

DRC Pakistan

Humanitarian Accountability Framework (HAF)

January 2012

1. Brief description of the programme

The issue of Afghan refugees, returnees and internally displaced persons must be seen in a regional context, comprising Afghanistan, Pakistan, Iran, Tajikistan and all the way into the Ferghana Valley in Kyrgyzstan and Uzbekistan. Consequently, DRC is strengthening and expanding the strategic regional approach to Afghan displacement. Given the highly volatile security situation and fluctuating crisis scenarios, DRC carries out a comprehensive set of activities reflecting specific local needs and conditions, focusing on improved protection and livelihoods as well as establishing contingency capacities along the entire displacement axis.

The situation for the 2.7 million of refugees (1.7 million registered) remaining in Pakistan continues to be critical due to low quality of basic services provision, lack of sustainable livelihood opportunities and lack of information and support on legal protection. The ongoing conflicts - at both political and sectarian level - result in further displacements in KPK/FATA and therefore do not allow stability in the lives of people residing in the region. At the same time, last year's unprecedented floods generated further miseries for the affected population including water-borne diseases such as cholera and dengue. This adds up to the frequent small-scale natural disasters caused mainly by flush flooding which damages considerably community infrastructure and shelters. Moreover, the prolonged stay of Afghan refugees in the region (approximately 30 years) creates challenging conditions for the achievement for large scale repatriation. Additionally, the '*Management and Repatriation Strategy for Afghan Refugees in Pakistan for the years 2010-2012*' (AMRS or MRSAR) - discussed and put on validation process in early 2010 by the Cabinet of the Prime Minister - is not yet rolled out and therefore not in place up to date, thus coordination to establish appropriate mechanisms for the protection of refugees remains unclear.

DRC has been present in Pakistan since 2010 through its field office in Peshawar, in Khyber Pakhtunkhwa (KPK) close to the Afghan border. Responding to the severe flooding in autumn 2010, DRC initiated an emergency operation supporting return and early recovery, focusing on shelter, NFIs, WASH and community infrastructures, livelihood and protection. DRC's activities in Pakistan focus primarily on the geographical areas hosting the largest concentration of refugees from Afghanistan, of which the vast majority is exposed to long-term displacement. In addition, DRC's activities aim at promoting durable solutions for refugees in KPK province - be it in displacement - induced by conflict or natural disasters.

Protection and sustainable livelihoods shall continue to be strengthened during 2012. More specifically, DRC - through '*2012-2014 Afghan and Pakistani Displacement Strategic Programme Document*' (SPD) and in line with UNHCR regional strategy - is aiming to link protection programme activities between Afghanistan and Pakistan. This will be achieved at the regional level through internal and external coordination. Voluntary repatriation between the two countries will be promoted, in coordination with UNHCR and other main stakeholders. DRC will focus on ensuring that the repatriation of refugees is voluntary: this will be achieved through adequate basic service's provision at the destination site and through participatory approaches for programme development.

2. DRC's objectives, partners and stakeholders

The strategic objective of DRC is the protection and promotion of durable solutions to refugee and displacement problems on the basis of humanitarian principles and human rights. Durable solutions are based on long term safety and security, restitution or compensation for lost property, and establishment of an environment that sustains life of refugees and IDPs under normal economic and social conditions.

In addition, the immediate objectives of DRC are the following ones.

- Protection of the right to life has been strengthened in areas of immediate conflict or disaster;
- Sustainable livelihoods have been strengthened in DRC areas of operation;
- Protection has been strengthened in DRC areas of operation.

