PROGRAM: PROSPECTS 2.0
ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP) TIPSHEET

PARTNERS: UNHCR – United Nations High Commissioner for Refugees, UNICEF – United Nations International Children's Emergency Fund, ILO – International Labour Organization, World Bank – The World Bank Group, IFC – International Finance Corporation

YEAR: 2026

1.0 INTRODUCTION

About PROSPECTS 2.0 program

PROSPECTS 2.0 is a four-year, multi-partner initiative (2024–2027) funded by the Government of the Netherlands.

It is implemented by UNHCR, UNICEF, ILO, the World Bank, and IFC across Kenya, Uganda, Sudan, and Ethiopia.

The program aims to strengthen protection and advance durable solutions for displaced populations through inclusive, multi-sectoral approaches.

The program aims to enhance protection and durable solutions through inclusive, multi-sectoral programming structured around four core pillars:

- **Education and Learning:** Expanding access to quality education, skills development, and learning opportunities for both displaced populations and host communities.
- **Economic Inclusion:** Promoting livelihoods and dignified economic opportunities through improved access to employment and entrepreneurship.
- **Protection, Social Protection, and Inclusion:** Strengthening government-led protection and inclusion of forcibly displaced persons and host communities within community-based, local, and national social protection systems.
- **Critical Infrastructure:** Enhancing essential services, facilities, and information systems that support the well-being and resilience of forcibly displaced persons and host communities.

PROSPECTS 2.0 program cross-cutting priorities

Prospects program integrates several cross-cutting priorities across all programmatic pillars to ensure inclusive and equitable outcomes.

These include Gender Equality and Diversity Sensitivity, Accountability to Affected Populations (AAP), Meaningful Refugee and Youth Engagement, Disability Inclusion and Localization of Responses.

To support coordination and learning on cross-cutting themes, the Prospects program partners in East Africa region established a Regional Community of Practice (CoP)/Working Group on Cross-Cutting Aspects, co-chaired by UNICEF and UNHCR.

This platform fosters collaboration by introducing new ways of working, enhancing coordination, and promoting knowledge exchange.

It enables sharing of good practices and innovative approaches to ensure critical dimensions are embedded in programming, strengthening impact and building resilience for displaced populations and host communities.

The platform also supports alignment of strategies and joint advocacy across the four targeted countries.

Why the AAP tip sheet

This AAP tip sheet has been developed as an initiative of the Regional Cross-Cutting Aspects Community of Practices to provide guidance to staff and partners engaged in the Prospects 2.0 program on effectively mainstreaming Accountability to Affected People (AAP) across all program pillars.

The tip sheet equips partners with practical guidance to consistently apply accountability principles across program activities and helps strengthen their capacity to engage affected populations effectively, ensuring feedback and participation are integrated into decision-making.

This resource also promotes alignment with organizational and donor commitments to transparency and inclusion

AAP building blocks

Accountability to Affected Populations (AAP) is grounded in four key pillars: participation and inclusion; communication and transparent information sharing;

feedback and response mechanisms; and organizational learning and adaptation. These pillars are supported by efforts to strengthen partner capacity, promote evidence-based advocacy, enhance coordination, and foster strategic partnerships to ensure more inclusive and responsive programming.

2.0 GUIDANCE FOR PARTNERS ACROSS THE AAP BUILDING BLOCKS

AAP BUILDING BLOCKS	KEY ACCOUNTABILITY TO AFFECTED POPULATIONS ACTIONS
1. Participation and Inclusion	**Objective:** Enables all communities to take part in all phases of program management cycle • Assess and prioritize existing capacities and structures that enable par ticipation • Assess participation barriers and opportunities • Meaningful and targeted community engagement • Observe diversity and inclusivity

