

## **Accountability Framework - DDG Kenya: June, 2015**

This accountability framework summarizes DRC's commitments to our stakeholders in Kenya that are additional to DRC's global accountability framework. The global accountability framework is valid for DRC and DDG everywhere; it is available on [www.drc.dk](http://www.drc.dk)

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### **1. DRC / DDG Horn of Africa**

The Horn of Africa is a major source of complex displacement defined by a mix of interrelated conflict and resource-induced displacement and migration both within and beyond the region. It contains both protracted displacement as well as recent short-term displacement. The scope for durable solutions is limited and, to a large extent, traditional displacement categorization (e.g. protracted IDPs and urban poor) is not always very clear and can be hard to assess.

DRC in the Horn of Africa and Yemen has an overall objective to support and strengthen a regional protection framework for displacement-affected communities throughout the HoA and Yemen. DRC in HoAY does so in accordance with DRC's global Assistance Framework and the scenarios of acute crisis, displacement and (to a limited degree) durable solutions. In the HoA and Yemen, a pre-conflict scenario is also relevant. Within these four scenarios, DRC HoA and Yemen will operate with the three global strategic objectives presented in the Assistance Framework, defining the fundamental and specific aims of assistance as:

1. Saving of lives and the alleviation of immediate suffering among people affected by conflict;
2. Safeguarding, restoration and development of livelihoods
3. Institutional and organizational change that ensures the promotion of values, policies and capacities, which contribute to the protection of peoples' rights and the peaceful handling of conflicts.

DRC will seek to exit the Horn of Africa and Yemen once the displacement situations in which we operate have found durable solutions.

### **2. Objectives of DDG Kenya**

#### **Vision:**

To recreate a safe environment where people can live without the threat of landmines, unexploded ordnance (UXO) and small arms and light weapons (SALW)

#### **Goals:**

- I. **Bringing integrated solutions to fragile states**

- *Community safety in border areas (CSBA)*: Enhance local capacity for community safety and conflict management in border areas of Kenya.
  - *Conflict Prevention (CP)*: Enhance local capacity to prevent and manage conflict around extractive industries and major infrastructure projects in Kenya.
  - *Conflict Analysis and Mapping (CAM)*: Promote informed and inclusive conflict prevention and management dialogue through use of high quality conflict analysis and interactive mapping tools.
  - *Youth Empowered and Safe (YES)*: Enhance urban youth capacity to manage conflict and reduce violence and crime
- II. **Responding first with mine action and SALW management**
- III. **Expanded operational and market presence**
- *DDG Kenya has a sustainable (sufficient and diversified) funding base*
- IV. **Better-quality support and compliance measures that improve the impact of our operations**
- *DDG Kenya is able to attract, retain and develop highly qualified Kenyan AVR practitioners and researchers*
  - *DDG Kenya staff have strong understanding of DRC/DDG Code of Conduct (CoC), humanitarian accountability principles and safety policies and procedures and systematically act in accordance with these*
  - *AVR Quality control tools and M&E manual effectively integrated into all projects by responsible project manager.*

### 3. DDG partners & stakeholders

#### *Partners*

- DDG will partner with local communities and duty bearers to implement community safety projects in Kenya.
- DDG might partner with local NGOs/CBOs to implement particular components of projects.
- DDG works closely with the Kenya School of Government (KSG), United States International University (USIU) to carry out research to influence AVR-related policy and development of new interventions, as well as the provision of training of civil servants in positions to strengthen AVR at local level (focus will initially be on civil servants from DDG intervention areas).
- DDG partners with Oxfam and CordAid and Local NGOs/CBOs on in projects focussed on preventing conflict around extractive industries
- DDG partners with Spatial Collective who provides GIS mapping expertise to DDG's conflict analysis work.
- DDG is promoting collaboration and coordination within the country chapter of the Global Alliance on Armed Violence (GAAV) in Kenya.
- DDG is developing a partnership with Save Lamu, a network of community based organisations in Lamu County and with the LAPSSET Community Forum which brings together communities affected by the LAPSSET corridor project.

#### *Stakeholders*

- Stakeholders include the *formal authorities* (state actors) at all levels: **National level:** National Steering Committee on Peacebuilding and Conflict Management (NSC), Kenya National Focal Point for SALW control (KNFP), Ministry of Energy and Petroleum, Ministry of Devolution and Planning. **County level:** County Government and County Assemblies, County policing authorities, County

Peace Forums. **Sub-County level:** Sub-County Commissioners and staff down to Assistant Chiefs (sub-location level), APs, Kenya Police Reserves (KPRs)

- Stakeholders also include informal authorities at community level: religious leaders, seers, elders, etc.
- Other stakeholders include INGOs and Kenyan NGOs and CBOs as well as UNDP and other UN agencies as well as donors (Denmark, Norway, etc.)

