

Accountability to Affected Populations (AAP) Framework

This publication is part of a suite of EngenderHealth policies, procedures, and frameworks that govern our operations. These materials are grounded in principles of intersectionality and feminist accountability and governance. Colleagues from across our global and country offices collaborated with the Centre for Transnational Development and Collaboration in developing these materials.

Policy ownership: Tonee Mwangi, Vice President of Finance and Administration, is the primary owner of this policy and its associated procedures.

Policy issuance and revision dates: This policy was published in July 2022. EngenderHealth will update this policy every three years.

Applicability: This policy applies to all staff, associates, and partners.



EngenderHealth

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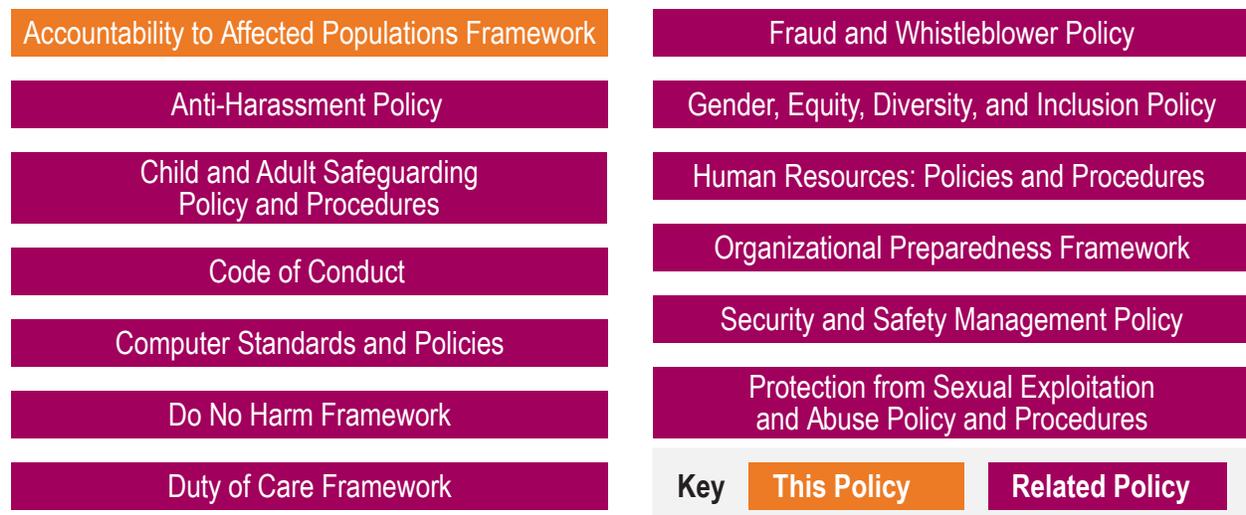
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Introduction

EngenderHealth is a nonprofit organization aiming to contribute to a gender-equal world where all people achieve their sexual and reproductive health and rights, through implementing high-quality, gender-equitable programs that advance sexual and reproductive health and rights. EngenderHealth engages with a wide range of partners, stakeholders, and communities, including affected populations, to whom the organization we hold ourselves accountable. EngenderHealth developed this Accountability to Affected Populations (AAP) Framework to articulate and provide guidance around our approach to accountable governance and programming. The purpose of this framework is to ensure that affected populations are able exercise their agency, including through contributing to our learning and influencing our program approaches and organizational strategies. This framework is a component of a larger suite of policy and procedures (see Figure 1).

Figure 1. Key EngenderHealth Policies and Procedures



Introduction to Terms

Accountability: At EngenderHealth, accountability is a continuous and evolving process without beginning or end. We therefore consider this framework a work in process and we acknowledge that there will always be room for improvement. In this context, our definition of accountability refers to the effort we exert to ensure that we are not involved in the perpetuation of oppression and violence through our work. Accountability here also refers to how we leverage our power, including by centralizing affected people’s agency and treating the problems facing affected people as symptoms of deeper societal, political, and economic issues.

Affected populations: As EngenderHealth adopts an intersectional approach in our work, we recognize that systems and structures of oppression affect everyone and acknowledge that we are all embedded within these systems and structures. For this reason, our definition of affected populations acknowledges that some of us are more vulnerable (affected) than others, due to intersecting social markers of exclusion, and that we organizationally have a duty of care toward our impact populations in conflict- and crisis-affected contexts. We also acknowledge that this accountability similarly extends to our personnel, partners, and funders. Our definition is more expansive than some other organizational definitions, but still captures and centralizes accountability toward

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those affected by conflict and crises, including particularly recipients of EngenderHealth assistance. As recommended in the [Inter-Agency Standing Committee's Accountability to Affected Populations Operational Framework](#), affected populations “should not be understood as a homogeneous group.”

Accountability to affected populations (AAP): We define “AAP” as the process of prioritizing the needs and well-being of people we actively engage with through our programming and across operational governance structures, project life cycles, partnerships and other relationships, and in the use of resources. Our AAP also includes ensuring that we exercise our power justly and to the best interests of those with whom we engage, by establishing processes and control measures to reduce the risks of power misuse and abuse. Through this, we echo the [International Committee of the Red Cross's definition of APP](#), which includes “putting the priorities and needs of the persons we seek to help at the heart of the humanitarian services provided and resources used and actively engaging them in the relevant decision-making processes.” Our definition also builds on the [Core Humanitarian Standard's definition](#), which involves “an active commitment to use power responsibly by taking account of, giving account to, and being held to account by the people humanitarian organizations seek to assist.”

Community members: We use the term community members in this framework to refer to populations engaged in and affected by EngenderHealth and our projects. This includes impact populations, recipients of assistance, those who participate in research and other project activities, and any others directly or indirectly affected by our work.

Governance: EngenderHealth defines governance as the operational systems and types of leadership in place, such as our processes, interactions, and organizational structure. This also includes the organization's policies and operations such as human resources management, procurement, recruitment, and financial management.

Personnel: The term personnel refers to all staff members (including permanent, full-time and part-time employees), long-term and short-term contractors, consultants, volunteers, and board members.

Project life cycle: We define project life cycle as the process through which projects are designed and implemented. This includes: (1) needs assessment and evidence gathering, (2) project design and planning, (3) project implementation and activities, and (4) project monitoring, evaluation, and learning.

Scope of Application

This framework provides an overview of accountability mechanisms across EngenderHealth. We expect all personnel across all of EngenderHealth's country programs, offices, operations, and sites to be familiar with and adhere to the commitments and principles of this framework. This framework is a work in process and is regularly updated as new policies and procedures are developed. This framework explains EngenderHealth's established AAP-related processes and procedures as well as processes and procedures that are currently in development.

