

# ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP) FRAMEWORK 2024-2025

IOM YEMEN

## WHAT IS ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP)?

As defined by the Inter-agency standing committee (IASC), AAP is defined as “an active commitment by humanitarian actors to use power responsibly by taking account of, giving account to and being held to account by the people they seek to assist”.

In recognition of inherent power differentials between humanitarian actors and affected populations and to ensure assistance addresses the needs of these populations, AAP reminds humanitarian actors of the importance of promoting the participation of those affected in decisions that impact their everyday lives, thereby placing people at the center of programming.

## IOM'S INSTITUTIONAL APPROACH TO AAP

The International Organization for Migration's [AAP framework](#) outlines five key commitments to affirm the rights of those the organization seek to assist (affected populations) are informed and involved in the decisions that affect them:

- A. Leadership:** Strengthen leadership and systems to embed good practices within the organization's management structures and ensure compliance of IOM staff and implementing partners.
- B. Information-sharing and transparency:** Protect and promote the right to information and two-way communication with affected people.
- C. Participation:** Involve populations to influence and shape the design, implementation, monitoring and evaluation of activities and decision-making process throughout the full project cycle.
- D. Complaint and Feedback Mechanisms:** Establish diverse and contextually appropriate mechanisms that enable communities to provide feedback on programmes and submit complaints, and that activate appropriate process and procedures to provide a timely response
- E. Partner Coordination:** Collaborate with peers and partners to deliver on AAP principles and commitments in a coordinated and coherent way, including collective responsibility in inter-agency contexts.

## AAP IN IOM YEMEN'S APPROACH

AAP in Yemen's programming is designed considering that affected populations have the right to not only inform but participate in decisions that impact them. To do so, activities include diverse methods to incorporate the perspective of affected populations before, during and after interventions. The mission's AAP efforts are led by team members within the PSU focused on promoting and ensure the mainstreaming of AAP throughout all activities, including a Community Feedback Mechanism, field level AAP focal points and a mission-wide AAP focal point who provides technical guidance and capacity building to mission staff.



In line with the institution's five commitments, IOM in Yemen strives to mainstream AAP in its programming through focusing on the following three pillars:

### A. PEOPLE-CENTERED DESIGN

- Evidence-based design
- Intervention-specific AAP strategy
- Staying Accountable (Results Matrix)

### B. INCLUSIVE AND MEANINGFUL PARTICIPATION

- Timely and Consistent Information-sharing
- Complaint and Feedback Mechanisms
- Consultive & Participatory Design, Implementation and Monitoring

### C. LEARNING AND ADAPTING

- Monitoring and Evaluation (M&E)
- Training and Capacity Building

## A- PEOPLE-CENTERED DESIGN

To ensure the voice of target populations is integrated in programming, AAP must be considered from the onset of project development and design. To do so, various methods will be utilized to integrate the perspective of individuals to be assisted, and incorporate lessons learned from previous interventions. Staff involved in project development must work with program teams to ensure proposals incorporate the following:

### EVIDENCE

Due to IOM's direct implementation modality, program teams frequently carry out needs assessments, consultations with affected communities, authorities and other key stakeholders as well as beneficiary selection/verification exercises that produce insightful information on the needs and perspective of affected populations. In addition, the Displacement Tracking Matrix provides timely information on population movements, needs and profiles that is beneficial to understand the context. From the onset of the proposal development process, IOM Yemen's programme support staff will work closely with program units to utilize this existing information when developing interventions.

The use of existing information is crucial to avoid fatigue among the affected community resulting from continued data collection conducted not only by IOM, but also other partners. To incorporate this information, staff involved with project development will utilize the repository of lessons learned and best practices (outlined under "Learning and Adapting") as well as information from programs at the onset of proposal development, to understand:

- **Is there evidence that the community has the need the intervention proposes to address?**
- **Are there best practices from similar interventions that can be integrated?**
- **What are key lessons learned from similar interventions that have not yet been taken into consideration?**

When possible and/or required<sup>1</sup>, up to date information will be gathered from the affected populations and/or community that the IOM seeks to assist under the intervention. These consultations and/or assessments can take on various forms (such as focus groups discussions, surveys, one on one interviews, and more), with the goal of gaining a further understanding of the needs, context (community dynamics, information sharing pathways, cultural sensitivities), composition (especially vulnerable and/or marginalized groups) and perspective of the targeted population on activities proposed.