#### 4. Local standards & codes

DDG will follow all local legislation in Kenya, including:

- Laws on Small Arms and Light Weapons (SALW)
- Humanitarian Accountability Partnership standards
- Labour laws
- Taxation laws
- Employment regulations
- Requires permits/registration
- Any other appropriate regulations

#### 5. Interaction with beneficiaries

*Describe in narrative the specific modalities of how DRC/DDG in country relates to its beneficiaries (information to beneficiaries, participation by beneficiaries, beneficiary representation, beneficiary complaints-handling procedures).*

##### **Information to beneficiaries:**

DDG Kenya will continue to update its Humanitarian Accountability Framework and Accountability Improvement Plan. In addition, DDG Kenya will explain DDG's commitments when conducting community entry and in addition produce a small template with easily accessible information for community authorities. Overall DDG Kenya believes that being accountable is about the responsible use of power. Power equates to the ability to make informed decisions based upon the available resources, skills and knowledge of staff and the affected communities.

All DDG stakeholders (staff, beneficiaries, local authorities, government, other NGOs) will be provided with information about DDG's mandate, programs and its relevant commitments. This will be done through refresher trainings, community entry processes, bi-lateral meetings and coordination forums. Stakeholders at all levels have the right to be informed about DDG's activities, feedback mechanisms and decision making process in a manner that is accessible to the wider population. DDG Kenya believes that effective information sharing can strengthen trust, build community ownership and in the end improve a project's effectiveness. Lastly results from the baselines, impact assessments and other research will be shared back to the communities in an easy accessible way through pictures/icons and public meetings. As the cognitive knowledge is increased through continuous information flows before, during and after activities and relevant M&E results shared with the communities DDG Kenya believes that this will have a positive effect on projects and their impact.

##### **Participation by beneficiaries:**

DDG Kenya understands participation as involvement of crisis-affected people in one or more phases of DDG activities e.g. assessments, design, implementation and/or monitoring and evaluation and involves its beneficiaries throughout these processes. All relevant internal and external stakeholders and beneficiaries will be involved throughout the life cycle of projects under the Kenya programme.

DDG uses a participatory methodology throughout the implementation phase and it also determines, through needs of the community members, where DDG should work. All this is documented in the community safety handbook..

Through DDG's new M&E Framework there will be on-going monitoring throughout the impact chain and assumptions made in the overall theory of change will be tested. If satisfying results are not found then activities or the M&E tools will require review. This demonstrates that the opinions, attitudes and values of beneficiaries' matters and can change the activities through a lessons learnt process.

**Beneficiary representation:**

Throughout the implementation cycle specific people are targeted for the relevant sessions. This point can for example be illustrated in the Community Safety Planning Groups where DDG selects members from the communities who represents different groups in the communities such as: village council, women, religious leaders, traders, youth an other minorities if present.

**Beneficiary complaints-handling procedures:**

Staff is continually present in target communities for an extensive period of time and will make themselves available for any feedback, criticism or concern from beneficiaries. Through the quality assurance process where each volunteer will be monitored both the volunteers and beneficiaries can list complaints and suggestions for improvement, which then will be reviewed by the relevant managers.

At the end of each implementation cycle special attention will be given to issues revolving around HAP, as the newly developed DDG framework has developed a tool for exactly that purpose.



## 7. Current projects

Project name: Safer communities in Karamoja Cluster	
Objectives	The overall objective of the proposed project is to contribute to creating a secure environment conducive to balanced development in remote and conflict-prone communities in the Karamoja Cluster. The immediate objectives of this project are to reduce armed violence between communities in the Karamoja cluster and contribute towards the prevention of armed violence in oil exploration areas in Turkana, Kenya and gold and mineral exploration in Karamoja, Uganda.
Beneficiaries	5 divisions
Target Group	General population in target divisions
Donor	MFA Norway
Funding	6.200.000 NOK

Project name: LAPSSET	
Objectives	Quality information and analysis of conflict and security risks associated with the LAPSSET corridor project is readily available to key stakeholders via pilot mapping tool for use in dialogue and decision-making.
Beneficiaries	N/A
Target Group	General population in target communities
Donor	FCO
Funding	103.222 GBP

Project name: Conflict Analysis of Somalia Border Regions	
Objectives	High-quality conflict analysis of international border areas in the Somali region (Ethiopia, Kenya and Somalia/Somaliland) and GIS mapping of conflict and HMG's conflict prevention and reduction focussed interventions in the Somali region.
Beneficiaries	N/A
Target Group	General population in target communities
Donor	FCO
Funding	64.604 GBP

Project name: Conflict Analysis in 5 counties in Kenya	
Objectives	The proposed project will produce a high-quality conflict analysis report exploring the nature, causes, dynamics and actors involved in conflict in five counties in Kenya (Mandara, Wajir, Garissa, Isiolo and Marsabit) and 2 regions in Somaliland (Toghdeer and Sool).
Beneficiaries	N/A
Target Group	General population in target communities
Donor	Swiss Agency for Development and Cooperation
Funding	93.270 CHF