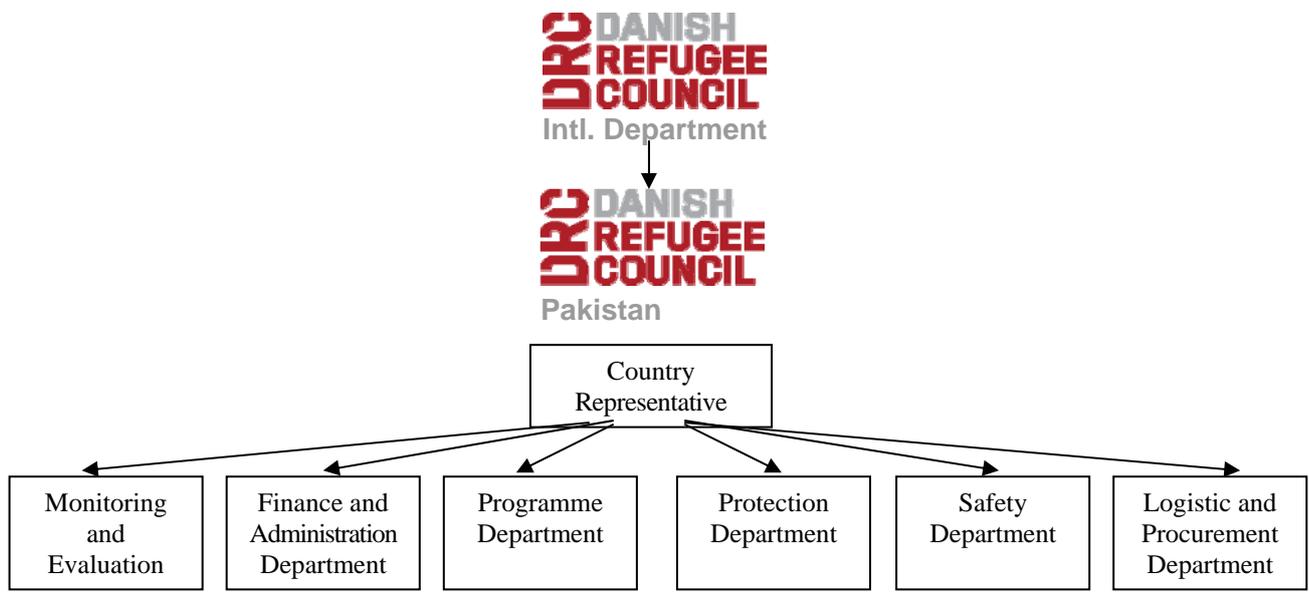
DRC's main partners are: the Pakistani authorities (central, regional, provincial and municipal) and the Commissioner for Afghan Refugees (CAR); the United Nations High Commissioner for Refugees (UNHCR); the community leaders; the local civil society.

DRC's primary beneficiaries are the Afghan refugees in rural settings, in particular in the so-called Refugee Villages. DRC coordinates its operations with other NGOs, ICRC, and UN agencies.

Up to date, DRC's donors are the Danish International Development Agency (DANIDA), the Swedish International Development Agency (SIDA) and the United Nations High Commissioner for Refugees (UNHCR).

3. Organigram including staff line functions

The organizational chart below illustrates the current structure of DRC Pakistan.



4. DRC Pakistan is committed to working within or meeting the requirements of the following codes, laws, standards, etc.

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.

In addition to the internationally acknowledged standards for humanitarian assistance listed in the DRC global HAF (available on www.drc.dk), DRC is committed to:

- National labour laws;
- NGO registration requirements and visa regimes.

5. DRC Pakistan relations to beneficiaries

DRC is committed to providing information to its beneficiaries where the organisation deems it safe to do so. Due to the highly sensitive and complex situation and to the security constraints in Pakistan, DRC adopts a low profile approach. In general, DRC will avoid making information publicly available and will work in close cooperation with local authorities and community leaders to identify and liaise with beneficiaries.

DRC seeks to the extent possible to ensure beneficiaries' participation throughout the project cycle. This is secured through the two following approaches.

- ***Community-based development:*** DRC seeks to work closely with communities and in this process address the needs identified by beneficiaries themselves. DRC bases its community assistance on the Participatory Learning Approach (PLA) whereby DRC staff is in constant dialogue with beneficiaries in the planning, implementation and evaluation of activities. Through the PLA, communities are empowered to identify their most pressing needs which DRC will then respond as well as advocate for with the relevant duty bearer.
- ***Complaint mechanisms:*** DRC accepts feedback and written complaints about its performance in Pakistan, including that of its staff. Beneficiaries are informed by DRC staff about the complaint mechanism, while receiving the complaint sheets indicating the procedure for any complaint.

DRC and its employees - in the relationship with beneficiaries - are required at all times to act in accordance with the following five fundamental principles representing the value compass of DRC.

- Humanity - people's right to a life in dignity takes precedence over politics and principles;
- Respect - for the equal rights of human beings;
- Independency and neutrality - towards the environment where DRC operates;
- Participation - of the people DRC helps;
- Honesty and transparency - for all beneficiaries, donors, partners and other stakeholders.

In addition, the following operational principles are applied throughout the project cycle in order to ensure the quality and impact of interventions on beneficiaries.