It is important to note, to the extent possible, flexible language must be integrated in project proposals, allowing interventions to be easily adapted to the real-time needs and feedback of the people that IOM seeks to assist. To do so, an inception phase will be incorporated into each intervention. The purpose of the inception phase will be to introduce the project, approach and ensure the proposed design is still applicable. The length of the inception phase may vary depending on the intervention. Upon project closure, IOM will have the opportunity to work with target populations to examine the findings and confirm if any adaptations are necessary, which programme support staff will communicate with the donor if needed.

1. When resources (namely financial) and security conditions allow these consultations to be conducted.



## INTERVENTION-SPECIFIC AAP STRATEGY:

The program team, in collaboration with the AAP focal point and the Community Feedback Mechanism (CFM) team, will develop a strategy to ensure key AAP aspects are integrated in implementation (see Annex 1 for sample template). The main goal is to ensure components such as participation are well-thought out from conceptualization, to identify the following:

- How will people participate (considering barriers to participation for different groups)?
- What will be the key messages, what do target households need to understand? What should we consider?
- When will we share this information, how often?
- Is there any new information CFM team members should have on hand to address calls?
- Which complaint and feedback channels will be utilized? Do they need to be adapted in any way?

## STAYING ACCOUNTABLE - RESULTS MATRIX:

Projects will incorporate at least one indicator to measure AAP related aspects of the intervention. Where applicable (for projects that have AAP specific components), an AAP linked output is integrated into the results matrix, further affirming the intervention's commitment to these activities (please see below table for examples).

INDICATORS	VERIFICATION MEANS	OUTPUTS	OUTCOMES
- Accessible and safe feedback mechanisms in place ( # )	CFM reports, surveys	- Affected populations actively participate in IOM activity design, implementation, and evaluation	- Affected populations actively participate in project cycle
- Staff trained on AAP/CFMs (#)	Training reports, participation lists		
- Affected people aware of available CFMs (%)	Survey	- Affected populations receive assistance and services that are relevant, safe, accessible and timely.	- IOM Strategies, programmes and projects improve the quality of services for the affected populations through increased adoption of AAP approaches.
- Crisis-affected persons, including members of community-based committees and all key gender groups, who participated in decision-making for the design, planning and/or implementation of humanitarian programming (%)	Survey/FGD/Interviews		
- Humanitarian programmes revised and/or designed to reflect consultations with the participation of crisis-affected populations in the planning and design <sup>2</sup> (#)	Knowledge management documents; Reports of activities to inform the community of programme decisions		
- Who have sufficient <sup>3</sup> information about the type of assistance delivered (%)	Evaluation/survey		
- Affected people who state that they were able to access humanitarian assistance in a safe, accessible, accountable and participatory manner <sup>4</sup> (%)	Evaluation/survey		
- Complaints and feedback processed in a timely and safe manner throughout \ the reporting period (%)	Evaluation/survey		

2.“Consultations” may also include feedback and complaints received via CFMs

3. “Sufficient” information is defined as information about 1) Activity to be conducted; 2) time and date; 3) selection criteria; 4) how to raise a feedback, complaint or question. These aspects are measured as a part of the mission's regular monitoring assessments

4. ECHO standard indicator

To ensure the aforementioned aspects of ensuring a people-centered designed are implemented, the following “AAP Project Development Check List” will be verified by the mission’s AAP focal point prior to submission of each proposal to the donor:

**Evidence:**

- The proposal clearly demonstrates use of recent data, lessons learned, information from the field to inform the proposed intervention.
- The intervention takes into consideration needs of specific groups and incorporates methods to address them.

**AAP Strategy:**

- A strategy has been developed, outlining how the community will participate in the intervention, be continuously informed and CFMs to be used as minimum.