The Vice President of Finance and Administration is responsible for disseminating this policy. Adherence to this policy is monitored by various individuals including:

- At the organizational level: Vice President of Human Resources
- At the home office level: Senior Director of Gender, Youth, and Social Inclusion

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- At the country office level: Country Representatives
- At the project level: Chief of Party, Project Director, Project Manager (as applicable)

Guiding Principles and Commitments

This framework outlines our AAP commitments and provides a strategic direction for the implementation these commitments. The five guiding principles and commitments of this framework are summarized below.

Accessibility: Accessibility is a value and a process that aims to ensure affected populations and community members are able to access our resources, projects, assistance, and information.

Meaningful participation and inclusion: EngenderHealth values participation and inclusion and commits to countering discrimination and bias within the organization and to effectively integrating meaningful participation and inclusion into all aspects of our work.

Responsiveness: Responsiveness is a value and a process that reflects our organizational willingness, abilities, and capabilities to respond to and prioritize the well-being, needs, and agency of affected populations.

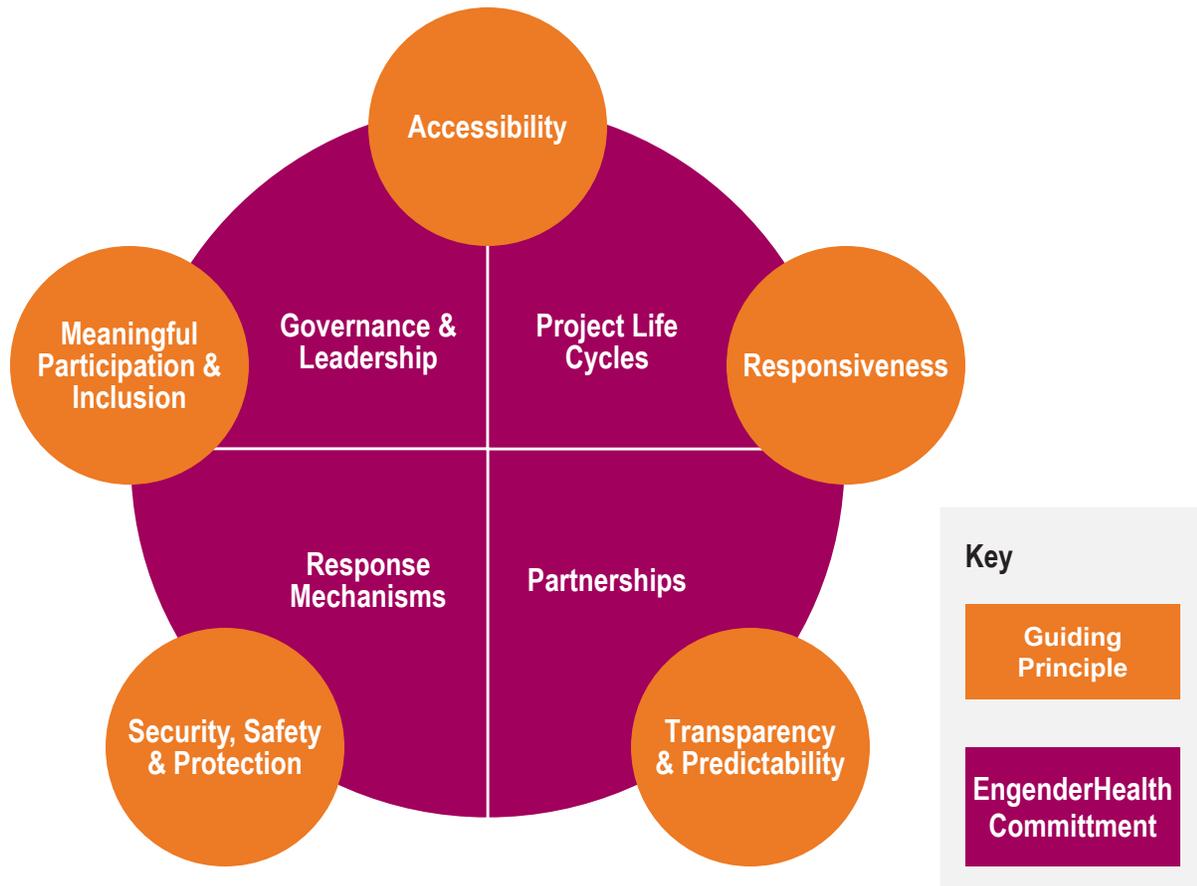
Security, safety, and protection: EngenderHealth implements safety, security, and protection measures, actions, and processes to ensure adherence to our “Do No Harm” principles and to our systems in place aiming to guarantee the physical and emotional well-being of all affected populations, including recipients of assistance, impact populations, and personnel.

Transparency and predictability: Transparency refers to our organizational openness and respect of people’s rights to information and self-determination. Predictability refers to the trust and faith people have in our systems.

EngenderHealth commits to effectively integrating all these principles and commitments into all aspects of our work, including our governance and leadership, project life cycles, response mechanisms, and partnerships. In this way, we align with the Inter-Agency Standing Committee’s (IASC) basic commitments: (1) *governance and leadership*, (2) *transparency*, (3) *feedback and complaints*, (4) *participation*, and (5) *design, monitoring, and evaluation* (our “project life cycle” reflects “design, monitoring, and evaluation commitment”). The framework also responds to the IASC’s objectives to ensure integration of accountability to affected populations within systems for project design, planning, needs assessment (including joint needs assessments), and response mechanisms as well as throughout project implementation and monitoring.

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Figure 2. EngenderHealth Commitments and Guiding Principles



Basis of the Framework

This framework builds upon best practices in humanitarian response. Key resources supporting this framework are listed below.

- [2010 HAP Standard in Accountability and Quality Management](#)
- [Accountability to Affected Populations](#)
- [Accountability to Affected People Institutional Framework](#)
- [Accountability to Affected Populations: The Operational Framework](#)
- [Accountability to Affected Populations: Tools to Assist in Implementing the IASC APP Commitments](#)
- [Core Humanitarian Standards on Quality and Accountability](#)
- [IASC Revised Commitments on Accountability to Affected Populations](#)
- [Operational Guidance on Accountability to Affected People \(AAP\)](#)
- [Participatory Assessment in Operations](#)
- [Protection Mainstreaming Toolkit](#)
- [Summary Guidelines to Integrating Accountability to Affected People \(APP\) into Country Office Planning Cycles](#)

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Similarly, our Protection from Sexual Exploitation and Abuse Policy and Procedures, another component of the larger suite of policies and procedures, is compliant with the [IASC's Six Core Principles](#).

Detailed Explanations of EngenderHealth Commitments

This section of the framework details EngenderHealth's AAP commitments of accessibility; meaningful participation and inclusion; responsiveness; security, safety, and protection; and transparency and predictability across governance and leadership, project life cycles, response mechanisms, and partnerships. These details include our strategies and procedures for upholding our commitments, tools and resources that support our strategies and procedures, and the staff responsible for ensuring implementation of these strategies. The following abbreviations are used to demonstrate staff responsible.