- **Participation:** DRC includes the target group in project design, beneficiary selection and implementation. It also ensures, to the extent possible, beneficiary, community and administration contributions in the form of labour and materials to housing, infrastructure and income-generating projects.
- **Capacity development:** DRC works to strengthen capacities of its partner communities and civil society, primarily through implementing projects in close partnership, so offering practical on-the-job guidance as well as formal training.
- **Gender:** gender is mainstreamed into projects through analysis of gender-specific risks, vulnerabilities and capacities. Such approach is practically feasible, because DRC also internally ensures that women staff is prioritized in its staff capacity building efforts.
- **Advocacy:** DRC seeks to advocate on behalf of displaced groups, in cooperation with the UNHCR and primarily through relations with authorities.
- **Do-no-harm:** The tailor-made approach developed on a careful risk analysis in most programming ensures DRC's attention to Do-No-Harm. Likewise, DRC staff is aware to limit and manage potential expectations of the target group.
- **Collaboration with local partners:** DRC seeks to partner with local NGOs and communities. In general, the programme will be most relevant and sustainable when based on a partnership with local communities.
- **Complementarity:** DRC has always worked closely with other organizations to not only avoid duplication in assistance, but also to get more out of the total donor funding in the region. Consortiums between NGOs are always something DRC would engage in when relevant, feasible and pertinent.
- **General replicability of strategies and methods:** DRC is a learning organization which strives to learn from the experiences of other humanitarian players as well, and to disseminate own lessons learned through a large number of humanitarian associations and institutions.
- **Sustainability:** DRC's overall goal of durable solutions places a natural stress on ensuring sustainability. The priorities and intentions of beneficiaries are always assessed as part of project design.
- **Environment:** DRC includes an understanding of the effects of activities on the environment and efforts to minimize or mitigate the harmful ones.

6. List of current projects

<i>Project title</i>	<i>Objectives</i>	<i>Beneficiaries</i>	<i>Relevant authorities</i>	<i>Funding donors</i>
<i>Protection of displaced persons in Pakistan</i>	<ol style="list-style-type: none"> 1,200 households from 8 communities have access to basic necessities. 1,200 households from 8 communities have increased access to livelihood opportunities The population in 7 communities have improved access to communal infrastructures and basic services. 	6,600	Commissioner for Afghan Refugees (CAR), Ministry of States and Frontier Regions (SAFRON), Provincial Disaster Management Authority (PDMA)	DANIDA
<i>Assistance to Afghan refugees in KPK</i>	<ol style="list-style-type: none"> Increased awareness on voluntary repatriation and support through protection activities is provided to 	10,500	Commissioner for Afghan Refugees	UNHCR

	<p>Afghan refugees residing in KPK.</p> <p>2. Individuals with special needs have improved access to economic opportunities and improved standard of living</p> <p>3. Beneficiaries in the targeted refugee villages to have access to schools and health facilities.</p>		(CAR), Ministry of States and Frontier Regions (SAFRON), Provincial Disaster Management Authority (PDMA)	
<i>Protection of displaced persons in Pakistan</i>	<p>1. 500 households from 2 communities have access to basic necessities.</p> <p>2. 200 households from 1 community have increased access to livelihood opportunities</p> <p>3. The population in 1 community have improved access to communal infrastructures and basic services.</p>	2,750	Commissioner for Afghan Refugees (CAR), Ministry of States and Frontier Regions (SAFRON), Provincial Disaster Management Authority (PDMA)	SIDA

7. Essence of Accountability Baseline and Accountability Improvement Plan

DRC Operations Handbook and Programme Handbook have been distributed among management in the field.

Focal points and staff in the field have been trained.

The contextual HAF has been developed and made available through DRC website (www.drc.dk).

<i>New quality objectives</i>	<i>Outputs</i>	<i>Means of verifications</i>
HAF is updated every six months and shared with DRC staff.	<ul style="list-style-type: none"> - The present HAF is endorsed by HQ; - It is presented to the staff and made available along with the Global DRC HAF at DRC offices in Pakistan. 	<ul style="list-style-type: none"> - Minutes of staff meetings; - Staff performance's appraisal.
Information about DRC background and progress reports are made available to DRC staff, beneficiaries and stakeholders.	<ul style="list-style-type: none"> - DRC teams share their respective progress reports with each other; - Financial and narrative reports are equally disseminated to DRC partners; - A summarised final report is submitted to beneficiaries upon project completion; - An annual report is shared with all stakeholders. 	<ul style="list-style-type: none"> - Minutes of coordination meetings; - DRC website; - Satisfaction surveys; - Annual report.
Beneficiaries' participation in DRC programme's decision is formalised and documented.	<ul style="list-style-type: none"> - Focus group discussions and meetings are generalised over the programme and findings are shared. 	<ul style="list-style-type: none"> - Reporting tools; - Satisfaction surveys; - Exchanged documents and letters archived.
DRC staff's skills are improved, then enhancing the quality of humanitarian assistance provided.	<ul style="list-style-type: none"> - DRC staff members are trained on relevant topics; - Staff training is developed and implemented. 	<ul style="list-style-type: none"> - Staff performance's appraisal forms; - Training plan; - Training agendas; - Training reports.
DRC stakeholders (i.e. beneficiaries, partners, staff) are given the opportunity to complain and feedback about DRC operations.	<ul style="list-style-type: none"> - Staff complaint mechanisms are put in place and used by DRC staff; - Complaint mechanisms are established and made accessible to DRC beneficiaries; 	<ul style="list-style-type: none"> - Staff complaints' archives; - Minutes of meetings.

	- DRC partners are regularly consulted and can feedback on DRC programmes.	
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