ELIMINATING BARRIERS TO MEANINGFUL PARTICIPATION IN HUMANITARIAN RESPONSE
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Speakers

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Designing for a Change in Perspective
Barriers to Client-Responsive Project Design

- Limited time
- Limited Resources
- Limited Access

- Lack of Trust & Relationship
- Feedback Fatigue
- Fear of raising expectations

- Weak Capacity to analyse feedback
- Donors’ lack of flexibility
- Lack of cooperation
Overcoming the Barriers: Practical solutions to use clients’ perspectives to inform Project Design

- Use data collected from previous projects / from other organisations
- Use tablets/ smartphones to collect and analyse data
- Present your data in a simple, accessible format that can easily be extracted into a proposal

- Use low cost feedback channels
- Involve your local staff

- Use remote communication (Call, SMS surveys, Social media)
- Work with local partners
- Recruit independent enumerators
- Ensure your use different feedback channels appropriate to different client groups
Overcoming the Barriers: Practical solutions to use clients’ perspectives to inform Project Design

- Connect to existing representative community groups
- If you know that it will take a long time to receive the funding decision, inform the community and keep them updated

- Inform people why you are collecting information
- Only collect information that you can interpret and utilize/act upon
- Close the loop – inform people how their feedback informed project design
- Inform targeted communities why you are collecting information
- Explain that the project or some activities may not been funded
- Close the Loop: inform communities when you know what is funded and what is not
Overcoming the Barriers: Practical solutions to use clients’ perspectives to inform Project Design

- Use existing on-line survey tools to present data in simple charts or graphs
- Ask fewer limited choices questions
- Involve your local staff in interpreting client feedback
- Consider involving a stakeholder reference group

- If possible, build-in an inception phase during which you can update and further develop the project design
- If possible, include a contingency budget line to allow flexibility to adapt the project based on client feedback
- Justify and substantiate with evidence the alternative strategy that you are suggesting
- Share learning and good practices/failures
- Share needs and feedback that your organization can’t address with other agencies or local institutions
- Consider joint-collective approaches and channels to collect community perspectives
Mainstreaming accountability to communities – Kenya Red Cross Journey
How did we mainstream Accountability to Communities?

- AtC minimum standards Pilot Project with IFRC
- Engaging Senior Management
- AtC integrated in KRCS strategic plan 2016-2020
- Sourced funding to mainstream

- Organization-wide consultation
- Field teams consulted communities on AtC needs
- KRCS AtC framework developed
- AtC trainings at all levels

- Community consultations on feedback mechanisms
- Complaints and Feedback Guidelines
- National Complaints and Feedback hotline established
- AtC indicators integrated into existing M&E systems
What did we learn?

1. Accountability to Communities needed everyone’s involvement to succeed

- MEAL team drove AtC
- But shared ownership with whole organisation
- Link to programme cycle helped programme staff see relevance
- ‘Walked the talk’ - mainstreaming process was accountable to staff
- Created a positive attitude to AtC

"Accountability to community builds trust and good relationships between everyone involved."
- Emmanuel Ongenga
Volunteer, Kenya Red Cross
Regional staff & board consultation forums
What did we learn?

2. AtC built trust and encouraged community ownership, which improved access, sustainability & project quality.

- Increased mutual trust
- Better communication
- Improved staff safety
- Early warning of problems
- Better quality programmes
- More community ownership

“We made plans to create job opportunities for the youth. We want to carry on for many years, and to be sustainable.”

- Baya Zawadi
  Youth group member, Kenya
Community consultation forums
What did we learn?

3. Leadership and strategic support was essential

- Leadership set the tone and influenced organizational culture
- AtC in strategic plan made it an institutional priority
- Ensured adequate staff time to do it properly
- Encouraged partners to support financially

“The people in the communities know the right way to go.

We are there to serve them.”

- Abbas Gullet
  Secretary General, Kenya Red Cross
What did we learn?

4. Complaints and feedback systems are important, but there is more to accountability.

- Overemphasis on feedback at expense of other AtC pillars
- Nation-wide system feedback system challenging
- Lack of long-term funding for AtC = inconsistencies in roll out

“We just assume that everyone knows us [KRCS], and we often forget that we aren’t special, and many communities do not know who we are or what we do.”
Want to know more?

- CDA Collaborative Learning Operational Case Study
- Available online at IFRC: http://media.ifrc.org/ifrc/2018/05/10/community-voices-driving-decisions-kenya-red-cross-ifrc-share-lessons-learned-accountability-communities/
AHSANTENI
Eliminating Barriers to Meaningful Participation: Focusing internally and externally

Global Lessons
WHERE DOES OUR EVIDENCE COME FROM?
2 GLOBAL EVIDENCE

Global Perspective

IRC  NRC  Care  DIFD  WV

IFRC Haiti

WV Sudan

DFID GPAF Somalia

KRCS Kenya

6 Agencies in Uganda

WV Pakistan

IOM Pakistan

WV Nepal

6 Agencies Uganda
WHAT DO WE MEAN BY PARTICIPATION?

FIGURE 2. DEGREE OF EMPOWERMENT OF CRISIS-AFFECTED GROUPS IN DIFFERENT APPROACHES TO ENGAGEMENT

- Consultation
- Information Provision
- Two-Way Communications
- Participation
- Accountability
- Partnerships
- Ownership
KEY LESSONS LEARNED

1. IT COMES FROM THE TOP!
2. ADEQUATELY RESOURCING
3. IT STARTS WITH YOUR SYSTEMS
4. FLEXIBILITY & ADAPTABILITY
5. REFLECT, LEARN, SHARE, REPEAT
THANK YOU

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Newsletter http://eepurl.com/dsOj29
Cited materials – Nicolas’ presentation

**Guidance on Client-Responsive Project Design**

This guidance helps humanitarian staff to overcome common challenges they may face when designing projects in a client-responsive manner, including limitations to their time/budget and balancing donor requirements with client preferences. Based on research (see next reference) conducted between September – November 2017 with 120 staff from across the IRC and other international/national NGOs, the guidance was written to benefit staff in many different contexts and organisations.

https://www.rescue.org/resource/guidance-client-responsive-project-design

**Designing for a Change in Perspective: Embracing Client Perspectives in Humanitarian Project Design**

A short report on the research that informed the Guidance on Client-Responsive Project Design

Mainstreaming of Accountability to Communities: An Operational Case Study

A case study from KRCS and CDA Operational Case Study


Kenya Red Cross Accountability video

https://youtu.be/5Cct-_z75Jo

Red Cross Red Crescent Movement Guide to Community Engagement and Accountability


Red Cross Red Crescent Community Engagement and Accountability toolkit


General information

www.ifrc.org/CEA
Feedback to Action: Strategies to improve the use of feedback in programmatic decision making

An IRC-CDA study that aims to identify the factors that enable effective feedback utilisation in programmatic decision-making within humanitarian agencies

http://cdacollaborative.org/publication/strategies-improve-use-feedback-programmatic-decision-making/

Beneficiary Feedback: How we hinder and enable good practice

A CDA-BOND publication that was produced on behalf of the Beneficiary Feedback Learning Group. This paper uses lessons from the experiences of organizations and seeks to answer: has the increased attention paid to accountability to communities and beneficiary feedback indicate that we have reached a tipping point?