AAP BUILDING BLOCKS	KEY ACCOUNTABILITY TO AFFECTED POPULATIONS ACTIONS
2. Communication and transparent information sharing	**Objective:** Build trust and accountability, ensuring stakeholders receive accurate, timely information to make informed decisions • Seek community opinions on preferred communication channels and ensure inclusiveness • Establish/adapt multiple two-way communication channels • Codevelop and test community key messages across program pillars with affected populations • Develop targeted messages on selection criteria, available services and opportunities, changes in implementation etc. • Conduct Regular community review forums
3. Feedback and response mechanisms	**Objective:** Ensure community concerns are acknowledged, addressed, and integrated into decision-making processes • Seek community opinions on feedback channels and ensure mechanisms are inclusive. • Set up a structured Feedback and Response System (FRS) with clear SoPs and referral pathways for sensitive and non-sensitive feedback. • Record all feedback, including misinformation, disinformation, and hate speech, and maintain proper documentation. • Analyze feedback trends and disseminate findings to inform program decisions and improvements. • Close the feedback loop by responding to communities and consider interagency coordination for a unified FRS.
4. Organizational learning and adaptation	**Objective:** To continuously improve programs and respond effectively to changing community needs and contexts • Document good practices and lessons learned across all program pillars. • Analyze community feedback regularly and identify emerging trends. • Use feedback to adapt programming and improve interventions across pillars. • Incorporate community voices from research and assessments into advocacy and policymaking. • Share feedback with partners to enable collective Inter-agency approaches for program adaptation.

2.0 AAP CONSIDERATIONS ACROSS PROSPECTS 2.0 PROGRAM PILLARS

PILLAR	AAP CONSIDERATIONS
Education & Learning	• Ensure learners, parents, and education stakeholders, including marginalized groups, participate in school planning and governance processes. • Share clear and accessible information on curriculum, academic calendars, roles, rights, and available support services through multiple formal channels. • Establish safe and confidential feedback mechanisms within schools for reporting concerns, complaints, and suggestions. • Respond promptly to feedback and close the loop through formal communication structures such as school boards or parent-teacher associations. • Use feedback and learner input to adapt teaching methods, learning materials, and school programs for improved quality and inclusivity. • Advocate for policy improvements based on community voices and evidence.
Livelihoods and Economic Inclusion	• Engage affected communities and Refugee-Led Organizations (RLOs) in identifying livelihood priorities, selection criteria and co-designing interventions to ensure relevance and ownership. • Share clear, accessible information on eligibility criteria, selection processes, timelines, and available support services through multiple channels. • Establish safe and confidential feedback and response mechanisms and ensure timely responses to close the feedback loop. • Use community feedback and market assessments to adapt livelihood strategies and promote inclusivity (gender, youth, persons with disabilities). • Integrate Learning to Earning pathways in a way that is transparent, inclusive, and responsive to community input, ensuring equal access to skills development, fair selection criteria, and clear communication on job opportunities.

PILLAR	AAP CONSIDERATIONS
Protection & Social Protection	• Convene protection committees and include RLOs to jointly identify risks, design assistance modalities, and agree on safeguards. • Provide clear, multilingual guidance on rights, eligibility, referral options, case timelines, and data use, shared through trusted, low-risk channels. • Identify, support and complement existing government Grievance/Feedback Mechanisms. Eg. Beneficiary Welfare Committees within the National Safety Net Programme • Operate survivor - centered, confidential feedback mechanisms with mapped referral pathways for GBV, child protection, and other sensitive cases. • Regularly synthesize community feedback with protection risks analyses and adjust targeting, delivery mechanisms, and outreach to reach those most at risk (PWDs, older persons, adolescents, minorities). • Advocate for inclusive policies and enforcing Do No Harm, data protection, and clear case closure/appeal processes
Critical Infrastructure	• Engage communities, Institutions and Refugee-Led Organizations (RLOs) in site selection, design, prioritization and implementation of WASH, shelter, and connectivity services to ensure relevance and safety. • Share clear, accessible information on construction timelines, service standards, roles, and complaint mechanisms through trusted channels and in local languages. • Establish safe and confidential feedback systems for reporting infrastructure issues, safety concerns, or exclusion, and ensure timely resolution and communication back to the community. • Use community feedback and technical assessments to adapt infrastructure plans, ensuring inclusivity for vulnerable groups (women, children, persons with disabilities) and compliance with protection standards.