Project name: Kenya Extractive Industries Development Programme	
Objectives	To pilot and establish a replicable LCDD approach to social investments and other

	community oriented development initiatives by mobilizing and empowering communities in freely exercising their right to plan for and voice their development needs in a structured manner to their local government representatives.
Beneficiaries	2 communities in Turkana
Target Group	General population in Turkana
Donor	DFID
Funding	131.403 GBP

## 8. Accountability Improvement plan

Priority actions 2015	
<b>Establishing and delivering on commitments</b>	<p><i>What have you planned to do to make sure that DRC's accountability commitments are defined vis-à-vis beneficiaries and stakeholders are defined and followed-up?</i></p> <p>When DDG does community entry different community groups participate and define which groups (elders, women, IDPs, minority etc.) are present in the communities and whom DDG has to work with. In each activity DDG includes representatives from these defined groups so all perspectives are included into issues related to safety and security.</p> <p>During HAP trainings it was suggested from staff to create a one pager with key messages on overall commitments and targets, which could be presented to the communities, when doing community entry. This is something that will be developed during 2015.</p> <p>For further information see section on beneficiary representation above in the Document.</p>
<b>Staff competencies</b>	<p><i>What have you planned to do to make sure that staff have the right competencies for the job generally and for delivering on accountability commitments?</i></p> <p>All DDG Kenya staff will be trained on HAP principles, methods and tools during early 2015 so they are able to convene key accountability messages to beneficiaries and the wider community population. In addition, all DDG staff will have been trained on DRC's Code of Conduct and be aware of the reporting procedures and actions against breaches of the Code of Conduct by Q2 2015.</p>
<b>Information sharing</b>	<p><i>What have you planned to do in order to make sure that information about DRC-DDG and what we do / intend to do is shared with beneficiaries and other stakeholders?</i></p> <p>DDG knows from past experience that community mobilization succeeds better with a communication campaign to ensure that the majority of potential beneficiaries understand the commitments, the general process and the roles of different parties.</p> <p>In 2015 one focus area would be to share baseline reports, impact assessments and other relevant surveys in a simple format to community members so they can see that their answers are collected, analyzed and used. This will of course be based on advice from security focal points, as we do not want to put people in</p>

	<p>danger or do harm. Additionally the full reports can be shared with the national authorities if found relevant.</p> <p>Information sharing is a process that continues throughout the project cycle where communities through their representatives are appraised about the progress of activities.</p>
<b>Participation</b>	<p><i>What have you planned to do to ensure effective participation of beneficiaries in the program cycle?</i></p> <p>DDG's works through a conflict sensitive approach and involve beneficiaries as much as possible in the project cycle and implementation. Through DDG's new M&amp;E Framework there will be on-going monitoring throughout the impact chain and assumptions made in the overall theory of change will be tested and if not a satisfying results is found then activities or the M&amp;E tools needs to be reviewed.</p> <p>This means that the opinions, attitudes and values of the beneficiaries' matters and can change the activities through lessons learnt. In addition, a greater focus on quality assurance has also been established. This means that beneficiaries, volunteers and DDG staff will have continued interaction where suggestions and complaints about activities can be made.</p> <p>For further information see section on beneficiary participation above in the document</p>
<b>Handling Complaints</b>	<p><i>What have you planned to do to ensure that complaint/feedback mechanisms are built in to all projects and that staff have the required knowledge about what is expected of them?</i></p> <p>As a humanitarian organisation DDG is aware of the benefits derived from effectively managing complaints/feedback that inevitably will be made by community members no matter how well a programme is run. Properly handled, complaints can improve the quality of the programmes, rectifying problems quickly and efficiently and in the end restore trust and confidence.</p> <p>During the last HAP training new ways of receiving and handling complaints were identified.</p>
<b>Continual improvement</b>	<p>The reason DDG does M&amp;E is: <i>"To become better at delivering our assistance to our beneficiaries through organizational learning."</i> This means that throughout the implementation period participation and opinions from beneficiaries are essential and therefore actively engaged. Each (M&amp;E) tool developed includes instructions and a section that shows with what purpose and how it can contribute to organizational learning / continual improvement.</p> <p>Every year impact assessments are carried out in Kenya and will continue in 2015. These impact assessments focuses on lesson learned and will be used for a review process of the Community and District Safety programme in early 2015. In addition, a DDG lesson learned meeting was held in Q3 of 2014 where lessons learned were identified. The outcome of this meeting has so far contributed towards a DRC/DDG learning brief on Community Safety, elements of which have been included in various donor reports and proposals.</p>

	<p>DDG Kenya will continue to conduct baseline and impact assessments for all its projects in order to improve programming. In 2014 DDG Kenya rolled out DDG's new Outcome and Impact Monitoring Framework and in 2015 will continue to use this framework and based upon its findings revise and tweak tools and methods as necessary.</p>
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