Accountability to Affected People is a commitment to the intentional and systematic inclusion of the expressed needs, concerns, capacities and views of persons of concern, in their diversity; and being answerable for our organisational decisions and staff actions, throughout the operations management cycle.
ACCOUNTABILITY TO AFFECTED PEOPLE BUILDING BLOCKS

**PARTICIPATION & INCLUSION**

- Persons of concern are made aware of their right to participate and the means by which they can participate in programme decisions making (including boys and girls).
- Means of continuous participation at all stages of the operations management cycle (assessments, design, implementation, monitoring and impact evaluation) are adapted to provide different options for Persons with specific needs.
- Programme decisions are informed by documented consultations with persons of concern.
- Persons of concern are involved in the needs identification and selection of targeting criteria.
- Communities can request formal meetings/consultations with relevant programme staff.
- Pre-existing Community structures/organisations for community participation are strengthened/established where none exist.
- Identified capacities in Participatory Assessment are built into programmes for community related actions.
- Documented participation of persons of concern (in their diversity) in the prioritization of intervention areas and explanation of final decisions.

**COMMUNICATION & TRANSPARENCY**

- Share information on targeting, eligibility criteria and selection processes (and outcomes e.g. programme FAQs).
- Information is communicated in languages, formats and media that are culturally appropriate, and accessible (multi-channel) to all groups of the community (consider literacy, radio/TV culture).
- Information shared is accurate and effectively reflects persons of concern in cultural and human beings with dignity.
- Information gathered in programmes and assessments are shared with representative sections of the community.
- Information shared on available feedback or complaints systems and relevant contact details.
- Information on mediations and organisational commitments, rights and entitlements of persons of concern is widely available.
- Operational guidelines SOPs exist on information sharing with confidentiality and security considerations.
- Information is shared on feedback procedures timelines, responses, scope and limitations.
- Establish information systems to enable the sharing of information from persons of concern to the operative and partner.

**FEEDBACK & RESPONSE**

- Actively receive, record, analyze and respond to feedback and complaints (formal/informal).
- Contextually appropriate, accessible, and safe feedback mechanisms exist.
- Establish a clear internal feedback process with clear referral and response responsibilities and timelines.
- Mechanisms are in place for feedback, complaints, referrals and response.
- Identification of appropriate mechanisms/community preferred feedback and response systems forms part of needs assessment.
- Complaints handling is carried out by competent staff with relevant authority to respond (Protection issues are referred to relevant staff, the same for programming issues).
- Clear and accessible procedures exist for handling of confidential complaints and SEA, and SGBV.
- Guidelines exist on protection and confidentiality of complaints.
- Staffing for feedback collection and response is gender sensitive.
- Identification of pre-existing and interagency mechanisms in the operating context.

**ORGANIZATIONAL LEARNING & ADAPTATION**

- Periodical reporting includes data and actions from feedback and response activities.
- Clear links exist between participatory evaluation/ assessment results and planning and reporting.
- Community feedback is included in programme planning and e-design.
- Internal & external sharing of learning from community consultation and engagement.
- Internal systems for systemic management to be informed and act on feedback data.
- Evaluation data includes community feedback on quality and impact of the programme.
- Monitoring includes both qualitative & quantitative feedback data from persons of concern.
- Feedback collection and analysis responsibilities are embedded within the operational structure.
- AAP responsibilities do not sit with one or two people but are relevant throughout staffing levels and thematic areas.

**SPECIFIC OUTPUTS (what we should do)**

- Standardised feedback collection formats are used.
- There is a high percentage of complaints responded to.
- Operational plan includes lessons learnt from feedback received from persons of concern.
- Ongoing lessons learnt and good practice documentation in programming.
- Feedback is formally captured, (e.g. database or other format), and used through programme monitoring.
- Clear links exist between participatory evaluation/assessment and feedback.
- Contextually appropriate, accessible, and safe feedback mechanisms exist.
- Establish a clear internal feedback process with clear referral and response responsibilities and timelines.
- Conduct assessment undertaken to address the existing barriers to giving feedback.
- Referral pathways exist for feedback relating to external partners and taking feedback from external partners.
- The specific needs of marginalised people including women, girls, boys, older people, and people with disabilities are reflected in the design of feedback mechanisms, and the feedback and complaints handling procedures.
- Persons of concern consider the complaints and referral mechanisms accessible, effective, confidential and safe to use, without fear of negative repercussions.

**BENCHMARKS TO MEASURE PERFORMANCE (what an accountable programme looks like)**

- Feedback and complaints are responded to and the data is included in reporting.
- Feedback systems are aligned with community guidance and for the access and usability of all persons of concern.
- Staff are trained on feedback complaints handling, their roles and responsibilities.
- Feedback collection and analysis responsibilities are embedded within the operational structure.
- Accountability outputs from part of performance management processes and partner monitoring.
- Feedback is formally captured, (e.g. database or other format), analyzed, and utilized in programme decisions.
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- Evidence of commencement changes and decisions that are directed linked to community feedback/e-portal.
- Consistently closed feedback loops throughout the operations management cycle (e.g. responses to queries/complaints, reports to community on results of surveys and assessments conducted).
- Ongoing learning learnt and good practice documentation in programming.
- Operational plan includes lessons learnt from feedback received from persons of concern in the preceding operations management cycle.
- Resources, and responsibilities are assigned for documenting, learning, and reporting on feedback from persons of concern.