Table 1. Staff Abbreviations

Abbreviation	Definition
Admin	Administrative Team (local)
CO Staff	Country Office Staff (local)
COP/PD	Chief of Party or Project Director (local)
Country Rep.	Country Representative (local)
Dir. IARM	Director of Internal Audit and Risk Management
ET	Executive Team (global)
GEDI Champ	Gender, Equity, Diversity, Inclusion Champion (local)
GEDI Council	Gender, Equity, Diversity, Inclusion Council (global)
Global Comms	Global Communications Department (global)
Global HR	Global Human Resources Staff (global & local)
Global IRE	Global Impact, Research, and Evaluation (global)
Global IT	Global Information Technology Staff (global & local)
Global Tech	Global Technical Team (global)
GYSI-COP	Gender, Youth, and Social Inclusion Community of Practice (local)
M&E FP	Monitoring and Evaluation Focal Points (local)
HR Mgr.	Human Resources Manager (local)
PM	Project Manager (local)
Sr. Dir. GYSI	Senior Director of Gender, Youth, and Social Inclusion (global)
SMT	Senior Management Team (local)
VP-F&A	Vice President of Finance and Administration (global)
VP-HR	Vice President of Human Resources (global)

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Accessibility Commitments

Strategies and Procedures	Tools and Resources	Staff Responsible
Accessibility: Governance and Leadership Commitment		
Ensure leadership is accessible		
<p>Strategy: Ensure leadership, including board members, are accessible to personnel, impact populations, partners, and other stakeholders</p> <p>Procedure(s): Make leadership contact information (email, phone, etc.) easily accessible to all staff</p>	<p>Tools: Leadership communications protocols</p>	<p>ET, Country Rep., Admin</p>
Ensure governance structures are accessible		
<p>Strategy: Make all policies, procedures, and frameworks available to all personnel and stakeholders</p> <p>Procedure(s): Include organizational policies, procedures, and frameworks in partnership agreements and contracts and employment contracts; share organizational policies, procedures, and frameworks on our website</p>	<p>Tools: Employment contracts; partnership agreements and contracts</p>	<p>HR Mgr.</p>
<p>Strategy: Make organizational policies, procedures, and frameworks available in the languages of partners and community members, including languages of marginalized groups (e.g., refugees and internally displaced populations); establish mechanisms to monitor implementation of organizational policies, procedures, and frameworks</p> <p>Procedure(s): Translate organizational policies, procedures, and frameworks into the languages of partners and community members</p>	<p>Tools: Organizational policies, procedures, and frameworks</p>	<p>HR Mgr.</p>
<p>Strategy: Make policies available in various formats to accommodate people with disabilities</p> <p>Procedure(s): Develop materials for people with disabilities, including via contextualizing resources in collaboration with local experts</p>	<p>Tools: Organizational policies, procedures, and frameworks</p>	<p>COP/PD, Country Rep., VP-F&A</p>
<p>Strategy: Conduct policies, procedures, and frameworks trainings for personnel, partners, and impact populations</p> <p>Procedure(s): Create training curricula and conduct trainings</p>	<p>Tools: Policies, procedures, and frameworks training materials</p>	<p>Country Rep.</p>

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Strategies and Procedures	Tools and Resources	Staff Responsible
Accessibility: Project Life Cycle Commitment		
Ensure needs assessments are accessible		
<p>Strategy: Make needs assessments available in local languages, including languages of marginalized groups (e.g., refugees and internally displaced populations)</p> <p>Procedure(s): Translate needs assessments into local languages, in collaboration with local experts</p>	<p>Tools: Needs assessments guide</p> <p>Resources: Gender, Youth, and Social Inclusion (GYSI) Analysis Framework and Toolkit; Risk Assessment Matrix</p>	<p>COP/PD, Country Rep., Sr. Dir. GYSI, GYSI-COP</p>
<p>Strategy: Make needs assessments available in various formats to accommodate people with disabilities</p> <p>Procedure(s): Develop materials for people with disabilities, including via contextualizing resources in collaboration with local experts</p>	<p>Tools: Needs assessments guide</p>	<p>COP/PD, Country Rep., Sr. Dir. GYSI, GYSI-COP</p>
Ensure project design and planning activities are accessible		
<p>Strategy: Engage a wide range of community members (especially women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV) in participatory design workshops, including by considering appropriate seasons and times of day or week and accessible venues, to reflect the needs of various groups</p> <p>Procedure(s): Include various types of participatory consultations in project design activities</p>	<p>Tools: Project design guide and procedures</p>	<p>COP/PD, Country Rep., Sr. Dir. GYSI, GYSI-COP</p>
Ensure the project is accessible		
<p>Strategy: Share project information across various access points and in formats available to different community members and social groups</p> <p>Procedure(s): Diversify project communications channels, languages, and formats</p>	<p>Tools: Project communications protocols</p> <p>Resources: GYSI Analysis Framework and Toolkit</p>	<p>COP/PD, Country Rep., Sr. Dir. GYSI, GYSI-COP</p>

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Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Establish clear selection criteria for impact populations, partners, and personnel, building upon risk assessment findings and our Do No Harm Framework</p> <p>Procedure(s): Develop selection criteria at the beginning of every project using a participatory approach and prioritizing underserved social groups; validate criteria with community members</p>	<p>Tools: Selection criteria checklist and guide; risk assessment and mitigation tools</p> <p>Resources: Do No Harm Framework; GYSI Analysis Framework and Toolkit; Risk Assessment Matrix</p>	<p>COP/PD, Country Rep., Sr. Dir. GYSI, GYSI-COP</p>
Ensure monitoring, evaluation, and learning activities are accessible		
<p>Strategy: Make monitoring, evaluation, and learning frameworks and feedback mechanisms available to a range of audiences (especially women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV)</p> <p>Procedure(s): Diversify feedback channels, ensuring availability in different languages and formats</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>COP/PD, Country Rep., Sr. Dir. GYSI, GYSI-COP, Global IRE, M&E FP</p>
<p>Strategy: Make monitoring, evaluation, and learning findings available to a range of audiences (especially women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV), including by ensuring data are tailored for different audiences; disaggregate data by age, sex, and other key social characteristics</p> <p>Procedure(s): Include a dissemination strategy in monitoring, evaluation, and learning frameworks and develop materials in different languages and formats, tailored to different audiences</p>	<p>Tools: Monitoring, evaluation, and learning tools; project communications protocols; project monitoring, evaluation, and learning plan and dissemination strategy</p>	<p>COP/PD, Country Rep., M&E FP, Sr. Dir. GYSI, GYSI-COP, Global IRE</p>