**Results Matrix:**

- The proposal incorporates at least one AAP related indicator in the results matrix.

## B. INCLUSIVE AND MEANINGFUL PARTICIPATION

IOM in Yemen will strive to strengthen pathways that foster an environment where the affected population can participate in and shape the intervention in an inclusive and meaningful manner. This means affected persons are not a bystander or just a receiver of assistance, they influence decision making. To do so, the mission will focus on the following key aspects:

- Timely and Consistent Information-sharing.**
- Consultive & Participatory Project design, implementation and evaluation.**
- Two-way communication channels (Community Feedback Mechanisms<sup>5</sup>).**

### TIMELY AND CONSISTENT INFORMATION-SHARING

For members of the affected population to hold humanitarian and/or development actors accountable, they must first be informed of the interventions. IOM in Yemen will utilize mixed methods to share key information on the following:

- Who we are
- What we plan to do
- Who is eligible for assistance
- Available complaint and feedback mechanisms
- Code of conduct and standard of IOM staff behaviour
- Use of data according to data protection policy

As a part of the intervention specific AAP strategy developed at the design phase, key messages will be developed to explain to target populations the above essential points throughout project implementation. When developing information sharing strategies, the needs of different populations will be considered to ensure everyone can access the information displayed including key considerations such as physical safety, language, and physical barriers. In addition, throughout project implementation, key messages are updated according to feedback from the target population, common questions asked via feedback channels etc.

IOM in Yemen operates a robust Camp Coordination and Camp Management program, as the site management partner for 86 sites throughout Yemen. In IOM-managed camps, CCCM team (such as mobilizers) lead efforts to ensure site residents are informed, actively participate in activities and have access to communication channels to raise questions, complaints and feedback. In non-IOM managed sites, program teams closely coordinate with AAP focal points and the Community Feedback Team to ensure adequate information sharing, participation and CFMs.

---

5. IOM in Yemen utilizes the terminology “Community Feedback Pathways” to refer to Complaint and Feedback Mechanisms that target affected populations can utilize to raise any complaints, suggestions, questions etc.

Information sharing modalities will be tailored to the specific needs of the target community, however some examples utilized include:

- Signboards posted in strategic locations (sites, IOM-supported facilities) outlining key contacts, activities, distribution of kit content etc.
- Systematic awareness raising sessions on topics such as beneficiary selection criteria, activities being implemented, available CFMs
- Stickers outlining key information on items distributed and CFM
- Dedicated information desks in large displacement sites



A displaced woman receives cash assistance on the west coast of Yemen© IOM

### AAP IN PRACTICE: NFI DISTRIBUTIONS

As part of non-food-item distributions, IOM teams employ various methods to ensure target households understand what they are receiving and how to properly use the items. To do so, teams utilize a banner for each distribution, displaying a photo of each item and the quantity in the kit. Prior to starting the distribution, team members utilize the banner to show each item and how to use it. The distributions are further accompanied by a mobile Complaint and Feedback desk, where dedicated staff are available to address any concerns, questions or feedback in real time. As a result, beneficiaries are able to properly check kit contents at the time of distribution, and raise any concerns or questions on site.

### CONSULTIVE & PARTICIPATORY IMPLEMENTATION

IOM teams in Yemen will integrate the participation of affected populations in various forms, (such as self-led rehabilitation and/or improvement works, consultations to inform assistance modality, community decision making mechanisms, community-led initiatives), supporting affected populations to have a voice and ownership in the activities that impact them. This means, not only are target groups consulted, but are also able to actively participate in various steps of the project cycle.

IOM in Yemen integrates members of the affected population in activities, often as the agents directly executing activities (community mobilizers, site focal points, members of decision-making structures, hygiene promoters, protection volunteers, and others). A participatory and consultative approach will be further enhanced by systematic monitoring activities (post distribution monitoring, satisfaction surveys etc.). The consistent engagement and participation of target community members allows IOM to adapt program needs in real-time, ultimately maximizing the impact of interventions. In the event a major programmatic change in modality/ change is needed as a result of information received from the target community, the programme support team will consult with the donor on changes needed.

