



PROMOTING INTERNAL ACCOUNTABILITY AT CARE RWANDA

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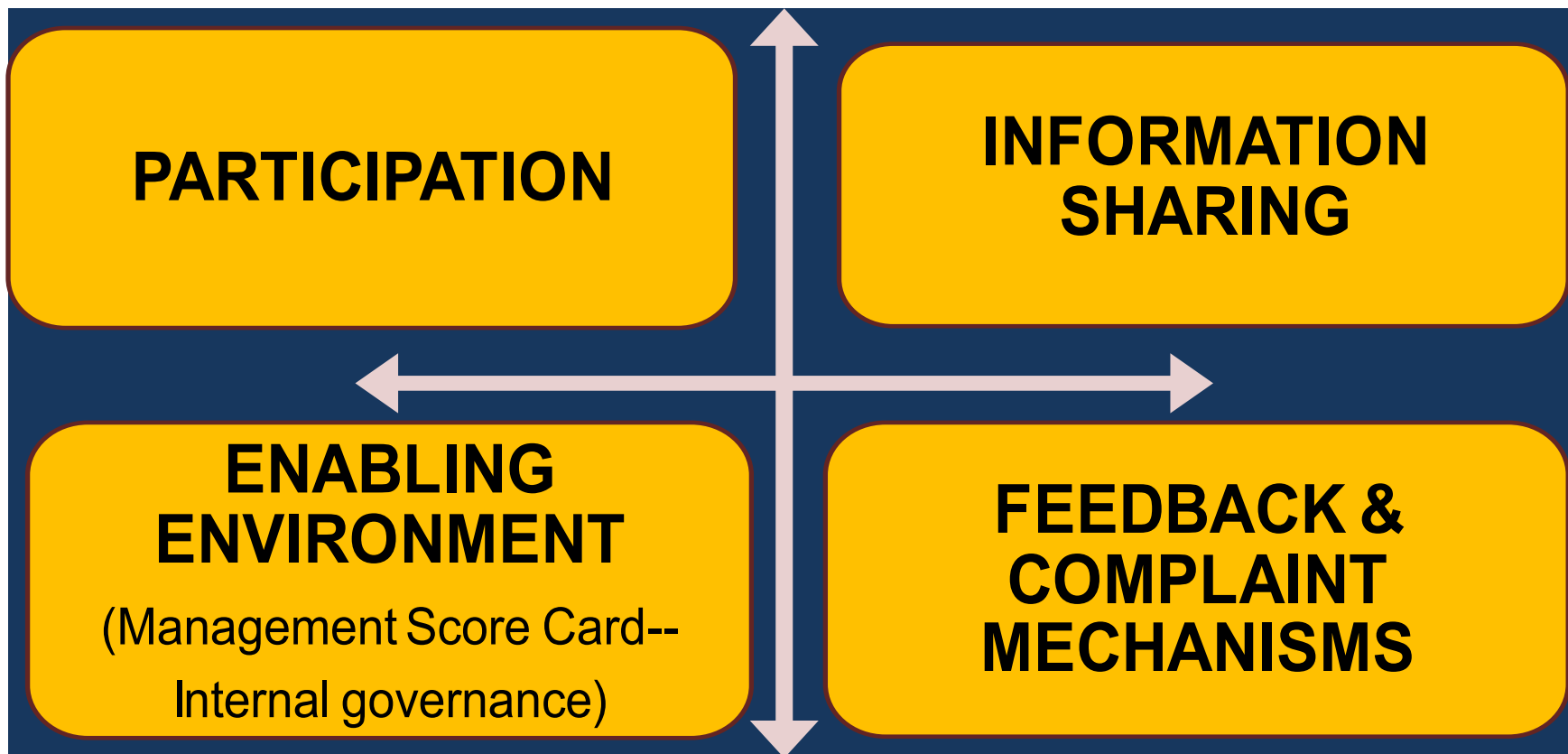
I. BACKGROUND: Why IA?