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Strategies and Procedures	Tools and Resources	Staff Responsible
Accessibility: Response Mechanisms Commitment		
Ensure response mechanisms are accessible		
<p>Strategy: Make complaints and responses mechanisms available in local languages, including languages of marginalized groups (e.g., refugees and internally displaced populations)</p> <p>Procedure(s): Translate complaints and responses mechanisms into local languages, in collaboration with local experts</p>	<p>Tools: Needs assessments guide; response and complaints mechanisms</p>	<p>VP-F&A, Country Rep., COP/PD, Director GYSI</p>
<p>Strategy: Make complaints and responses mechanisms available in various formats to accommodate people with disabilities</p> <p>Procedure(s): Develop response and complaints tools in formats accessible by people with disabilities, including via contextualizing resources in collaboration with local experts</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>VP-F&A, Country Rep., COP/PD, Director GYSI</p>
Accessibility: Partnerships Commitment		
Ensure partnerships are accessible		
<p>Strategy: Make partnerships accessible to a wide range of stakeholders and promote coordination</p> <p>Procedure(s): Include stakeholders identification and mapping exercises in context analyses and partner identification processes</p>	<p>Tools: Context analysis guide; partner identification tools</p>	<p>COP/PD, Country Rep.</p>

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Meaningful Participation and Inclusion Commitments

Strategies and Procedures	Tools and Resources	Staff Responsible
Meaningful Participation and Inclusion: Governance and Leadership Commitment		
Ensure leadership prioritizes meaningful participation and inclusion		
<p>Strategy: Ensure leadership commits to principles of antidiscrimination, diversity, and inclusion</p> <p>Procedure(s): Ensure leadership endorses antidiscrimination policies and procedures, including through completing trainings around addressing bias</p>	<p>Tools: Gender, Equity, Diversity, Inclusion Policy; Human Resources: Policies and Procedures</p>	<p>ET, Global HR, GEDI Council, GEDI Champ</p>
<p>Strategy: Ensure diverse leadership, including local staff comprising various social groups</p> <p>Procedure(s): Prioritize recruitment of local staff</p>	<p>Tools: Human resources processes and procedures, guide, and checklist</p>	<p>ET, Global HR, GEDI Council, GEDI Champ</p>
Ensure governance structures incorporate meaningful participation and inclusion		
<p>Strategy: Ensure organizational policies and procedures are available in local languages, including languages of marginalized groups (e.g., refugees and internally displaced populations)</p> <p>Procedure(s): Translate policies and procedures into local languages, in collaboration with local experts</p>	<p>Tools: Policy review procedures</p>	<p>ET, Global HR, GEDI Council, GEDI Champ, Global Comms</p>
<p>Strategy: Make organizational policies and procedures available in various formats to accommodate people with disabilities</p> <p>Procedure(s): Develop policies and procedures in formats accessible by people with disabilities and include a commitment to people with disabilities within policies and procedures, including via contextualizing resources in collaboration with local experts</p>	<p>Tools: Project communications protocols</p>	<p>ET, Global HR, GEDI Council, GEDI Champ, Global Comms</p>
<p>Strategy: Ensure policies reflect the needs of all stakeholders and community members by implementing participatory approaches</p> <p>Procedure(s): Incorporate a participatory approach in policy development and review processes</p>	<p>Tools: Policy development and review processes and procedures</p>	<p>ET, Global HR, GEDI Council, GEDI Champ</p>

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Strategies and Procedures	Tools and Resources	Staff Responsible
Meaningful Participation and Inclusion: Project Life Cycle Commitment		
Ensure needs assessments incorporate meaningful participation and inclusion		
<p>Strategy: Engage diverse social groups in needs assessments</p> <p>Procedure(s): Incorporate a participatory approach into outreach strategies</p>	<p>Tools: Needs assessments guide; project outreach strategy</p>	<p>Country Rep., PM, Sr. Dir. GYSI, GYSI-COP</p>
<p>Strategy: Complete needs assessments in different languages and using various data collection methods</p> <p>Procedure(s): Translate needs assessment tools and employ diversified methodologies when conducting needs assessments</p>	<p>Tools: Needs assessments guide</p>	<p>Country Rep., PM, Sr. Dir. GYSI, GYSI-COP</p>
<p>Strategy: Complete power and relational analyses to establish an understanding of the extent to which gatekeepers influence representation</p> <p>Procedure(s): Incorporate a power and relational analyses into needs assessment</p>	<p>Tools: Needs assessments guide</p>	<p>Country Rep., PM, Sr. Dir. GYSI, GYSI-COP</p>
<p>Strategy: Ensure context and situational analyses demonstrate an understanding of local cultural contexts as well as cultural and political sensitivities</p> <p>Procedure(s): Incorporate situational and context analyses into needs assessments</p>	<p>Tools: Context analysis guide; needs assessments guide</p>	<p>Country Rep., PM, Global IRE, M&E FP</p>
Ensure project design and planning phases incorporate meaningful participation and inclusion		
<p>Strategy: Use participatory approaches and include diverse social groups (including project administration teams) in project design and planning processes and outreach strategy development</p> <p>Procedure(s): Include a wide range of community members in participatory workshops to contribute to project design and develop outreach strategies</p>	<p>Tools: Project design guide and procedures</p>	<p>Country Rep., PM</p>

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Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Ensure project design and planning processes consider holidays (national holidays, religious holidays, etc.) celebrated by and busy periods of (e.g., farming and harvesting seasons) a variety of community members</p> <p>Procedure(s): Tailor project timelines to engage diverse communities</p>	<p>Tools: Project design guide and procedures</p>	<p>Country Rep., PM</p>
<p>Strategy: Use evidence from needs assessment to inform project design and planning</p> <p>Procedure(s): Incorporate evidence from needs assessments into project design and planning activities</p>	<p>Tools: Needs assessments guide; project design guide and procedures</p>	<p>Country Rep., PM, Global IRE, M&E FP</p>
Ensure project implementation incorporates meaningful participation and inclusion		
<p>Strategy: Engage diverse social groups in project implementation</p> <p>Procedure(s): Develop and implement outreach strategies focusing on diverse groups</p>	<p>Tools: Project outreach strategy</p>	<p>Country Rep., PM, GYSI-COP</p>
<p>Strategy: Share project information in local languages and in various formats</p> <p>Procedure(s): Include translation and design in project communications strategies</p>	<p>Tools: Project communications protocols</p>	<p>Country Rep., PM</p>
Ensure monitoring, evaluation, and learning activities incorporate meaningful participation and inclusion		
<p>Strategy: Ensure monitoring, evaluation, and learning frameworks and feedback mechanisms are accessible to a wide range of users</p> <p>Procedure(s): Develop diverse monitoring, evaluation, and learning strategies and feedback mechanisms</p>	<p>Tools: Monitoring, evaluation, and learning tools</p>	<p>Country Rep., PM, Global IRE, M&E FP</p>
<p>Strategy: Meaningfully address community feedback, including to inform project reviews and adaptations</p> <p>Procedure(s): Incorporate findings from monitoring, evaluation, and learning activities as well as from complaints and responses mechanisms into project design systems and structures</p>	<p>Tools: Complaints and responses mechanisms; monitoring, evaluation, and learning tools</p>	<p>Global IRE, M&E FP</p>