### AAP IN PRACTICE: COMMUNITIES SHAPE SHELTER SUPPORT

IOM's shelter/non-food item (SNFI) teams along the west coast of Yemen utilized a highly participatory approach to shape shelter for rehabilitation activities, ensuring to incorporate not only participation, but also information sharing and transparency and complaint and feedback mechanisms.







From the onset of the project, teams consulted target communities on the type of modality to be utilized (cash or in-kind assistance) via door-to-door visits. In addition, the community was engaged in defining the selection criteria for shelter rehabilitation assistance. As a result, a cash modality was preferred by the community which allowed target households to buy materials to rehabilitate their shelters as they see fit.

The consultative process ensured members of the target community had a voice in the assistance provided and understood the intervention which greatly mitigated potential misunderstandings that could have led to tensions between the communities.

## TWO-WAY COMMUNICATION CHANNELS (COMPLAINT AND FEEDBACK PATHWAYS)

A crucial element of ensuring AAP is Complaint and Feedback Mechanisms (CFMs). These two-way communication channels allow members of the affected population to communicate with IOM to raise concerns, suggestions, questions and more. Although CFMs are often utilized to raise complaints or seek more information, it is important to note they can also be a channel for the organization to know what is working well.

IOM in Yemen operates a variety of CFMs through an established Community Feedback Team, composed of individuals solely dedicated to the management of these mechanisms. The team operates the following mission-wide CFMs:

-  - Toll-free hotline
-   - WhatsApp and SMS
-  - Email ([iomyemencfm@iom.int](mailto:iomyemencfm@iom.int))
-  - [Facebook](#)
-  - [Twitter](#)

To strengthen CFMs and avoid confusion among target communities, the Community Feedback number (hotline, WhatsApp, SMS) will now be the principal CFM for all mission programming. A secure information management system will be utilized to refer cases to relevant program units. In the case a separate hotline is required (such as for the Rapid Response Mechanisms or migrant assistance hotline), the Community Feedback Team and relevant program unit will collaborate to ensure clear information is shared with communities on the differing mechanisms.

Information received via these channels is carefully handled utilizing established Standard Operating Procedures. It is important to note PSEA-related matters are strictly managed in accordance with IOM policies and procedures. All CFM channels will be systematically checked (further outlined in the CFM's SoPs) by the Community Feedback Team to ensure they are properly functioning, with relevant program units being alerted in the case of any issues.

In addition, information materials (posters, banners etc.) about available CFMs will be designed by the Community Feedback Team for use by programs, ensuring materials are visible in each IOM-managed site and or facility (such as Migrant Response Point, IOM-supported health facilities), as well as during activities (such as distributions). Where applicable, donor specific CFM information will be included per donor guidelines.

## C. LEARNING AND ADAPTING

There are multiple opportunities to draw lessons learned from program implementation. The mission will use various channels to gauge satisfaction and gain a better understanding of how assistance provided is received by affected populations. Information from day-to-day interactions, formal surveys, focus group discussions and CFMs will be systematically documented and used to provide beneficial information on what has been done well and areas for improvement. To promote internal awareness and information sharing, the following will be implemented:

### MONITORING

- A set of standardized AAP related questions will be incorporated into every monitoring assessment implemented by the mission. The M&E team will provide the AAP focal point with relevant findings linked to AAP
- The APP focal point will utilize this data to inform best practices, lessons learned and areas of improvement

### QUARTERLY REVIEW OF LESSONS LEARNED

- The mission AAP Focal Point, in conjunction with the Community Feedback Team and M&E, will produce a quarterly summary to highlight key findings drawn from the various information channels, to be included in the M&E quarterly recommendations. Findings will be presented at the Program Management meetings on a quarterly basis, to offer a platform to discuss and actions to be taken if needed.
- The mission AAP focal point in collaboration with the M&E team will track implementation of AAP-related recommendations as part of the M&E recommendation tracker to ensure units are integrating lessons learned and further adapting/improving programming. To do so, a field-based M&E/AAP focal point will operate in central hubs (Ma'rib and Al Makha) to carry out field monitoring for verification and follow-up.



