



**MENA Accountability to
Affected People (AAP) Toolkit:**

Strengthening Inclusion and Accountability to Affected People



Cover photo:

Mauritania. The German Ambassador to Mauritania visits Bassikounou and Mbera refugee camp alongside UNHCR Representative and WFP Country Director and Representative

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UNHCR Regional Bureau for the Middle East & North Africa (RB MENA)

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RB MENA Protection Service

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Yemen. Somali refugees return home through UNHCR's Assisted Spontaneous Return program.

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1. Introduction

1.1 Accountability to Affected People in MENA: Introduction and Context

The [UNHCR Age, Gender, Diversity Policy 2018](#) emphasizes the importance of establishing and implementing effective Accountability to Affected People (AAP) interventions for refugees, asylum-seekers, returnees, internally displaced and stateless people, including in mixed movements as well as host communities¹, in coordination with government, UN agencies, civil society, and other actors. This commitment is reflected in the [2018 Global Compact on Refugees](#) (GCR), the UNHCR 5-year AAP Strategy, and the [UNHCR Strategic Directions 2022-2026](#). It is further elaborated in [UNHCR Operational Guidance on Accountability to Affected People 2020](#) which defines AAP as “commitment to the intentional and systematic inclusion of the expressed needs, concerns, capacities, and views of displaced and stateless persons in their diversity; and

being answerable for our organizational decisions and staff actions, in all protection, assistance and solutions interventions and programmes”.² At the interagency level, AAP is reflected in the IASC Grand Bargain, of which UNHCR is a signatory and current co-chair³, while the main interagency conceptual framework remains the [IASC Statement on Accountability to Affected People \(AAP\) - ICVA 2022](#).

In line with UNHCR⁴ and IASC⁵ global guidance and commitments, UNHCR’s Regional Bureau for the Middle East and North Africa (RB MENA) continues to strengthen its community and rights-based approach to protection and solutions interventions for forcibly displaced and stateless persons in the MENA region. With the support of the PROSPECTS Partnership, the RB MENA has implemented a three-year strategy to

¹ Forcibly displaced and stateless people herein after.

² See UNHCR, “[Operational Guidance on Accountability to Affected People \(AAP\)](#).”

³ See UNHCR, “[Progress towards implementing the grand bargain commitments](#)”

⁴ See UNHCR, “[Understanding Community-Based Protection](#).”

⁵ See IASC, “[Best Practice Guide on Interagency Community-Based Complaint Mechanisms](#)”

enhance equal access to AAP for forcibly displaced and stateless persons of different ages, genders, and backgrounds, through enhanced community outreach and engagement. It is in this context, that the MENA AAP Toolkit (the “Toolkit”) advances UNHCR’s commitments to AAP with contextualized guidance to UNHCR country operations and partners in the MENA region and Türkiye and addresses key AAP challenges identified by [UNHCR’s Approach to AAP – a Synthesis of Evaluative Evidence](#). Importantly, the Toolkit introduces digital participatory interventions and Two-Way communication tools to reach all population groups, particularly those with specific needs.

To further advance its work on AAP, in 2021, the RB MENA established the internal [Mena AAP Reference Group](#), with representation from the RB and country operations in the MENA region, to guide and support the development of the Toolkit. The Reference Group supported the facilitation of the [MENA AAP Summer Learning Series](#) for staff, partners, and community-based organizations. With the PROSPECTS Partnership, the RB MENA begun to roll out the MENA AAP Grants for community and grassroots organizations, including refugee and women-led organizations. The MENA RB

provided to six projects in five countries to strengthen localization through partnership across sectors, including education, child protection, and gender-based violence to people with diverse SOGIESC⁶ and people with disabilities.

In 2022, UNHCR and partners continued to make progress on the development and implementation of AAP strategies and interventions in the MENA region, with renewed focus on enhancing effective, equal, and inclusive access to digital and face-to-face AAP tools, improving consolidated AAP analysis, and increasing participation of youth and people with specific needs.

The MENA AAP Toolkit is a key outcome of the efforts of the RB MENA, the MENA AAP Reference Group, and UNHCR, partners, and communities in the MENA region. The Toolkit is a living document intended to facilitate access to practical and contextualized tools for the establishment and implementation of AAP mechanisms by UNHCR and partners across the MENA region. The RB MENA and the MENA AAP Reference Group will support the dissemination, implementation, monitoring and updating of the Toolkit through regular learning sessions and ongoing technical support.

1.2 Toolkit Overview

UNHCR’s AAP approach is based on four AAP Core Actions: Participation and Inclusion; Communication and Transparency; Feedback and Response; and Organizational Learning and Adaptation. All regional

country, and other resources included in this Toolkit correspond to these Core Actions, as the minimum framework required to achieve accountability to forcibly displaced and stateless people within an AGD approach.

1.3 Toolkit Chapters

The chapters of this Toolkit include 26 tools developed and tested in the MENA region to contextualize global AAP guidance. Each chapter introduces a main tool, sub-tools and annexes to support implementation of the main tool. UNHCR and partners across the MENA region and beyond can use the tools and sub-tools – or be inspired by them – to develop their own, and adapt⁷ to their specific operational contexts. Chapter 6 contains additional 54 AAP resources as well as guidance produced outside the MENA region by UNHCR and partners.

It is important to note that no single AAP tool can meet all the needs of different population groups, particularly in constantly changing and dynamic displacement settings. The resources included in this Toolkit are therefore considered most effective when used in a complementary manner.

⁶ [UNHCR master glossary of terms: SOGIESC](#): Sexual Orientation, Gender Identity, Gender Expression and/or Sex Characteristics.

⁷ Fourteen projects in eight countries from 2021-2023. This in total, but in 2021 only 6.

1.4 Digital Accountability to Affected People in the MENA Region

An internal survey on Communication with Communities and Outreach conducted by UNHCR in the MENA region in 2020 indicated that the digital tools most used by UNHCR and partners in their work with forcibly displaced and stateless persons are hotlines (80 percent), WhatsApp trees (70 percent), and Facebook (65 percent).

The increasing use of mobile phones and smartphones, including in situations of displacement, can facilitate Two-Way communication with affected people, including with hard-to-reach populations.⁸ In these contexts, understanding and overcoming digital divides is of paramount importance. Context-specific barriers related to coverage, accessibility, affordability, literacy, or digital skills can exacerbate existing inequalities associated with age, gender, and diversity characteristics, such

as disability or language. This may result in the most vulnerable individuals being excluded from information and participation, impacting on their ability to contribute to enhancing their lives and wellbeing.⁹ UNHCR and partners must be mindful of these constraints and risks when introducing or expanding digital service delivery, particularly if this is to replace face-to-face service delivery. Digital engagement methods and channels cannot be applied with a “one-size fits all” approach as certain approaches may be applicable and appropriate only for some population groups. Before introducing digital strategies, it is therefore necessary to systematically assess the [Information and Communication Needs](#) of different population groups to adjust and adapt to the given operational context.