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Strategies and Procedures	Tools and Resources	Staff Responsible
Meaningful Participation and Inclusion: Response Mechanism Commitment		
Ensure response mechanisms incorporate meaningful participation and inclusion		
<p>Strategy: Make complaints and responses mechanisms accessible to a wide range of community members and social groups</p> <p>Procedure(s): Diversify feedback channels; make materials available in various languages; communicate information about feedback mechanisms in different formats</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>Country Rep., PM, Sr. Dir. GYSI, GYSI-COP</p>
<p>Strategy: Meaningfully address responses and complaints and treat complaints as learning opportunities</p> <p>Procedure(s): Incorporate governance, procedural, operational, and programmatic reviews as part of complaints management processes</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>Country Rep., PM, GYSI-COP</p>
Meaningful Participation and Inclusion: Partnerships Commitment		
Ensure partnerships incorporate meaningful participation and inclusion		
<p>Strategy: Diversify partners, emphasizing partnerships with marginalized groups</p> <p>Procedure(s): Make partnership opportunities accessible to diverse social groups</p>	<p>Tools: Partner identification tools</p>	<p>Country Rep., PM, Sr. Dir. GYSI, GYSI-COP</p>

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Responsiveness

Strategies and Procedures	Tools and Resources	Staff Responsible
Responsiveness: Governance and Leadership Commitment		
Ensure leadership is responsive		
<p>Strategy: Evaluate and select managers and leaders, including board members, based on their ability to articulate systems of oppression and causes of injustice and violence as well as a demonstrated understanding of context specificities</p> <p>Procedure(s): Include interview questions around responsiveness, accountability, and approach to leadership related to oppression and social justice</p>	<p>Tools: Interview guide and checklist</p> <p>Resources: NGO Interview Questions and Answers (Ultimate Guide)</p>	<p>HR Mgr.</p>
<p>Strategy: Document and address personnel requests, questions, needs, and complaints (formal or informal) in a timely, effective manner</p> <p>Procedure(s): Include guidance for managing personnel and requests within policies and establish open lines of communications with leadership (including board members)</p>	<p>Tools: Procedure and management checklist, project communications protocols</p>	<p>HR Mgr. & PM</p>
Ensure governance structures are responsive		
<p>Strategy: Regularly review and update organizational policies, procedures, and frameworks based on feedback and in response to changing needs</p> <p>Procedure(s): Facilitate participatory policy reviews through consultations, workshops, etc.</p>	<p>Tools: Policy review procedures</p>	
<p>Strategy: Routinely monitor and analyze the local context to respond to evolving needs and challenges</p> <p>Procedure(s): Complete context and situation analyses, such as an analysis of political, economic, social, technological, legal, and environmental (PESTLE) factors influencing the context in project design procedures</p>	<p>Tools: Job descriptions; project design guide and procedures; terms of reference</p> <p>Resources: Humanitarian Innovation Guide</p>	

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Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Incorporate risk mitigation strategies into operations, policies, processes, and procedures</p> <p>Procedure(s): Establish mitigation strategies that consider communications environmental, financial, human-resources risks associated with the local context</p>	<p>Tools: Project communications protocols; risk assessment and mitigation tools</p> <p>Resources: Annual Internal Control Self-Assessment; Organizational Preparedness Framework; Risk Assessment Matrix</p>	Dir. IARM
Responsiveness: Project Life Cycle Commitment		
Ensure needs assessments are responsive		
<p>Strategy: Address evidence from needs assessments during project design and planning</p> <p>Procedure(s): Complete needs assessments prior to project design</p>	<p>Tools: Needs assessments guide; project design guide and procedures</p> <p>Resources: GYSI Analysis Framework and Toolkit; Risk Assessment Matrix</p>	Sr. Dir. GYSI, GYSI-COP
<p>Strategy: Complete needs assessments to establish a clear understanding of different social groups (especially women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV)</p> <p>Procedure(s): Diversify needs assessment methodologies and samples, ensuring inclusion of different social groups</p>	<p>Tools: Needs assessments guide</p> <p>Resources: GYSI Analysis Framework and Toolkit; Risk Assessment Matrix</p>	Sr. Dir. GYSI, GYSI-COP
<p>Strategy: Co-design needs assessments with community members, including different social groups, local leaders, and local government administration</p> <p>Procedure(s): Complete a GYSI analysis of the local context, in consultation with community members, including different social groups, local leaders, and local government administration</p>	<p>Tools: Needs assessments guide</p> <p>Resources: GYSI Analysis Framework and Toolkit</p>	Sr. Dir. GYSI, GYSI-COP

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Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Complete risk assessments and develop risk mitigation plans prior to conducting needs assessments, to be able to respond to any potential challenges</p> <p>Procedure(s): Schedule and conduct risk assessment and mitigation planning prior to needs assessment</p>	<p>Tools: Needs assessments guide, risk assessment and mitigation tools</p> <p>Resources: GYSI Analysis Framework and Toolkit; Risk Assessment Matrix</p>	<p>Sr. Dir. GYSI, GYSI-COP</p>
Ensure project design and planning phases are responsive		
<p>Strategy: Engage community members (especially women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV) in project planning and design, implementation, and monitoring activities</p> <p>Procedure(s): Include community members in participatory project design workshops</p>	<p>Tools: Project design guide and procedures</p> <p>Resources: Gender, Youth, and Social Inclusion Staff Training Manual</p>	<p>CO Staff</p>
<p>Strategy: Ensure project design responds to community priorities (especially the needs of women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV)</p> <p>Procedure(s): Complete needs assessments prior to project design and use evidence from assessments to inform project design</p>	<p>Tools: Needs assessments guide; project design guide and procedures</p> <p>Resources: Gender, Youth, and Social Inclusion Marker</p>	<p>Sr. Dir. GYSI, Country Rep., GYSI-COP</p>
<p>Strategy: Ensure project design reflects local context</p> <p>Procedure(s): Complete context and situation analyses, such as an analysis of political, economic, social, technological, legal, and environmental (PESTLE) factors influencing the context in project design procedures</p>	<p>Tools: Project design guide and procedures</p> <p>Resources: Guidelines on Participatory Approach and Co-Design Workshops and Program Design and Performance Management Toolkit</p>	<p>Country Rep., Global IRE, M&E FP</p>

