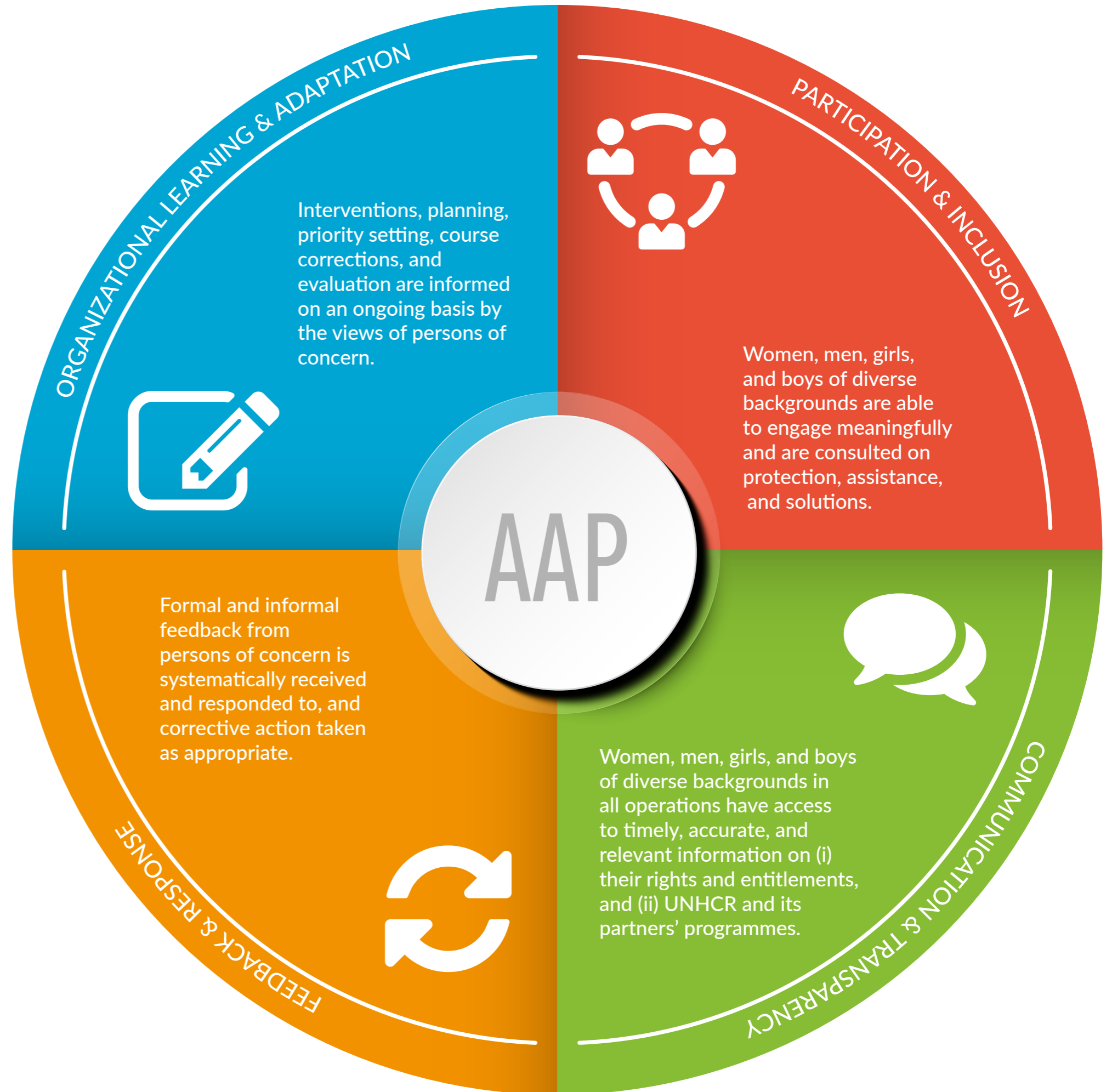


ACCOUNTABILITY TO AFFECTED PEOPLE

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

Women, men, girls, and boys of diverse backgrounds are able to engage meaningfully and are consulted on protection, assistance, and solutions.