1.5 Data Protection and Privacy

When implementing digital tools, UNHCR and partners must consider a range of potential data protection and privacy risks that could impact forcibly displaced and stateless persons as well as UNHCR and partner staff. In case of misuse, risks faced by affected people may include threats to individual security, legal status, financial situation, access to essential services and the right to privacy.¹⁰ Where digital literacy is low, risks may also relate to a lack of understanding about online presence, privacy and confidentiality concerns, terms of use, and how their data will be stored and used.

Data Protection Impact Assessment (DPIA)

UNHCR operations are required to design digital communication and AAP tools with privacy and confidentiality in mind and undertake a DPIA for any systems or projects where personal data is processed. By undertaking to identify, assess, mitigate, and communicate data protection risks and their impact to the people we work with, we fulfill our responsibility to be more accountable towards them and safeguard their rights.

UNHCR’s 2015 Policy on the Protection of Personal Data of Persons of Concern to UNHCR, commonly referred to as the ‘Data Protection Policy’ (DPP), lays out rules and principles on the processing of the personal data of persons for whom UNHCR works. The DPP is complemented by [Guidance on the Protection of Personal Data of Persons of Concern to UNHCR, or ‘Data Protection Guidance’ \(DPG\)](#), which provides further details on the DPP’s implementation, supervision, and accountability provisions.

Where UNHCR and partners introduce digital services, accountability inevitably extends from face-to-face to the digital space. UNHCR and partners must ensure adherence to corporate and interagency data protection frameworks, and foster inclusion and access to personal data to the extent possible. To mitigate and manage risks associated with the use of digital tools, UNHCR and partners must address security vulnerabilities which are inherent in digital systems, networks, devices, and technologies, but also ensure that affected people understand the risks relating to them and are supported in protecting themselves against those risks. In addition, UNHCR and partners must support affected communities to exercise their rights as data subjects accurately and effectively when using digital tools.

⁸ Price, R.A. ‘[Improving beneficiary feedback mechanisms for refugees](#)’ K4D Helpdesk, Brighton, UK: Institute of Development Studies, 2018.

⁹ See ICRC, [The Engine Room and Block Party, Humanitarian Futures for Messaging Apps](#).

¹⁰ For additional information on online threats and digital risks – including online censorship, cyber threats, data protection risks, disinformation and privacy harm, see [UNHCR, ‘Connecting With Confidence: Managing Digital Risks to Refugee Connectivity’](#).

In line with UNHCR's data protection framework, UNHCR and partners must ensure that all digital tools and technologies are aligned with the principles of privacy by design and default.¹¹ Therefore, as provided by the DPP, "when elaborating new systems, projects, or policies, or

before entering into data transfer arrangements with third parties, which may negatively impact on the protection of personal data of people, UNHCR needs to carry out a Data Protection Impact Assessment (DPIA)".

1.6 Disability Inclusion and Accountability to Affected People in MENA

In 2019, the RB MENA mapped protection responses implemented by UNHCR and partners in the MENA region for disability inclusion, highlighting good practices and gaps, to strengthen accountability and inclusion of people with disabilities.¹² In 2022, UNHCR and the [International Disability Alliance \(IDA\)](#) facilitated a Learning Event on Disability Inclusion in Displacement for 27 participants from 14 countries in the region, including staff from UNHCR, partners and disability organizations. The event discussed the further expansion of the use of Washington Group Questions on Disability¹³ as well as inclusive communication tools to enhance and harmonise safe identification and access to protection for people with disabilities.¹⁴

New digital tools and technologies may offer opportunities to increase participation and inclusion of people with physical, hearing, visual, intellectual, and psychosocial disabilities. For example, low/no-text content may be suitable for groups with lower literacy levels while audio/visual content may be suitable for individuals with vision or hearing impairments.¹⁵ However, gaps relating to equal access remain for this population group. In response, as part of MENA's planned 'Two-way Communication Toolbox', inclusive audiovisual content and tools in the form of accessible posters, audio snippets and animated videos are being developed. RB MENA also provides regular advice to operations in the MENA region to ensure inclusive communication strategies in all awareness-raising, information sharing, and learning initiatives implemented by UNHCR and partners.

1.7 The Programme Cycle and Accountability to Affected People

The new UNHCR system of results-based management (COMPASS) introduces multi-year planning with annual implementation plans, using a [new results framework](#). Its objective is to strengthen UNHCR's and partners' impact and capacity to leverage support from other stakeholders for the benefit of forcibly displaced and stateless populations through long-term strategies. The new [UNHCR Global Results Areas](#) are also linked to the [Sustainable Development Goals \(SDGs\)](#) and the [Global Compact on Refugees \(GCR\)](#). The biggest change that COMPASS has brought is a shift from annual to multi-year planning with results defined by UNHCR. This shift helps UNHCR and partners to develop more transformative strategies and plans for forcibly displaced and stateless persons.

The new programming framework includes three phases:

- **Plan for Results:** Strategic planning, situational analysis and budgeting
- **Get Results:** Annual planning, implementation monitoring, managing and adjusting
- **Show Results:** Strategy implementation review and reporting on core indicators and results

¹¹ The concept of privacy by design and by default are part of the UNHCR's '[Data Transformation Strategy 2020-2025: Supporting Protection and Solutions](#)'.

¹² See UNHCR, [Power of Inclusion - Mapping the Protection Responses for Persons with Disabilities Among Refugees in the Middle East and North Africa Region](#).

¹³ See UNHCR, [Need to Know Guidance: Working with Persons with Disabilities in Forced Displacement](#).

¹⁴ See UNHCR, [Facilitator's Guide: Strengthening Protection of Persons with Disabilities in Forced Displacement](#).

¹⁵ See UNHCR, [Engaging with Communities via "WhatsApp Trees"](#).