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Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Complete risk assessments and develop risk mitigation plans during the project design phase to be able to respond to any potential challenges</p> <p>Procedure(s): Incorporate risk assessment and mitigation planning in the project design and planning process</p>	<p>Tools: Project design guide and procedures; risk assessment and mitigation tools</p> <p>Resources: Do No Harm Framework</p>	Country Rep., GYSI-COP, Global IRE, M&E FP
<p>Strategy: Ensure monitoring, evaluation, and learning frameworks and complaints and responses mechanisms respond to the needs of community members (especially women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV)</p> <p>Procedure(s): Establish monitoring, evaluation, and learning frameworks and complaints and responses mechanisms that operate across diverse channels</p>	<p>Tools: Complaints and responses mechanisms; monitoring, evaluation, and learning tools</p>	Global IRE, M&E FP
Ensure project implementation is responsive		
<p>Strategy: Regularly review and update project plans to reflect changing context and community feedback, for instance, via project advisory groups that include women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV</p> <p>Procedure(s): Diversify feedback channels (for instance, using suggestion boxes and toll-free hotlines) and project review systems and procedures</p>	<p>Tools: Complaints and responses mechanisms; interview guide</p>	COP/PD
<p>Strategy: Engage community members (especially women, adolescents and youth, people with disabilities, refugees, internally displaced populations, gender-based violence survivors, and people living with HIV) in project reviews to understand and respond to evolving needs</p> <p>Procedure(s): Include community members in project review sessions and complete quarterly reflections</p>	<p>Tools: Monitoring, evaluation, and learning tools</p> <p>Resources: Gender, Youth, and Social Inclusion Marker</p>	COP/PD

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Address community feedback in a sensitive, timely, effective, and welcoming manner</p> <p>Procedure(s): Include a timeline for responding to feedback received through complaints and responses mechanisms</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>COP/PD, Country Rep., Global IRE, M&E FP</p>
<p>Ensure monitoring, evaluation, and learning activities are responsive</p>		
<p>Strategy: Adjust project interventions based on monitoring, evaluation, and learning findings and on-going reviews of data</p> <p>Procedure(s): Include monitoring, evaluation, and learning in project planning and design and schedule routine data collection, documentation, and synthesis</p>	<p>Tools: Monitoring, evaluation, and learning tools; project design guide and procedures; project monitoring, evaluation, and learning plan and dissemination strategy</p>	<p>Global IRE, M&E FP</p>
<p>Strategy: Share monitoring, evaluation, and learning findings with community members and other stakeholders</p> <p>Procedure(s): Include a dissemination strategy in monitoring, evaluation, and learning frameworks</p>	<p>Tools: Monitoring, evaluation, and learning tools; project communications protocols</p>	<p>Country Rep.</p>
<p>Responsiveness: Response Mechanisms Commitment</p>		
<p>Ensure response mechanisms are responsive</p>		
<p>Strategy: Ensure equitable and inclusive access to feedback mechanisms to community members, personnel, partners, and other stakeholders</p> <p>Procedure(s): Diversify feedback channels, including by establishing suggestion boxes and toll-free hotlines</p>	<p>Tools: Complaints and responses mechanisms; interview guide</p>	<p>COP/PD, Country Rep.</p>
<p>Strategy: Address all feedback in a sensitive, timely, effective, and welcoming manner</p> <p>Procedure(s): Establish diverse feedback channels and regularly analyze feedback to identify lessons to improve project interventions</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>COP/PD, Country Rep.</p>

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures		Tools and Resources	Staff Responsible
Medium	<p>Strategy: Ensure people with disabilities can access feedback mechanisms</p> <p>Procedure(s): Establish complaints and responses mechanisms that specifically enable people with disabilities to provide feedback</p>	<p>Tools: Complaints and responses mechanisms</p>	COP/PD, Country Rep.
Low	<p>Strategy: Consider risk as part of the complaints and responses mechanisms</p> <p>Procedure(s): Incorporate risk assessment and mitigation into complaints and responses mechanisms</p>	<p>Tools: Complaints and responses mechanisms; risk assessment and mitigation tools</p> <p>Resources: Risk Assessment Matrix</p>	COP/PD, Country Rep., Sr. Dir. GYSI, GYSI-COP
Responsiveness: Partnerships Commitment			
Ensure partnerships are responsive			
Medium	<p>Strategy: Establish open feedback and communications channels with partners</p> <p>Procedure(s): Detail communications channels in partners agreements, contracts, and memoranda of understanding</p>	<p>Tools: Partner agreements, contracts, and memoranda of understanding</p>	COP/PD, Country Rep.
Medium	<p>Strategy: Respond to partner feedback in a sensitive, timely, effective, and welcoming manner</p> <p>Procedure(s): Establish partner feedback channels and regularly analyze feedback to identify lessons to improve project interventions</p>	<p>Tools: Complaints and responses mechanisms</p>	COP/PD, Country Rep.
Low	<p>Strategy: Regularly review and evaluate partnerships, with input from partners</p> <p>Procedure(s): Adjust the type and nature of partnerships and include a partnership review processes in partner agreements, contracts, and memoranda of understanding</p>	<p>Tools: Partner agreements, contracts, and memoranda of understanding; partner vetting and organizational assessment procedures</p>	VP-F&A, COP/PD, Country Rep.

Accountability to Affected Populations (AAP) Framework

Security, Safety, and Protection

Strategies and Procedures	Tools and Resources	Staff Responsible
Security, Safety, and Protection: Governance and Leadership Commitment		
Ensure leadership prioritizes safety, security, and protection		
<p>Strategy: Ensure leadership prioritizes the security, safety, and protection of affected populations, including personnel and impact populations</p> <p>Procedure(s): Leadership expresses commitments via establishment and dissemination of safety, security, and protection measures</p>	<p>Tools: Complaints and responses mechanisms; monitoring, evaluation, and learning tools; risk assessment and mitigation tools</p> <p>Resources: AAP Framework; Duty of Care Framework; Organizational Preparedness Framework; Security and Safety Management Policy</p>	Dir. IARM
<p>Strategy: Ensure safety, security, and protection are part of staff development</p> <p>Procedure(s): Train staff on safety, security, and protection</p>	<p>Tools: Security and Safety Management Policy</p>	Country Rep., PM & HR Mgr.
Ensure governance structures incorporate safety, security, and protection mechanisms		
<p>Strategy: Establish policies for the safety, security, and protection of all affected populations, including personnel and impact populations</p> <p>Procedure(s): Develop and implement comprehensive policies, processes, and procedures centralizing safety, security, and protection; monitor implementation</p>	<p>Tools: Contingency plans; monitoring, evaluation, and learning tools; risk assessment and mitigation tools</p> <p>Resources: AAP Framework; Organizational Preparedness Framework; Security and Safety Management Policy</p>	Dir. IARM, CO Staff