COMMUNICATION & TRANSPARENCY

Women, men, girls, and boys of diverse backgrounds in all operations have access to timely, accurate, and relevant information on (i) their rights and entitlements, and (ii) UNHCR and its partners' programmes.



FEEDBACK & RESPONSE

Formal and informal feedback from persons of concern is systematically received and responded to, and corrective action taken as appropriate.



ORGANIZATIONAL LEARNING & ADAPTATION

Interventions, planning, priority setting, course corrections, and evaluation are informed on an ongoing basis by the views of persons of concern.

SPECIFIC OUTPUTS (what we should do)

- Persons of concern are made aware of their right to participate and the means by which they can participate in programme decision 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 programme planning for community related actions.
- Documented participation of persons of concern (in their diversity) in the prioritization of intervention areas and explanation of final decisions.

- Share information on targeting, eligibility criteria and selection processes and procedures (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/T.V culture).
- Information shared is accurate and ethically reflects persons of concern as dignified human beings with rights.
- Information updates on 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 expectations on staff conduct and organisational commitments, rights and entitlements of persons of concern is made available.
- Operational guidelines/SOPs exist on information sharing with confidentiality and security considerations.
- Information is shared on feedback procedures timeframes, response, scope and limitations.
- Establish information systems to enable the sharing of information from persons of concern to the operation and partners.

- Actively receive, record, analyse 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/accessible/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 complainants.
- Staffing for feedback collection and response is gender sensitive.
- Identification of pre-existing and interagency mechanisms in the operating context.

- Periodical reporting includes data and action 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 senior 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.

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

- Participatory Assessment reports include the outcomes of the community's input into priority areas.
- Participatory Assessment reporting includes outcomes of feedback to the community.
- Documentation of community participation is disaggregated through age, gender, and diversity lens.
- Documented community mapping exercises with different population groups (identifying diverse groups and inter-relationships).
- An engagement plan for respective community groups covering the entire operations management cycle is in place.
- Documentation of the outcomes from participation (focus group discussions, satisfaction surveys, meetings and feedback) is included in planning/activity decisions.
- Persons of concern are satisfied with the frequency and quality of the opportunities they have to influence the response.

- Feedback is recorded for tracking trends on information gaps (e.g. feedback database).
- Mapping exercises of the communications landscape/ infrastructure (including barrier & risk identification to accessing information) are conducted.
- Regularly updated information materials (posters, leaflets, etc.) exist.
- Operational Plan budget includes resources assigned for communication with persons of concern.
- Documented mapping of community groups; their diverse information needs in the operation management cycle; and the respective communication plans exist.
- Needs assessments include communication needs, barriers, risks and capacities of different groups.
- Information channels used are accessible to women, men, boys and girls, older people, and persons with specific needs.
- Information messages are regularly tested with target audiences for understanding.
- Established methods for reporting back to communities on assessments, surveys, decisions and actions.

- Feedback and complaints are responded to and the data is included in reporting.
- Feedback systems co-designed with community guidance and for the access and usability of all persons of concern.
- Staff are trained on feedback complaints handling, their roles and levels of responsibility.
- Operation budget for complaints and feedback collection, recording, analysis and reporting.
- There is a high percentage of complaints responded to within a reasonable time frame.
- Standardised feedback collection formats are used.
- Context assessment undertaken to assess the existing barriers to giving feedback.
- Referral pathways exist for feedback relating to external partners and taking in feedback from external partners.
- The specific needs of marginalised people including women, girls and 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.

- Accountability outputs form part of performance management processes and partner monitoring.
- Feedback is formally captured, (e.g. database or other format), analysed, and utilized in programme decisions.
- Evidence of programme changes and/decisions that are directly linked to community feedback/input.
- 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 lessons 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.