SUMMARY OF TOOLS



Participation and Inclusion Tools

2.2.1

UNHCR MENA Digital Participatory Tool

2.2.2

UNHCR MENA Digital Participatory Tool User Guidance Note

2.2.3

UNHCR MENA Digital Participatory Tool Checklist



Communication and Transparency Tools

3.2.1

Handbook for Communication with Communities for UNHCR Libya and Tunisia Operations

3.2.2

Communication with Communities and Accountability to Affected People Survey – UNHCR Yemen

3.2.3

Information Board - Concept and Standard Operating Procedures – UNHCR Türkiye

3.2.4

MENA Multi-channel Communication Network Mapping

3.2.5

Dedicated Information and Communication Websites and Help.UNHCR.org in MENA

3.2.6

Engaging with Communities in MENA via 'WhatsApp Trees'



Feedback and Response Tools

4.4.1

Feedback, Complaint and Response Mechanism SOP

4.4.1.1

UNHCR Yemen Feedback, Complaints and Response Mechanism SOP

4.4.1.2

UNHCR Jordan Feedback, Complaints and Response Mechanism SOP

4.4.1.3

UNHCR Iraq Multi-channel Feedback, Complaints and Response Mechanism SOP

4.4.1.4

UNHCR MENA Template Feedback, Complaints and Response Mechanisms SOP Template

4.4.2

Contact Centre SOPs

4.4.2.1

Helpline SOP – UNHCR Jordan

4.4.2.2

Contact Centre - Iraq Information Centre Process Flow

4.4.3

Feedback, Complaints and Response Mechanisms Guidance – UNHCR Syria

4.4.4

Satisfaction or Feedback Surveys and Forms in MENA

4.4.4.1

Community Center Satisfaction Survey – UNHCR Syria

4.4.4.2

Feedback Form/ Survey for Help Websites – UNHCR Türkiye

4.4.5

Feedback, Complaints and Response Mechanism Digital Forms

4.4.5.1

Help Website Feedback and Complaints Form – UNHCR Jordan

4.4.5.2

MENA Digital Complaints Response and Feedback Form

4.4.6

Standard Operating Procedures Template for Addressing Fraud Committed by Forcibly Displaced and Stateless Persons

4.4.7

Jordan Inter-Agency Protection from Sexual Exploitation and Abuse Community-Based Complaint Referral Mechanism

4.4.8

MENA Digital Feedback, Complaint and Response Mechanism Map



Organizational Learning and Adaptation Tools

5.1.1

MENA AAP Reference Group

5.1.2

MENA AAP Learning Series

5.1.3

MENA AAP Grant for Community and Grassroots Organizations



Additional Key AAP Resources

6.1

Participation and Inclusion Tools

6.2

Communication and Transparency Tools

6.3

Feedback and Response Tools

6.4

Organizational Learning and Adaptation Tools



Mauritania. Mbera Fire Brigade honoured for environmental activism
© UNHCR/Colin Delfosse

2. Participation and Inclusion

2.1 Overview

UNHCR is accountable to communities from the onset of displacement until durable solutions are achieved. This requires continuous direct engagement with affected people to ensure their meaningful participation in decisions that affect them. Participation entails engagement of communities from assessment, planning and implementation, to monitoring and evaluation of programmes. Effective Two-Way communication is key to designing participatory interventions which may include observations, dialogue, consultation, and feedback sessions among others. The results from such participatory interventions, including subsequent decisions, must be communicated back to affected communities to close the engagement loop. The reach and quality of participatory interventions will increase community ownership of programmes and allow implementation and follow-up to be driven by the communities themselves.

Participation and inclusion are also reflected in UNHCR's global commitment to support partnership with refugee-led organizations (RLOs) and community-based organization (CBOs), including through the provision of grants.¹⁶

PARTICIPATION AND INCLUSION – UNHCR's Policy on Age, Gender and Diversity 2018

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

Core Action: At a minimum, country operations will employ participatory methodologies at each stage of the operations management cycle, to incorporate the capacities and priorities of women, men, girls, and boys of diverse backgrounds into protection, assistance, and solutions programmes.”

In the MENA region, participation and inclusion are embedded in the strategic directions of regional initiatives such as the [Regional Refugee & Resilience Plan \(3RP\)](#). The 3RP is a strategic, planning, coordination, advocacy, fundraising and programming platform for humanitarian and development partners to respond to the Syria crisis. The first strategic direction of the 3RP focusses on including and empowering women, men,

¹⁶ See UNHCR, [Grant Agreements with Organizations led by displaced and stateless persons – Briefing Note](#).

girls, and boys of different backgrounds to lead their own development to guarantee that no one is left behind.

UNHCR Tool for Participatory Assessment in Operations

Participation and inclusion are critical for AGD-inclusive programming and a core component of AAP. Recognizing this importance, in 2006, UNHCR published the first edition of the [UNHCR Tool for Participatory Assessment in Operations](#), a core UNHCR document that supports the planning, designing, reporting and implementation of Participatory Assessments.

As elaborated above, UNHCR and partners incorporate findings and recommendations from participatory interventions into programming. This requires:

- Standardization of data collection during participatory interventions
- Analysis of findings across years, programme cycle phases, AGD groups, and geographical areas
- Visualization and summary of findings

Good practices from UNHCR country operations in the MENA region include the Disability Age Sub-Working Group in Jordan and the Interagency Disability and Older Age Working Group in Lebanon. Activities such as training for community-based organizations on disability inclusion in Egypt or peer-led dialogues on social inclusion and disabilities in Iraq have also boosted participation of this population group, including by members of this population being included in outreach volunteers programmes. This has also helped increasing safe spaces for people with disabilities within existing community centres (e.g., Lebanon).

Participation and inclusion across MENA

Participatory and inclusive interventions are applied across the MENA region, with focus-group discussions (FGDs) remaining the primary method used for assessment purposes.