1. P-shift (P2p) established in 2012
2. Great lakes & country presence review (CPR) in 2012. Four pillars were prioritized: Partnership, accountability, KM and competency development
3. Implementation of programs/projects through or with local partners at 90%
4. Program and program support restructuring to align with the delivery model (From 265 staff to 57)
5. Limited interaction between CARE and program beneficiaries (Layer of local partners between CARE & beneficiaries)
6. Space for staff & beneficiaries to have a say on all the above changes

II. DESIGN PROCESS

- Design the CO accountability framework (Engagement with partners is key)
- Gather lessons on community score card (CSC) adaptation in schools and district administration
- Adapt the community score card to management score card
- Orient all staff on benefits and harms of the CSC
- Develop a roadmap to institutionalize the internal accountability

CARE RWANDA ACCOUNTABILITY FRAMEWORK



III. MANAGEMENT SCORE CARD

First meeting with all staff:
awareness, appreciations
& concerns

Meeting with staff
forum: avoid
duplication

2nd meeting with all
staff: understand CO
priorities, roles of
MSC animators +
selection of animators

Training of
MSC
animators

Prioritize
scoring
areas/themes

Design MSC
scoring matrix

SMT & staff
agree on the
scoring matrix

Staff & SMT
separate scoring
exercises

All staff & SMT
interface
meeting

Develop &
validate a joint
action plan to
address/fix issues
identified

SCORING MATRIX

ABAGIZE URUHAKO MURI IKI GIKORWA=25

IBIBAZO	IBIPIMO	AMANOTA				
		10-9	8-7	6-5	4-3	2-1
1. Urwego rwagarariye abakozi ntivugagarira muri SHI	1.1. Urwego rwagarariye abakozi' muragarariye muri SHI.				X	(25)
2. Abagize SHI bafata ibyomezo byashyiraye ku nyungu zabo bwite, nyungu rusange z'abakozi ntizitabwaho	2.1. Ibyemezo bya SHI byita ku nyungu rusange z'abakozi	0	1	(18+1)	7	0
	2.2. Iyo riabaye guturura ku ibiko- rwa bya SHI, abababwira n'ibikorwa byabwo baragarariye ku nyungu zabo.	0	0	8	(12)	0
	2.3. Mu gihe cy'ibigururwa ry'inyanga y'imirimbo, urwego rw'abakozi rubigiramo uruharo.	0	0	5	(14)	3
3. SHI nbyita kuri gashyamba z'iteram- bere ry'abakozi nk'uko ziba zagar- ariye muri APAA	3.1. SHI zishyiraho gashyamba zwi y' iterambere ry'abakozi zishyiraye kuri APAA	0	0	6	(13)	5
	3.2. Abakozi bazi niza gashyamba y'iterambere ryabo bashyiraye kuri APAA zabo.	0	7	0	4	(15)
	3.3. GASHYAMBA z'iterambere ry' abakozi zishyiraho mu bikorwa bashyiraye kuri APAA.	0	0	0	3	(18)
4. Ubungo bukomeye akomeye ku bafatanyabikorwa banyuze y'ibiro (Sana) n'ibikorwa, bakomeye kuburunganya.	4.1. Ingamba zo kubunganya akomeye ku bafatanyabikorwa banyuze y'ibiro zibab- wira.	0	3	(11)	0	0
	4.2. Abakozi bazi ingamba zibabwira mu gihe bakomeye banyuze y'ibiro.	0	0	(14)	0	0
	4.3. Abakozi bazi ubungo bukomeye mu nyungamba z'ubumwe n'ubushyamba nazo mu gihe bari mu kazi.	0	0	3	(6)	(8)

Challenges & lessons

Challenges:

- In the beginning, staff raised concerns that if they share negative feedback, they could be fired or mistreated by supervisors or SMT members
- It's difficult to gather all staff for key important sessions (Selection of issues & design of the scoring matrix)
- Defining indicators is the key in the whole MSC cycle
- Some junior staff don't understand CO strategic documents in order to contribute during the scoring exercise

Lessons:

- Defining, agreeing and sticking to MSC principles through out the MSC cycle
- Diversified group of MSC animators including those familiar with CSC
- Staff have proper access to information
- Reduced rumours because staff understand the rationale behind every decision
- Increased equity in decisions affecting staff (staff management)
- MSC provided a structured forum for staff to report what needs to be improved
- Increased staff understanding of SMT mandate and social cohesion SMT-staff
- Facilitation skills for MSC animators lead to greater success
- MSC changed the perception of negative feedback which was still influenced by the cultural norm

SHORT TERM PLANS AS NEXT STEPS

- Design a technology-based information sharing and feedback mechanisms platform (Staff, beneficiaries, partners, government authorities and other stakeholders will have access to the platform)
- Socialize the platform for stallholders to use it
- Assign responsibilities to staff who will manage information (Separating confidential from other information)
- Reflect on how the platform works as a quarterly SMT agenda