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
Security, Safety, and Protection: Governance and Leadership Commitment		
Ensure leadership prioritizes safety, security, and protection		
<p>Strategy: Ensure leadership prioritizes the security, safety, and protection of affected populations, including personnel and impact populations</p> <p>Procedure(s): Leadership expresses commitments via establishment and dissemination of safety, security, and protection measures</p>	<p>Tools: Complaints and responses mechanisms; monitoring, evaluation, and learning tools; risk assessment and mitigation tools</p> <p>Resources: AAP Framework; Duty of Care Framework; Organizational Preparedness Framework; Security and Safety Management Policy</p>	Dir. IARM
<p>Strategy: Ensure safety, security, and protection are part of staff development</p> <p>Procedure(s): Train staff on safety, security, and protection</p>	<p>Tools: Security and Safety Management Policy</p>	Country Rep., PM & HR Mgr.
Ensure governance structures incorporate safety, security, and protection mechanisms		
<p>Strategy: Establish policies for the safety, security, and protection of all affected populations, including personnel and impact populations</p> <p>Procedure(s): Develop and implement comprehensive policies, processes, and procedures centralizing safety, security, and protection; monitor implementation</p>	<p>Tools: Contingency plans; monitoring, evaluation, and learning tools; risk assessment and mitigation tools</p> <p>Resources: AAP Framework; Organizational Preparedness Framework; Security and Safety Management Policy</p>	Dir. IARM, CO Staff
<p>Strategy: Protect organizational data—including data related to employees, partners, and impact populations</p> <p>Procedure(s): Develop and implement cybersecurity and data handling policies and mechanisms; monitor implementation</p>	<p>Tools: Computer Standards and Policies</p>	Global IT

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Establish mechanisms, processes, and procedures for preventing sexual exploitation and abuse</p> <p>Procedure(s): Incorporate prevention of sexual exploitation and abuse mechanisms into governance structures</p>	<p>Tools: Complaints and responses mechanisms</p> <p>Resources: Prevention of Sexual Exploitation and Abuse Policy; Security and Safety Management Policy</p>	<p>VP-F&A, GEDI Council, GEDI Champ</p>
Security, Safety, and Protection: Project Life Cycle Commitment		
Ensure needs assessments incorporate security, safety, and protection mechanisms		
<p>Strategy: Assess risks and establish security, safety, and protection measures during the needs assessment phase</p> <p>Procedure(s): Incorporate risk analyses into needs assessments</p>	<p>Tools: Needs assessments guide</p> <p>Resources: Risk Assessment Matrix</p>	<p>COP/PD, Country Rep., GYSI-COP</p>
<p>Strategy: Protect data collected through needs assessments, including by anonymizing participants names, identities, and locations</p> <p>Procedure(s): Incorporate privacy and confidentiality mechanisms into needs assessments</p>	<p>Tools: Needs assessments guide</p>	<p>COP/PD, Country Rep., GYSI-COP, Global IRE, M&E FP</p>
Ensure project design and planning phases incorporate security, safety, and protection mechanisms		
<p>Strategy: Assess risks during project design and planning phases</p> <p>Procedure(s): Incorporate risk management into project design and planning phases</p>	<p>Tools: Project design guide and procedures; risk assessment and mitigation tools</p> <p>Resources: GYSI Analysis Framework and Toolkit; Risk Assessment Matrix</p>	<p>COP/PD, Country Rep., GYSI-COP</p>

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
Ensure project implementation incorporates safety, protection, and security mechanisms		
<p>Strategy: Regularly update risk assessments and risk mitigation strategies throughout the project life cycle</p> <p>Procedure(s): Embed risk management processes throughout project implementation</p>	<p>Tools: Risk assessment and mitigation tools</p> <p>Resources: Do No Harm Framework</p>	<p>COP/PD, GYSI-COP, Sr. Dir. GYSI</p>
<p>Strategy: Protect impact populations' and partners' data</p> <p>Procedure(s): Incorporate cybersecurity and data handling policy into projects</p>	<p>Tools: Computer Standards and Policies</p>	<p>Global IT</p>
Ensure monitoring, evaluation, and learning activities incorporate safety, protection, and security mechanisms		
<p>Strategy: Ensure response and complaints mechanisms are safe, secure, private, and confidential and offer protection</p> <p>Procedure(s): Establish referral systems for survivors of violence and standardize operating procedures for handling feedback and complaints</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>VP-F&A</p>
Security, Safety, and Protection: Response Mechanisms Commitment		
Ensure response mechanisms incorporate security, safety, and protection mechanisms		
<p>Strategy: Ensure complaints and responses mechanisms are safe, secure, private, and confidential and offer protection</p> <p>Procedure(s): Include safety and confidentiality procedures in response mechanisms</p>	<p>Tools: Complaints and responses mechanisms</p> <p>Resources: Security and Safety Management Policy</p>	<p>VP-F&A, Country Rep., COP/PD, GEDI Council, GEDI Champ</p>
<p>Strategy: Ensure complaints and response mechanisms offer protection for affected populations, including survivors of violence</p> <p>Procedure(s): Establish referral systems for survivors of violence and standardize operating procedures for handling complaints and responses</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>GYSI-COP, Sr. Dir. GYSI, VP-F&A</p>

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Ensure complaints and responses mechanisms consider and manage risks throughout the process</p> <p>Procedure(s): Incorporate risk analysis and mitigation strategies into complaints and responses mechanisms</p>	<p>Tools: Complaints and responses mechanisms; risk analysis and mitigation tools</p>	VP-F&A
<p>Strategy: Ensure service providers and partners adhere to Do No Harm principles</p> <p>Procedure(s): Incorporate vetting and organizational assessments in partnership processes</p>	<p>Tools: Partner agreements, contracts, and memoranda of understanding; partnership vetting and organizational assessment procedures</p>	GYSI-COP, GYSI Champ, Country Rep., COP/PD
Security, Safety, and Protection: Partnerships Commitment		
Ensure partnerships incorporate security, safety, and protection mechanisms		
<p>Strategy: Establish and maintain two-way feedback mechanisms for working with partners</p> <p>Procedure(s): Include feedback mechanisms in partner agreements contracts, and memoranda of understanding</p>	<p>Tools: Complaints and responses mechanisms; partnership agreements, contracts, and memoranda of understanding</p>	VP-F&A
<p>Strategy: Ensure partners fully understand their duties, responsibilities, and relationships</p> <p>Procedure(s): Include descriptions of duties, responsibilities, and relationships in partner agreements, contracts, and memoranda of understanding</p>	<p>Tools: Partnership agreements, contracts, and memoranda of understanding</p>	VP-F&A
<p>Strategy: Assess potential partners' security, safety, and protection mechanisms</p> <p>Procedure(s): Require partner vetting and assessments for all partners</p>	<p>Tools: Partner vetting and organizational assessment procedures</p>	VP-F&A
<p>Strategy: Ensure communications channels with partners are safe and secure</p> <p>Procedure(s): Review and assess information technology security regularly</p>	<p>Tools: Project communications protocols</p> <p>Resources: Computer Standards and Policies</p>	VP-F&A