2.2 Participation and Inclusion Tools



Participation and Inclusion Tools

2.2.1

UNHCR MENA Digital Participatory Tool

2.2.2

UNHCR MENA Digital Participatory Tool User Guidance Note

2.2.3

UNHCR MENA Digital Participatory Tool Checklist

Tool 2.2.1 – UNHCR MENA Digital Participatory Tool

Category: Assessment

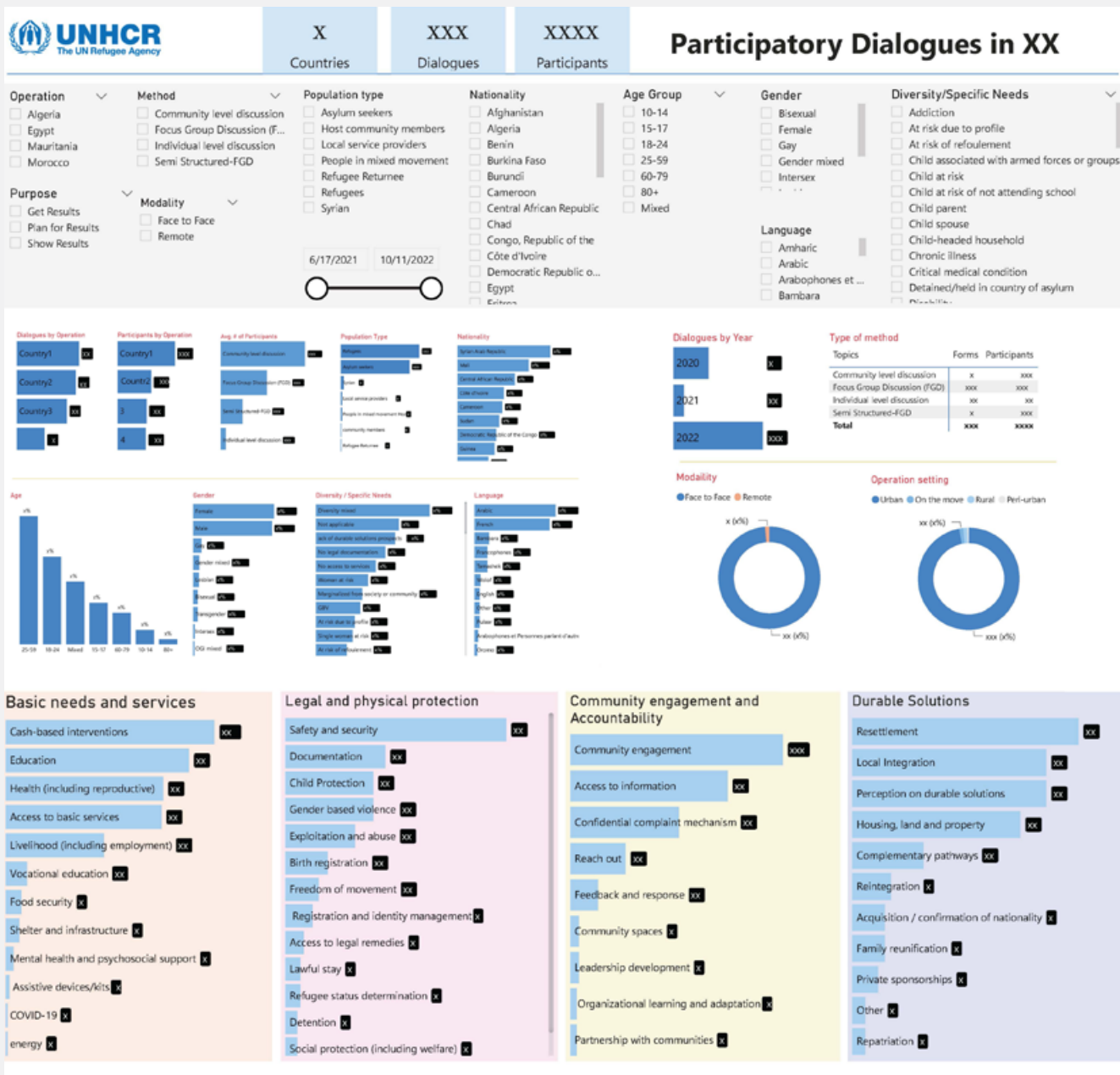
Country/Region: MENA Region

Organization: UNHCR

Link: [2022 Template – PA Digital Systematization Form](#)

Profile: This Tool aims to enhance participatory approaches and real-time analysis to strengthen inclusive programming. The Tool digitalizes data collection and analysis for participatory interventions, including planning assessments, focus group discussions, and other dialogues. It was developed by the RB MENA and tested in Algeria, Israel, and Morocco and further expanded to Iraq, Syria, Egypt and Mauritania. Further adaptations are on-going.

The Tool assists UNHCR and partners to systematically document and record quantitative and qualitative findings from participatory interventions with communities. It then generates data-based information to assist analysis at local, country and regional levels. It can be used in conjunction with other AAP and participative tools, such as feedback and response mechanisms, satisfaction surveys, and support community-led organizations.



Mock Digital Participatory Tool Analysis Dashboard, RB MENA, 2022.

Identified results include:

- Increased participation and inclusion of vulnerable groups and easier integration of findings of participatory interventions in all phases of the programme cycle.
- Improved comparative and harmonized analyses across years and sectors.
- Real-time evidence-based analysis for programming is available for humanitarian and development actors, allowing prioritization at country and regional levels.
- Facilitated and quicker assessment through participatory checklists and data collection tools.

Why to Use the Tool: The Tool helps to ensure the consideration of communities' views with different AGD characteristics in all the phases of the programme cycle (PLAN, GET, SHOW). It allows for comparison of participatory information across different geographical areas, and time periods using an agreed taxonomy. Furthermore, when different entities use the Tool, a multi-country and/or regional dashboard and analysis with quantitative and qualitative information can be generated to inform evidence-based programme analysis. The Tool increases transparency and accountability and can be accessed by as many users as required in real time.

How to Use the tool: The Tool comprises a KoBo form for data collection and a PowerBI platform for analysis.¹⁷ Users can collect data using this KoBo form for annual participatory assessments and any other participatory interventions. The Tool can be used online or offline, internally or at the interagency level. At present, the Tool allows for the completion of dialogues, data collection, and analysis in English, French, and Arabic. Due to its extensive taxonomy and the inclusion of many AGD diverse groups, the Tool offers multiple analysis and filtering options. Users may also decide to focus on one single topic and AGD population group as per programme information needs. The Tool can be aligned and interoperate with other similar tools at country, regional or global levels.

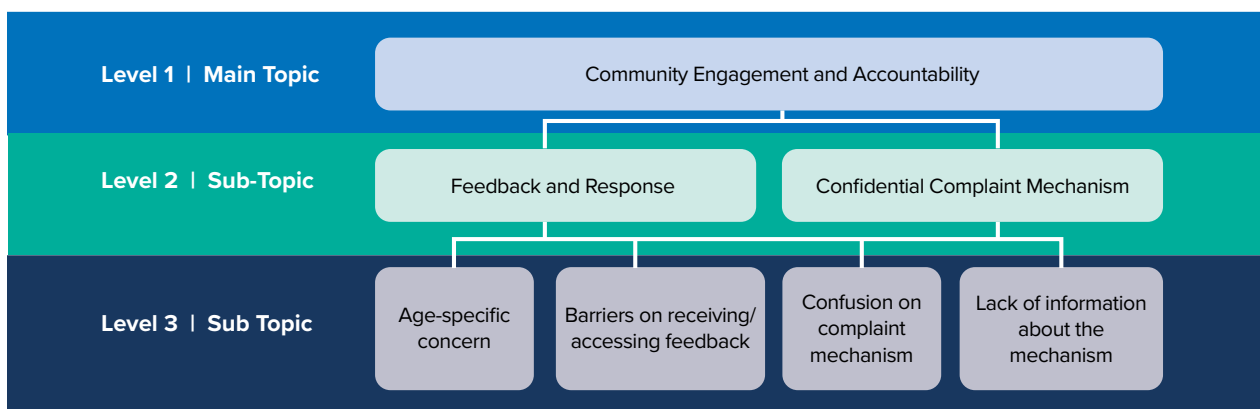
Key considerations include:

- Human and financial resources required: focal points for protection and information management, engagement with multi-sectoral teams, partners and

governments, dedicated budget for training and roll-out, support to enumerator teams.

