopted standards for procurements at country level. Some gaps in the country labor law for the non-profit sector are evident but high human resources standards are ensured in light of the Establishment Ordinance Law and DRC’s global and country HR manual. The administration adheres to the standards in the DRC global operations handbooks. International accounting standards are practiced by finance and verified by internal and external audits. The DRC operations are mainly guided by the global value compass of DRC.
4. How DRC relates to its beneficiaries (information to beneficiaries, participation by beneficiaries, beneficiary representation, beneficiary complaints-handling procedures)

*Information to beneficiaries:* In the country context, accountability to beneficiaries has been ensured in many ways to ensure beneficiaries are informed as much as possible. Information to the beneficiaries is provided at all the stages of a program/project, i.e. from initiation to closure, to minimize the communication gaps and maximize the confidence of the beneficiaries on the DRC assistance and approaches. For instance, the livelihood beneficiaries are selected through a proper selection process. The preliminary lists of the vulnerable individuals are obtained from the Shuras, which are duly approved by community development units and Commissionerate of Afghan Refugees. Then the final lists of beneficiaries are chosen after joint-verification process by DRC, Shura and CDU. Information sharing with and participation of the communities is imperative for the relationships that are built between the target communities and DRC’s representatives. DRC approaches the communities through the available representative structure, i.e. the Shuras, which are legal representative authorities in the local communities. The beneficiaries are thus provided orientations before commencement of project activities at Shura level (local community representatives), which is also used to capture inputs at the design stage.

*Participation by beneficiaries:* In the design phase of the project, detailed assessments including both qualitative and quantitative methods are carried out to identify the needs of the target population and possible ways of addressing them. The tentative design of a given project/program planning is then shared and explained to the beneficiaries as well as other stakeholders, e.g. Community Development Units (CDU), CAR, UNHCR and other local government officials. Based on the feedback of these stakeholders, the project design may be modified appropriately before the implementation is initiated. Similarly, the implementation takes place with the support of primary and other major stakeholders. Information is shared frequently with relevant stakeholders, particularly the targeted communities, through coordination meetings, information sessions and other informal communication means.

Ensuring participation during the project planning, implementation and monitoring gives an opportunity to develop strong relationship. The interaction between the staff and communities takes place at times given below:

- Assessments and surveys
- Project Orientations
- Beneficiary Identifications
- Activity implementation
- Distributions
- Information sessions
- Focal group discussions
- Coordination meetings

The relationships are developed by the DRC representatives keeping an eye on the value compass of the DRC which delivers humanity, impartiality, neutrality, independence, transparency and accountability.
Beneficiary Representation: DRC Pakistan recognizes the registered Afghan refugees living in Pakistan as their main target communities and primary stakeholders. DRC Pakistan represents and advocates for them at national and provincial platforms, which includes:

- Afghan Refugees Task Force (ARTF)
- Pakistan Humanitarian Forum (PHF)
- Cluster Coordination Meetings at provincial and district levels
- POR Card Modification Centers (PCM) – National Database Registration Authority (NADRA)
- Commissionerate of Afghan Refugees (CAR)

However, representing and voicing the challenges and concerns of the Afghan refugees in Pakistan is a sensitive issue, which effectively limits the room for advocacy. While DRC Pakistan does not abstain from advocacy because of this, the scope and controversy of all advocacy efforts is weighed carefully against the potential negative repercussions, mainly from the side of local authorities and key government counterparts.

Beneficiary Complaint Handling Procedures: DRC Pakistan has a robust and effective complaint response mechanism (CRM), which enables the organization to be held accountable by the beneficiaries. DRC Pakistan’s complaint handling procedure is as follows:

I. Complainant/beneficiary provides feedback to the CRM focal point of DRC (through phone call, email, text message or in person)
II. Beneficiary data is recorded (name, PoR, Address, Contact, email etc.) and kept confidentially
III. Complainant receives acknowledgement of receipt of complaint
IV. Complaint handling committee is informed about the complaint
V. Investigation initiated to identify the issue
VI. Cross-checking and verification of issue is carried out at the community level
VII. Committee discusses the findings and provide recommendations
VIII. Resolution is provided and conveyed to complainant
IX. Beneficiary satisfaction measured against resolution
X. If not, repeat from VIII
XI. Beneficiary satisfied from the mechanism.
XII. Thank you sent note to the beneficiary

Complaint/feedback handling committees are in place to resolve reported issues or complaints. Once the complaint is received, it is handled with confidentiality and responsibility of providing initial resolution in maximum 4 days. The nature of the complaint has been broadly categorized in major and minor complaints with elaboration into sub-categories. Further alignment with DRC global complaint categorizations is in process.

In addition, DRC Pakistan is present rolling out a SMS-based beneficiary feedback mechanism on a pilot basis, which will be added to the already existing incoming channels for receiving feedback / complaints. In 2014, around 10 complaints were received which were of non-sensitive nature. The cases were handled accordingly and marked resolved upon receiving the satisfaction of the complainant.
5. List of current projects, their objectives, beneficiaries, relevant authorities, funding and implementing partners, if any

The table below provides the list of DRC Pakistan’s current projects:

<table>
<thead>
<tr>
<th>#</th>
<th>Title</th>
<th>Objectives</th>
<th>Planned Beneficiaries</th>
<th>Relevant Authorities</th>
<th>Funding Donor</th>
<th>Fund</th>
<th>Implementing Partners</th>
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<tbody>
<tr>
<td>1</td>
<td>Protection of displaced population in Pakistan</td>
<td>To contribute to the protection of displaced populations and promotion of durable solutions to displacement problems in Pakistan, on the basis of humanitarian principles and human rights.</td>
<td>25,480 direct beneficiaries</td>
<td>Government of Pakistan (Ministry of SAFRON – CAR/CDU)</td>
<td>DANIDA</td>
<td>DKK 8,000,000</td>
<td>N/A</td>
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| 2  | Strengthening the Potential for Voluntary Repatriation of Afghan Refugees in Selected Districts of KPK Province of Pakistan. | 1. Comprehensive solutions strategy strengthened  
2. Potential for voluntary return realized                                                                                                                                                              | 8180 direct beneficiaries | Government of Pakistan (Ministry of SAFRON – CAR/CDU)                                 | UNHCR         | PKR 50,989,279    | N/A                  |
| 3  | Multi Sector Monitoring Unit                                        | Monitoring of UNHCR projects in Khyber Pakhtunkhwa Province and FATA region.                                                                                                                               | UNHCR IPs monitoring  | Government of Pakistan (Ministry of SAFRON – CAR/CDU)                                 | UNHCR         | PKR 15,960,000    | N/A                  |

6. Accountability Improvement Plan
   Please see next page
<table>
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<tr>
<th>HAP 2010 BENCHMARK</th>
<th>TARGET/INDICATOR(S) FOR END- [2015]</th>
<th>ACTIVITIES</th>
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| 1. Establishing and delivering on commitments | 1.1. A pilot communication plan is rolled out and functional for 2015 | 1.1.1. Roll-out of Communication Plan template to managers/coordinators  
1.1.2. Consolidation and cleaning of the plan  
1.1.3. Roll-out of Communication Plan  
1.1.4. Quarterly review of the communication plan |
| 1.2. Pakistan Program meets all the objectives of Code of Conduct | 1.2.1. All staff receives one CoC training  
1.2.1. Cases are being registered online complaint registration tool |
| 2. Staff competency | 2.1 Each Staff member has agreed set of objectives and performance indicators with line supervisors. | 2.1.1. Staff Appraisal is conducted for each staff member by Human Resource department |
| 2.2 All country Staff demonstrates improved understanding of Code of conduct manual. | 2.2.1. A Code of Conduct training provided to 61 staff members (all country staff) |
| 2.3 At least 8 Staff members demonstrates improved understanding of procurement guidelines | 2.3.1 In-house procurement training is delivered for 8-10 staff members  
2.3.2 Trained staff participates in upcoming bidding processes. |
| 2.4 Coordinators and managers (6 staff members) have developed understanding on use and function of Grants Management System | 2.4.1 A training session is conducted on Grants Management System for concerned coordinators |
| 3. Sharing Information | 3.1. All Relevant Stakeholders are well-informed on upcoming DRC projects and activities | 3.1.1. 20 Orientation Sessions conducted with target communities, government officials and other relevant stakeholders on upcoming project and activities. |
| 3.2 A monitoring system (database) is developed for broader access to gathered information in field and improved mechanism (SOPs) for settlement of concerns. | 3.2.1 Developing of a Cloud-based Monitoring Information System (C-MIS)  
3.2.2 A Training/Orientation session for Coordinators/management on C-MIS system  
3.2.3 Roll-out C-MIS |
| 4. Participation | 4.1. Seven (?) Construction committees formed for participatory monitoring of Infrastructure rehabilitation works. | 4.1.1. Formulation of Construction Committees  
4.1.2. Signing of Memorandum of Understanding with Construction Committee members  
4.1.3. At least 3 training sessions conducted with Construction committee member by DRC engineers. |
| 4.2. Outreach to the most-vulnerable and marginalized section of communities realized. | 4.2.1. Provision of preliminary beneficiary lists by Shura/community organizations duly approved by CAR.  
4.2.2. Joint-verification process for final selection of beneficiaries by community/organizations/CAR officials and DRC |
| 5. Handling complaints | 5.1 Participatory and gender-sensitive complaint response mechanism (CRM) | 5.1. Needs assessments for collecting requirement of target communities regarding CRM.  
5.2. Developing of Concept paper on Gender-sensitive & Participatory Complaint response mechanism.  
5.3. An Orientation Session to all staff on new system  
5.4. Roll-out of the new system  
5.5. Community feedback on new system |
| 5.2 All types of beneficiaries are aware of and have access to DRC compliant response mechanism | 5.2.1. 1,000 New CRM leaflets developed, printed and disseminated in all target areas.  
5.2.2. CRM is accessible to all beneficiaries |
| 5.3 Inclusion of Incoming SMS Channel | 5.3.1. SMS channel developed, tested and operational for receiving complaints from stakeholders  
5.3.2 Newly printed CRM leaflets have the SMS incoming channel information |
| 6. Continual improvement | 6.1 Two Lessons learned report based on complaint received in 2015 shared with management for improvement and adaption. | 6.1.2. Bi-Annual Lesson learned report drawn on CRM and shared with management for adaption |
| 6.2. Learning from Annual Review | 6.2.1. Lesson Learned during Annual review are being followed up and adapted. |
| 6.3. A Gender-sensitive Beneficiary Feedback system is in place and operational for target communities. | 6.3.1. Review of existing Complaint response mechanism  
6.3.2. Developing of Concept note on beneficiary feedback system  
6.3.3. Orientation and feedback session on the new system  
6.3.4. Modification & Roll out of the new system  
6.3.5. Community feedback on new system  
6.3.6. 50 Beneficiaries feedback documented |