## BUILDING AAP CAPACITY

To ensure AAP can be effectively mainstreamed, IOM staff, implementing partners and affiliated persons must understand the framework and key principles. All IOM staff must complete the AAP online training offered or attend a training session organized by the mission AAP Focal Point.

The mission's AAP focal points will organize refresher training on a systematic basic (up to two times per year in each location), to ensure all staff members are up to date on relative AAP practices, policies, tools etc. To the extent possible, training will be conducted in person throughout the various field offices. In addition, bi-monthly "AAP in Practice" emails will be shared with staff members, highlighting good practices, lessons learned, relevant resource materials and more.

## IMPLEMENTING PARTNERS (IPs)

IOM in Yemen utilizes implementing partnerships in areas where the Organization does not have direct access to carry out activities; partners will be expected to uphold IOM's AAP framework. To do so, the mission's AAP focal point will work closely with the Grants Compliance Unit from start to finish of the partnership as follows:

### Prequalification/Selection:

- The partner's capacity in regards to CFM, information-sharing, and participation will be properly evaluated utilizing a defined set of AAP related criteria
- Should the partner's capacity be deemed insufficient, the AAP focal point will work with the Grants Compliance unit to provide technical guidance and training to bolster the partner's capacity

Implementing partners will be required to participate in a briefing on IOM's AAP framework prior to implementation of the agreement

### Implementation:

- Specific AAP related requirements will be integrated into the partner's agreement, notably the following:
  - CFMs must operate throughout entirety of agreement
  - A summary of complaints and feedback related to IOM's activities to be shared with IOM on a X basis
- The AAP focal point will work closely with the Grants Compliance Unit throughout implementation of the agreement to monitor key AAP related aspects of the activities (functionality of CFMs, information-sharing, participation)



CFM FGD with Migrants, in Bin Moali site, Ma'rib governorate ©IOM



## KEY ROLES AND RESPONSIBILITIES

It is important to note, AAP is a shared responsibility, all staff and/or affiliated persons play a role in ensuring those the mission seeks to assist are at the center of programming. However, please see below the following key roles:

### AAP FOCAL POINT (MISSION-WIDE):

Oversee implementation of the mission's AAP framework, support programs in mainstreaming AAP, provide capacity building opportunities, support in resource mobilization efforts for AAP related activities, participate in inter-agency AAP mechanisms and or working groups. The individual also liaises with HQ, RO, other country missions and/or organizations to organize capacity building opportunities on specific subjects (i.e conflict sensitivity, disability inclusion etc.)

### AAP FP (IN EACH LOCATION):

Ensure integration of AAP in activities, document AAP practices, ensure development of intervention specific AAP strategy, liaise with AAP Focal point to inform capacity building needs.

### M&E STAFF:

Work closely with project development staff and AAP focal point to ensure effective monitoring of AAP related aspects (awareness of CFMs, beneficiary satisfaction etc.) and provide related information.

### COMMUNITY FEEDBACK TEAM:

Manage mission-wide CFM, liaise with program units to ensure key messaging on available CFM, provide technical guidance to program units on operating CFM.

### PROGRAM MANAGERS and/or COORDINATORS, HEADS OF UNIT, FIELD COORDINATORS:

Staff are responsible for ensuring the mainstreaming of AAP across programmes, and for ensuring AAP activities and mechanisms are in place and functional in close coordination with AAP focal points.

### CHIEF AND DEPUTY CHIEF OF MISSION:

IOM Chiefs of Mission are responsible for AAP to be integrated into crisis response country strategies and have oversight to mainstream it across applicable programmes.

Country offices play a key role in participating in the Humanitarian Country Team (HCT) and other coordination mechanisms so that IOM practices are in line with the standards required for collective accountability. As member of the HCT, IOM shall incorporate AAP into its needs assessment templates, cluster plans and country-based strategic documents.

Please also note: Country missions undertaking crisis-related programming report AAP-related information in the Institutional Questionnaire. These missions must also demonstrate in their country strategic plans how affected populations are engaged in the design, implementation, monitoring and evaluation of programmes and complaints and feedback mechanisms.