- Technical skills set (KoBo, PowerBI etc.) for quantitative and qualitative analysis.
- Technology and connectivity (tablet or smartphone, wi-fi or 3/4G coverage etc.).
- Preparatory steps: review of existing information, mapping of diversity, selection of methods of enquiry, selection of themes, calendar of participatory interventions, training of enumerators, identification of venues (online/offline), connectivity mapping, surveys etc.
- Ensuring respect for the population’s rights and the UNHCR Data Protection Policy.

For additional information on the MENA Digital Participatory Tool and how it can be used, contact UNHCR RB MENA’s Community-Based Protection (CBP) and Data and Information Management (DIMA) units.



Demonstration of MENA Digital Participatory Tool Taxonomy nested format, RB MENA, 2022.

Tool 2.2.2 – UNHCR MENA Digital Participatory Tool User Guidance Note

Category: User Guide

Country/Region: MENA Region

Organization: UNHCR

Link: [MENA Digital Participatory Tool - User Guidance Note](#)

Profile: The User Guidance Note was developed by the RB MENA upon the request of operations and partners using the [MENA Digital Participatory Tool](#). The Note supports the application of the Tool, providing explanations for each of the sections and steps to take. The Note is a companion for coordinators and trainers of facilitators, enumerators, and other individuals engaged

in the implementation of participatory interventions using the Tool.

Why to Use the Tool: The Note explains the process and technical steps to collect, store, and analyze participatory data using KoBo and PowerBI tools. It explains the different functionalities of pages and sections of the associated forms, how to select time periods to perform

¹⁷ For more information on the use and applications of KoBo and PowerBI, see <https://im.unhcr.org/support>.

multi-period analysis and how to filter and drill down to information.

How To Use the Tool: The Note should be used by anyone using the Tool as a reference throughout

participatory interventions. It can also inspire the development of similar guidance notes for information and analysis.

Tool 2.2.3 – UNHCR MENA Digital Participatory Tool Checklist

Category: Checklist

Region: MENA Region

Organization: UNHCR

Link: [MENA Digital Participatory Tool Checklist](#)

Profile: The MENA Digital Participatory Tool Checklist includes a non-exhaustive list of actions that should be considered when planning to implement the Tool in each of the three programme cycle phases (PLAN, GET, SHOW).

Why to Use the Tool: This is a sub-tool that helps to frame participatory interventions for a specific programme phase. It helps users to consider relevant aspects of consultations in each programme phase.

How To Use the Tool: The Checklist can be used as a reference to reflect on AAP commitments at any stage of the programme cycle. It can be used in hard copy or electronic format, and in different languages.



Egypt. Sudanese refugees fleeing violence flock to Egypt
© UNHCR/Pedro Costa Gomes

3. Communication and Transparency in MENA

3.0 Overview

UNHCR and other actors working with forcibly displaced and stateless persons have an obligation to provide information on their rights and services available to them in a timely and accessible manner and to tailor their programmes in accordance with the identified needs and preferences of diverse communities.

Information and communication are therefore critical parts of humanitarian aid, without which people may not be able to make the best decisions for themselves and their communities, or access most needed services. Transparency requires that forcibly displaced and stateless persons with different ages, genders, and backgrounds are engaged in decision-making processes through effective and tailored communication and feedback mechanisms. Communication should be two-way to ensure a genuine dialogue with all communities to capture their views, opinions, and recommendations. It is only by communicating in a transparent way that

UNHCR and partners can truly be accountable to forcibly displaced, stateless persons, and host communities.

TRANSPARENCY – UNHCR’s AGD Policy (2018)

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

Core Action: “At a minimum, all country-level protection and solutions strategies will detail the operation’s approach to communicating with women, men, girls, and boys of diverse backgrounds, through means that are appropriate and accessible to all groups in a community.”

UNHCR and partners in the MENA region are adapting their communication channels to diverse audiences and capacities, including by using different languages, audio-visual platforms, and disseminate podcasts among others. As highlighted in Core Action 3 of [UNHCR's 2018 AGD Policy](#), “communication must take place through means that are appropriate and accessible to all groups in a community”.

The RB MENA is developing a Communication and Transparency Toolbox to support UNHCR and partners, including members of the [MENA Community Protection Network](#) with tools, guidance, and resources to produce accessible information material

available via digital and traditional media, including good practices and lessons learned.

“Communicating with communities is not an option. Listening and talking to communities is a fundamental part of humanitarian response, including UNHCR and its partners’ work. It is essential in ensuring our accountability to our constituents – the communities affected by crisis, alongside operational effectiveness, security and stability”.
[‘Communicating with Communities’](#), UNHCR, Innovation Service, 2023.

3.1 Digital Communication and Social Media in MENA

Many UNHCR and partners in the MENA region have systematically expanded the use of two-way digital communication systems and feedback mechanisms that rely on popular social media channels like Facebook to share information on protection and assistance services. UNHCR Libya’s Facebook has more than 64,000 followers,¹⁸ UNHCR Egypt’s 104,000,¹⁹ UNHCR

Mauritania’s 11,000²⁰, UNHCR Iraq’s 118,000²¹, and UNHCR Yemen’s 59,000,²² UNHCR Lebanon’s 84,000.²³ Similarly, the UNHCR Türkiye Information Board Facebook has over 91,000 followers and is dedicated to receiving queries and providing information for refugees and asylum-seekers in Türkiye.