3.0 GUIDANCE FOR PARTNERS ACROSS THE PROJECT MANAGEMENT CYCLE

PROJECT PHASE	KEY ACCOUNTABILITY TO AFFECTED POPULATIONS ACTIONS
PHASE 1: Assessment & Analysis	**Objective:** Understand community priorities, context, and risks through inclusive, participatory methods. • Engage displaced people and host communities of all age, gender, diversity in the assessment process • Collect community concerns and priorities across all program pillars (Education, livelihoods, protection and critical infrastructure) • Assess community information and communication needs • Assess existing community capacities and structures • Analyze barriers to participation (language, literacy, trust, culture etc.). • Disseminate assessment findings to the communities in accessible formats
PHASE 2: Program Design	**Objective:** Co-create inclusive and responsive interventions with affected populations. • Co-design activities with communities, including youth, women, men and persons with disabilities. • Integrate community-identified priorities across all program pillars eg: ◦ **Education:** Align learning methods with community needs (e.g., mobile learning, language support). ◦ **Economic Inclusion:** Reflect market realities and local aspirations. ◦ **Protection:** Build on local protection networks. ◦ **Infrastructure:** Prioritize what communities consider most urgent. • Establish or adapt community reference groups for continuous consultation. • Design/adapt preferred communication and feedback mechanisms • Define clear staff and partners roles for integrating AAP into project initiatives

PROJECT PHASE	KEY ACCOUNTABILITY TO AFFECTED POPULATIONS ACTIONS
PHASE 3: Implementation & Monitoring	**Objective:** Deliver activities transparently and adapt based on community feedback. • Set up or strengthen multiple inclusive community communication, feedback and response mechanisms and explore interoperability with partners • Train staff and partners on AAP principles including feedback management • Regularly share updates to communities on implementation, including successes and delays, through community-preferred channels. • Collect disaggregated data and Monitor whether interventions are meeting the needs of diverse groups • Jointly implement the program with communities
PHASE 4: Review, Learning & Adaptation	**Objective:** Reflect, adapt, and strengthen accountability practices. • Include trusted community representatives in project reviews • Use feedback data and participatory evaluation results to inform program adjustments . • Close the loop by reporting back to communities on how their input influenced decisions . • Integrate AAP indicators into monitoring frameworks (e.g., % of feedback resolved, # of community consultations held, % of participants who feel heard). • Include AAP progress and gaps in project performance reports, monthly sitreps, and donor reports.

5.0 CONCLUSION

Accountability to Affected Populations is not a one-off activity, but a continuous commitment rooted in respect, inclusion, and transparency.

By systematically integrating AAP across every phase of the program cycle and within each program pillar, we ensure that our work remains responsive to real needs, inclusive of diverse voices, and trusted by the communities we serve.

Documenting and reporting on AAP is how we demonstrate impact accountability.

It builds community trust, promotes transparency, and provides tangible evidence of how programs adapt to feedback.

4.0 REFERENCES

- UNICEF Core Commitments for Children in Humanitarian Action (CCCs) https://www.unicef.org/documents/core-commitments-children-humanitarian-action
- UNICEF AAP Guidance Package (2023) https://www.unicef.org/partnerships/accountability-affected-populations
- UNHCR Accountability to Affected People Operational Guidance (2022) https://www.unhcr.org/publications/manuals/625fe6ec4/unhcr-operational-guidance-on-accountability-to-affected-people.html
- UNHCR Feedback and Response Mechanisms Guidance (2020) https://www.unhcr.org/publications/manuals/5fa2fa764/unhcr-guidance-feedback-response-mechanisms.html
- CHS: Core Humanitarian Standard on Quality and Accountability https://corehumanitarianstandard.org/the-standard
- CDAC Network: How To Guide on Communication and Community Engagement https://www.cdacnetwork.org/tools-and-resources/

Contact: For more information please contact the Regional CoP Co chairs:
Katie Ogwang - Senior Community Based Protection Officer at Ogwangk@unhcr.org,
Lydia Atiema - AAP & Gender Equality officer at Atiemao@unhcr.org,
Gloria Kaberia, Regional Adolescent and Youth Specialist at gkaberia@unicef.org,
Leobah Mudungwe, CEA specialist at lmudungwe@unicef.org