

Strategies for Effective Programme Implementation through Humanitarian Accountability Framework: A Case Study of Danish Refugee Council (DRC) Somalia

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Executive Summary:

The study aimed to investigate strategies to successful programme implementation through the Humanitarian Accountability Framework (HAF) at Danish Refugee Council. Strategies were conceptualized as communication strategies, complaint handling and feedback. Program Performance was assessed using humanitarian intervention on the basis of beneficiary needs and the use of funds in a more accountable manner.

The study followed a cross sectional and case study design using both qualitative and quantitative approaches. The study population comprised of staffs of DRC from top management to lower management. Quantitative data was collected using self-administered questionnaires following a 5-likert scale and qualitative data was collected using interview guides, review of documents and general observations of the status of DRC operations in Somalia. The response rate was of almost 100%. Data was analysed using different statistical techniques which included descriptive statistics mainly mean and standard deviation, Pearson Product Moment Correlation Coefficient to establish the relationships between variables and multiple regression analysis to establish causal influence of HAF strategies on program performance.

The major finding of this study using descriptive statistics show an aggregated mean of 3.87 (s.d.=0.798) for communication, of 3.90 (s.d.=0.696) for feedback handling and of 3.587 (s.d.=0.754) for complaint handling, which revealed agreement that the effective development of these variables are very important for Programme Performance. At bivariate level, results revealed that feedback is the most important variable contributing to Program performance, ($r^2=0.642$), followed by complaint handling ($r^2=0.5$) and lastly communication strategy ($r^2=0.492$). Also, this bivariate analysis shows a high correlation between the independent variables, especially between feedback and communication strategy. Multiple regression analysis revealed that 49% of the variations in programme performance are explained by communication, feedback and complaint handling. The unstandardized coefficients and the p-values show that feedback ($\beta=0.5$ and $p=0.000$) and complaint

handling ($\beta=0.254$, $p=0.000$) are significant, but communication ($\beta=-0.035$, $p=0.674$) seems not to have big impact, reporting not statistically significant results. However, this not significant result is due to the fact that communication and feedback are highly correlated. Recommendations made were that top management needs to engage both staff and beneficiaries in the design and quality assurance during implementation through integrating feedback, communication and complaint handling for effective programme implementation.

A structured way of ensuring this would facilitate effective implementation as feedback on pertinent issues related to implementation would be embraced. More emphasis need be on the poor performing sectors which include; security management systems and procedures logistics and procurement procedures, and the HAP. Closely related to this is the need for extensive dissemination of programme and operations guidelines, to provide a frame guide for information sharing as follow the staff development guide, programme handbook and the IT policy document. Further research may consider areas like taking a comparative study to assess views from two or more countries implementing the same programme to find out how the strategies investigated vary in affecting programme performance. Moreover a study of more than the strategies employed in this study may yield more results for the improvement of programme implementation.