3.2 Communications and Transparency Tools in MENA

🗨️
Communication and Transparency Tools

3.2.1 Handbook for Communication with Communities for UNHCR Libya and Tunisia Operations	3.2.2 Communication with Communities and Accountability to Affected People Survey – UNHCR Yemen	3.2.3 Information Board - Concept and Standard Operating Procedures – UNHCR Türkiye	3.2.4 MENA Multi-channel Communication Network Mapping	3.2.5 Dedicated Information and Communication Websites and Help.UNHCR.org in MENA	3.2.6 Engaging with Communities in MENA via ‘WhatsApp Trees’
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¹⁸ @UNHCRTripoli and @UNHCRLibyaInfo.

¹⁹ @UNHCREgypt.

²⁰ @UNHCRMauritanie.

²¹ @UNHCRinIraq.

²² @UNHCRYemen.

²³ @UNHCRLebanon. Additionally, UNHCR Lebanon is supporting five refugee-led Facebook pages with over 400,000 followers, most of which are run by outreach volunteers.

Tool 3.2.1 - Handbook for Communication with Communities for UNHCR Libya and Tunisia Operations

Category: Handbook

Countries: Libya and Tunisia

Organization: UNHCR

Link: [Handbook for Communication with Communities – EN / FR / AR](#)

Profile: The Handbook provides contextualized guidance on how to design and implement an effective two-way communication strategy. It is available in English, Arabic and French.

Why to Use the Tool: The Handbook can be used by UNHCR operations and partners seeking to strengthen community outreach.

How To Use the Tool: It includes tools, checklists, templates, use-cases, and other resources ready to use and contextualize.

Key elements include:

- Checklist for face-to-face two-way communication meetings
- Checklist for efficient messaging
- Checklist for printed materials
- Template of how to develop a social media calendar



"Steps to putting a CwC Strategy and Action Plan into Practice", Handbook for Communication with Communities (CwC), UNHCR Libya and Tunisia 2021.

Tool 3.2.2 – Communication with Communities and Accountability to Affected People Survey – UNHCR Yemen

Category: Survey

Country: Yemen

Organization: UNHCR

Link: [CwC and AAP Communications and Mapping Survey](#)

Profile: The Survey is used to map communication channels, participatory interventions, feedback and response mechanisms in Yemen to inform AAP mechanisms.

The Survey is composed of two sections: The first maps communication channels used by humanitarian organizations across geographical locations in Yemen. The second maps channels and entry points particularly for feedback, complaint, and response mechanisms (FCRMs), including email addresses, phone numbers, WhatsApp groups and other social media.

Why to Use the Template: The Survey is the first step to identify existing communication, participatory and

feedback channels. Outcomes can inform two-way communication, including FCRM, at the agency or interagency levels.

How to Use the Tool: The Template can be used to develop a context-appropriate survey based on indicative questions and responses. It can be adapted to different countries or organizations. Additional questions and free text can be included, as needed.

An [editable template of the survey](#) (adapted from UNHCR Yemen operation) can be downloaded for further adaptation and customization.

Tool 3.2.3 - Information Board - Concept and Standard Operating Procedures – UNHCR Türkiye

Category: Standard Operating Procedures

Country: Türkiye

Organization: UNHCR

Link: [Information Board - Concept and SOPs](#)

Profile: UNHCR Türkiye has developed Standard Operating Procedures (SOPs) for its dedicated two-way communication Facebook page, referred to as “UNHCR Türkiye Information Board”. The page targets refugees and asylum-seekers and provides them with relevant information and news, made available and packaged in an accessible, attractive, and shareable digital format. Online posts, designed posters, podcasts and videos are the main materials produced for information dissemination on the page in multiple languages. The page has enabled comments and allows general queries to be received and responded to, using the social media platform, thereby ensuring two-way communication. The operation does not provide individual counselling on the page to preserve peoples’ privacy.

Why to Use the Tool: This digital communication tool is a good example of how UNHCR and partners can fulfill their commitment to two-way communication with forcibly displaced and stateless persons through social media platforms.

How To Use the Tool: The section of the UNHCR Türkiye Information Board SOP should be adapted to reflect different operational settings.

The “look and feel” of the Information Board:

The overarching tone of the page is designed to be direct, friendly and approachable, conveying that UNHCR is an engaged and accessible organization that welcomes communication and dialogue with the people it serves.



UNHCR Türkiye Information Board, UNHCR Türkiye 2022.

Tool 3.2.4 – MENA Multi-channel Communication Network Mapping

Category: Mapping exercise

Country/ies: MENA RB

Organization: UNHCR

Link: [Multi-channel Communication Network Mapping](#)

Profile: The Template facilitates a mapping of the two-way communication landscape and its coverage to ensure coherence, consistency, and complementarity of all communication channels and initiatives.

Why to Use the Tool: The Tool can help UNHCR and partners to develop complementary communication plans and to ensure that information reaches all community members, including those with specific needs, or those in hard-to-reach areas. The Tool can also help to identify

digital and other related risks that affect communities and particularly those with specific needs.²⁴ The outcome of a mapping exercise will therefore be essential to identify gaps and overlaps in communication to respond accordingly.

How to Use the Tool: It is recommended to use the tool at interagency level to engage all relevant actors with a multi-sectoral approach, including community protection networks. The Tool can be adapted upon discussion with partners to match the needs of the specific context.

Step-by-step: Multi-Channel Two-Way Communication Mapping

Actors interested in conducting a mapping exercise can do so by implementing the following steps:

Step 1: Identify and record the existing channels of a communication network

Through desk reviews, internal surveys, or key-informant interviews (KIs), multi-functional teams can identify existing communication and outreach channels and strategies.



Step 2: Assess and describe the different channels in the mapping.

Once the channels have been identified, they need to be contextualized in relation to how, when and where they operate. The [Multi-channel Communication Network Mapping Template](#) can assist you in the identification. An [example of a multi-channel communications mapping](#) by UNHCR Lebanon with different available channels, including relevant information about them.

Step 3: Engage communities to identify gaps and prioritize messages and channels

Examples of communication tools include posters, flyers, brochures and booklets in soft or hard copies. Audiovisual tools can also be used to increase outreach to people with different literacy levels or capacities.

Step 4: Implement any required adaptations together with communities and partners

Following required adaptations, communities will have access to needed information, services, and accountability mechanisms.

²⁴ Digital risks frequently faced by forcibly displaced and stateless persons include risks associated with sharing identifiable data (for example sharing real names, phone numbers and photos online), third-party malicious actors and software, limitation related to infrastructure. See UNHCR, [The Digital Leisure Divide and the Forcibly Displaced](#).

Tool 3.2.5 – Dedicated Information and Communication Websites and Help. UNHCR.org in MENA

Category: Dedicated Websites

Countries: UNHCR operations in Algeria, Egypt, Iraq, Jordan, Libya, Saudi Arabia, Syria, Tunisia, Türkiye, and Lebanon.