Accountability to Affected Populations (AAP) Framework

Transparency and Predictability

Strategies and Procedures	Tools and Resources	Staff Responsible
Transparency and Predictability: Governance and Leadership Commitment		
Ensure leadership prioritizes transparency and predictability		
<p>Strategy: Ensure leadership is transparent with all community members and stakeholders, particularly personnel, impact populations, governments, partners, and funders</p> <p>Procedure(s): Leadership provides regular leadership reports to all staff, impact populations, governments, and funders</p>	<p>Tools: Management guide, procedures, and checklist; meeting records; project communications protocols</p>	<p>ET, SMT, COP/PD, Country Rep., GYSI-COP, GEDI Council</p>
<p>Strategy: Ensure leadership responds to personnel queries and requests following established procedures to ensure predictability</p> <p>Procedure(s): Include guidance for managing personnel and responding to personnel queries and requests in policies</p>	<p>Tools: Management guide, procedures, and checklist</p>	<p>ET, SMT, COP/PD, Country Rep., GYSI-COP, GEDI Council</p>
Ensure governance structures incorporate transparency and predictability		
<p>Strategy: Establish and maintain clear processes and procedures for all aspects of organizational operations to ensure predictability</p> <p>Procedure(s): Incorporate standard operating procedures for human resources and finance policies and processes (e.g., hiring, recruitment, promotions); monitor implementation</p>	<p>Tools: All organizational policies and procedures</p>	<p>VP-HR, GEDI Council, GEDI Champ, SMT</p>
<p>Strategy: Communicate changes to governance structures (e.g., policy updates and changes in processes or procedures) with all relevant stakeholders</p> <p>Procedure(s): Include personnel and other stakeholders in relevant policy or strategic reviews</p>	<p>Tools: Policy review procedures; strategic review processes</p>	<p>VP-HR, GEDI Council, GEDI Champ, SMT</p>

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
Transparency and Predictability: Project Life Cycle Commitment		
Ensure needs assessments incorporate transparency and predictability		
<p>Strategy: Clearly communicate with community members and local government administration about the objectives of needs assessment to manage expectations around potential interventions</p> <p>Procedure(s): Incorporate informed consent mechanisms in needs assessments</p>	<p>Tools: Needs assessments guide</p>	<p>COP/PD, Country Rep., GYSI-COP, Global Tech</p>
<p>Strategy: Ensure community members understand needs assessments processes and procedures and are able to participate, as appropriate, voluntarily</p> <p>Procedure(s): Incorporate informed consent mechanisms in needs assessments</p>	<p>Tools: Needs assessments guide</p>	<p>COP/PD, Country Rep., GYSI-COP, Global Tech</p>
Ensure project design and planning phases incorporate transparency and predictability		
<p>Strategy: Clearly communicate organizational mandates related to potential interventions during project design and planning phases</p> <p>Procedure(s): Include information about potential interventions in the project design and planning phases</p>	<p>Tools: Project design guide and procedures</p>	<p>COP/PD, Country Rep., GYSI-COP, Global Tech</p>
<p>Strategy: Clearly communicate project design and planning processes and procedures to community members and local governments to ensure buy-in</p> <p>Procedure(s): Facilitate participatory project design and planning workshops with community members and government representatives</p>	<p>Tools: Project design guide and procedures</p>	<p>COP/PD, Country Rep., GYSI-COP, Global Tech</p>
Ensure project implementation incorporates transparency and predictability		
<p>Strategy: Share information about projects (their objectives and activities) with relevant stakeholders, including community members, local government administration, and personnel</p> <p>Procedure(s): Provide project information in print and digital forms and during meetings</p>	<p>Tools: Project communications protocols</p>	<p>COP/PD, Country Rep., GYSI-COP, Global Tech</p>

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
<p>Strategy: Share project updates with relevant stakeholders, including community members, local government administration, and personnel</p> <p>Procedure(s): Include regular project reviews in communications strategies</p>	<p>Tools: Project review procedures</p>	<p>COP/PD, Country Rep., GYSI-COP, Global Tech</p>
Ensure monitoring, evaluation, and learning activities incorporate transparency and predictability		
<p>Strategy: Develop and implement monitoring, evaluation, and learning frameworks to generate high-quality data and communicate related processes with key stakeholders</p> <p>Procedure(s): Routinely update monitoring, evaluation, and learning frameworks with high-quality data; disaggregate data by gender and sex; share findings transparently</p>	<p>Tools: Monitoring, evaluation, and learning tools; project monitoring, evaluation, and learning plan and dissemination strategy</p>	<p>COP/PD, Country Rep., GYSI-COP, Global IRE, M&E FP</p>
<p>Strategy: Ensure complaints and responses mechanisms follow clear processes and procedures and communicate processes and procedures with relevant stakeholders</p> <p>Procedure(s): Monitor complaints and responses mechanisms</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>COP/PD, Country Rep., GYSI-COP, Global Tech</p>
Transparency and Predictability: Response Mechanism Commitment		
Ensure response mechanisms incorporate transparency and predictability		
<p>Strategy: Establish and communicate clear and predictable complaints and responses mechanisms and associated processes and procedures</p> <p>Procedure(s): Incorporate details about complaints and responses mechanisms into organizational policies and disseminate widely</p>	<p>Tools: Complaints and responses mechanisms</p>	<p>Country Rep., PM, Global IRE, M&E FP</p>
<p>Strategy: Address all feedback in a sensitive, timely, effective, and welcoming manner</p> <p>Procedure(s): Monitor complaints and responses mechanisms</p>	<p>Tools: Complaints and responses mechanisms</p>	

Accountability to Affected Populations (AAP) Framework

Strategies and Procedures	Tools and Resources	Staff Responsible
Transparency and Predictability: Partnership Commitment		
Ensure partnerships incorporate transparency and predictability		
<p>Strategy: Ensure partners have clear objectives and detailed descriptions of roles and relationships to guarantee predictability</p> <p>Procedure(s): Include clear role descriptions in partnership agreements, contracts, and memoranda of understanding</p>	<p>Tools: Partnership agreements, contracts, and memoranda of understanding</p>	<p>Country Rep., PM, Global IRE, M&E FP</p>
<p>Strategy: Establish clear and predictable communications processes</p> <p>Procedure(s): Include timelines for assistance, response, and referrals in agreements, contracts, and memoranda of understanding</p>	<p>Tools: Partnership agreements, contracts, and memoranda of understanding</p>	<p>Country Rep., PM, Global IRE, M&E FP</p>
<p>Strategy: Communicate reviews, updates, changes, amendments, and any other relevant information to partners</p> <p>Procedure(s): Include communications protocols in agreements, contracts, and memoranda of understanding</p>	<p>Tools: Partnership agreements, contracts, and memoranda of understanding</p>	<p>Country Rep., PM, Global IRE, M&E FP</p>