Organization: UNHCR

Profile: Dedicated communication websites across the MENA region serve as information repositories and are used for communication and feedback purposes.

In the MENA region, several operations use Help.unhcr.org websites²⁵ as central online source of information for forcibly displaced and stateless persons. The objective of the websites is to ensure that affected people have access to up-to-date and relevant protection and assistance information.

Additionally, operations have also used dedicated websites in MENA such as refugees-lebanon.org used as repositories of important information for refugees and asylum-seekers.²⁶

Developing a dedicated website

Operations and partners should work in multi-functional teams to compile and refine the content of the website. The content should be accessible in easy language and in all languages understood by the affected communities. The clearance review process involves the operation, RB MENA, and HQ. Once launched, as with any two-way communication product, the content should be regularly updated and adapted to the community's feedback.

Benefits specifically linked to UNHCR Help Websites include:

- They are free and technically managed in-house by UNHCR.
- The existing platform is compliant with branding, web and security standards.
- The help.unhcr.org platform has acquired significant domain authority, increasing the likelihood of the content being found via search engines.
- Tracking & analytics: The operation is fully empowered to understand the site's performance and audience by using its analytics dashboard.

Why to Use the Tool: Official country websites serve as a means of authenticating messages that come from UNHCR and partners as they are perceived as a trusted source of information for forcibly displaced and stateless persons. They can also assist with countering fraudulent schemes and misinformation. Some country websites in the MENA region include a 'News' section as well as downloadable digital leaflets and posters so partners and communities can share information through the website.

Consulting with communities about their preferences

One way to consult with communities on the usefulness of the website is through the website itself. For example, the UNHCR Lebanon refugee website featured tools to receive communication, feedback and complaints through a variety of different methods embedded on the website. This is done through the "Contact Us" section pinned on the lower part of the homepage. For collecting feedback on the usefulness of the webpage and recommendations for additional information materials and needs, each individual page included an embedded like rating system (1 to 5 stars). On specific pages, a more targeted approach can be taken, inviting communities and stakeholders to provide theme-specific feedback, questions, or suggestions. For example, UNHCR Lebanon included questions to refugee women, men, boys and girls of diverse backgrounds on their preferences in relation to providing feedback, raising complaints and obtaining information.

²⁵ MENA Help.org websites include: [UNHCR Algeria](#), [UNHCR Tunisia](#), [UNHCR Lebanon](#), [UNHCR Libya](#), [UNHCR Egypt](#), [UNHCR Jordan](#), [UNHCR Syria](#), [UNHCR Kingdom of Saudi Arabia](#), [UNHCR Iraq](#).

²⁶ During the drafting of this Toolkit, UNHCR Lebanon are transitioning the refugees-lebanon.org website to the Lebanon Help.UNHCR.org.

Participation, Accessibility, and Inclusion in MENA Communication Websites:

As of May 2023, 89 percent of the 15.2 million page views across the Help.unhcr.org websites in the MENA region were accessed through mobile devices. UNHCR operations utilize audiovisual aids (such as videos, infographics or read-out-aloud functionalities) on their websites to increase outreach and include people of low literacy levels or those with visual difficulties.

Good practices from MENA Country Help websites:

help.unhcr.org/Algeria:

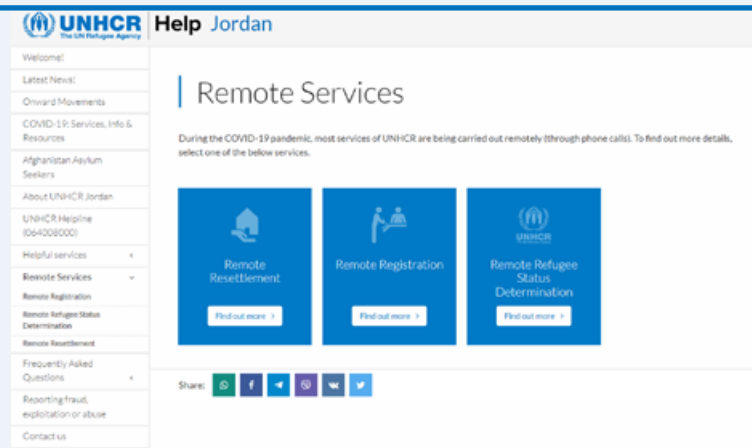
Since its launch in December 2019, as of May 2023 a cumulative 100,804 visits and over 199,000 page views have been registered on UNHCR Algeria’s help website. The website is available in English, French and Arabic and contains updated information on how to access registration, refugee status determination, complaint procedures etc. During this time, 84 percent of users accessed the webpage through mobile phones, 15 percent through computers, and 1 percent through tablets.



[Read out Loud functionality, UNHCR Algeria Help website, UNHCR Algeria 2023.](#)

help.unhcr.org/Jordan:

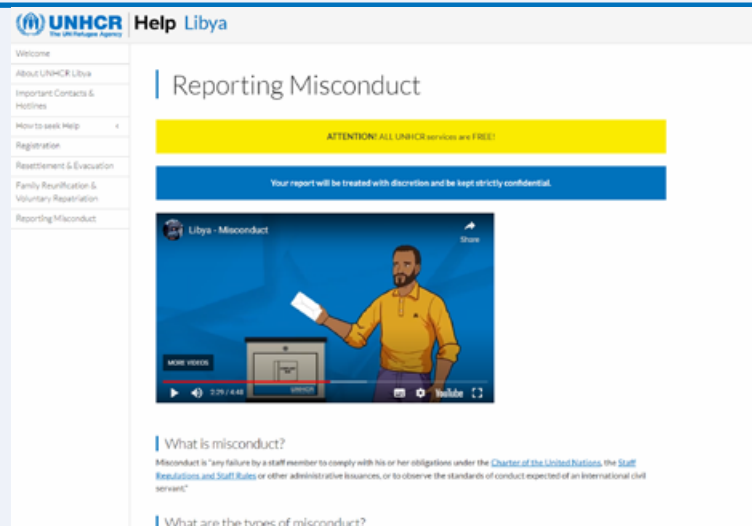
Since its launch in April 2020, as of May 2023 the site has received over 1.1 million visitors, viewing pages over 2.4 million times. Of those who accessed the website, 92 percent used mobile phones, 7 percent used computers, and 1 percent tablets. The website features information, videos and links on how to access protection and assistance services, including registration, refugee status determination and resettlement.



[UNHCR Jordan Help website, Remote Services.](#)

help.unhcr.org/Libya:

UNHCR Libya launched its website in early 2023, incorporating a series of easily accessible and shareable videos in six languages. The videos are designed specifically for the operation and include audio and visual explanations on how to access feedback and complaints mechanisms, registration and refugee status determination, etc.



[Video on Reporting Misconduct, UNHCR Libya Help website, UNHCR Libya 2022.](#)

help.unhcr.org/Iraq:

Since its launch in April 2020, as of May 2023 the website has received over 793,000 visits with more than 1.4 million views, with 89 percent accessing the page via mobile phones. It is available in Arabic, Sorani and Badini Kurdish, and English, and includes information on the rights and obligations of and services available to refugees and asylum-seekers. The website complements other communication channels such as Facebook and WhatsApp/Viber groups run by local partners and community outreach volunteers. During the COVID-19 pandemic, UNHCR also bolstered its use of bulk SMS, sending over 300,000 SMS to direct people to information about the Iraq Help website, and other key information and accountability mechanisms.

help.unhcr.org/Egypt:

In 2020, UNHCR Egypt launched an FAQ section on the global Help UNHCR website to respond to the most frequently asked questions and disseminate information about COVID-19 service delivery arrangements by UNHCR and its partners. From January 2020 to May 2023, the website was visited more than 1 million times with over 2.5 million page views. Of the visitors that accessed the website, 92 percent used mobile phones, 7 percent used desktop computers, and 1 percent tablets.

Tool 3.2.6 - Engaging with Communities in MENA via “WhatsApp Trees”

Category: Guidance

Organization: UNHCR

Link: [UNHCR Engaging with Communities via “WhatsApp Trees” Guidance](#)

Profile: In MENA WhatsApp Trees are used in various countries, including Egypt, Iraq, Lebanon and Jordan.²⁷

Across Iraq, community outreach volunteers and partners operate WhatsApp/Viber groups for refugees and asylum-seekers as well as internally displaced people to share protection and assistance-related information and key messages. UNHCR communication material is translated into several languages and converted into jpg image format for rapid dissemination through these groups.

In Jordan, a network of 22 Community Support Committees managed by 162 host community and refugee volunteers utilizes “WhatsApp Trees” to disseminate information, reaching over 60,000 refugees and asylum-seekers. A dedicated WhatsApp network “Bridge of Communication Refugee Group” focuses on countering misinformation and responding to urgent queries.

Why to Use the Tool: By using messaging apps, UNHCR and partners can share up-to-date text-based information, images, audio and video in real time. Low/no text content may serve persons with lower literacy levels while audio/visual content may be more accessible for persons with disabilities.

How to Use the Tool: As with other information-sharing and feedback channels, a system for feedback, referral,

and response is necessary. SOP should be established and monitored so that WhatsApp focal points or the ‘central information point’ (see guidance) know when, to whom and how to refer inbound questions, feedback, and complaints. Primary consideration should be given to [data protection](#) and related rights.

Communication Trees beyond “WhatsApp”

The term “WhatsApp Tree” has come to represent a communication method using a variety of different direct messaging mobile applications, not only those connected to the proprietary WhatsApp software. Other examples include Signal, Viber, Wire, Telegram and others. It is important to consult with communities first - as WhatsApp specifically as a mobile application may not be their preferred messaging App or unavailable in certain operational contexts.

²⁷ See UNHCR, [Digital AAP - Feedback, Complaint and Response Mechanisms in MENA: Mapping and Way Forward. The case of Lebanon, Jordan, Iraq, and Egypt](#).



Libya. Evacuation flight to Italy brings 114 people to safety.
© UNHCR/Mohamed Alalem

4. Feedback and Response

4.1 AGD Considerations for Feedback, Complaints, and Response Mechanisms in MENA

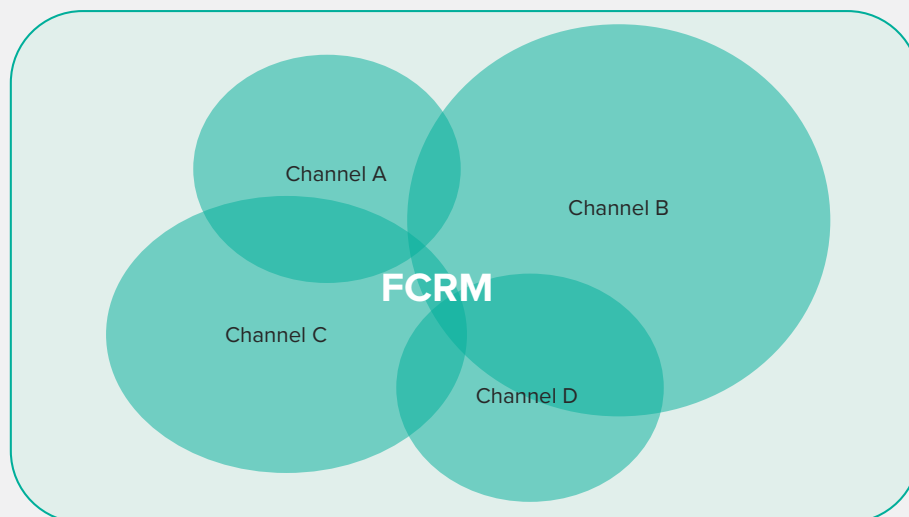
Community-based protection structures are in place across countries in the MENA region to support equal access to feedback, complaints and response mechanisms (FCRM). This includes community centres, mobile units, outreach volunteers, community platforms (e.g., women and youth committees), community gatherings, community-led initiatives and community-based organizations among others.

Different terminology is used to describe the process of receiving and responding to queries and concerns. Feedback and complaints may be known for example as petitions, comments, or suggestions. For many partners, accountability is covered by units or departments dealing with monitoring, evaluation, accountability, and learning (MEAL) or integrity.

Not all channels can reach people of all ages, genders, and diverse backgrounds. Multiple and complementary

channels will constitute an impactful FCRM. The diagram below shows a variety of channels that are part of a holistic FCRM.

In the MENA region, some UNHCR operations and partners describe channels as physical, digital, remote, asynchronous, integrated, dedicated, and non-dedicated. Changes in the operational context, including availability and accessibility of channels, needs and preferences of populations require regular updates of the FCRM. Commonly used channels include contact centres (e.g., helplines in Jordan, Lebanon, Egypt), community centres (e.g., in Syria), community support committees (e.g., in Jordan), and community outreach volunteers (e.g., in Syria and Lebanon), social media, dedicated emails, physical and digital complaint/suggestion boxes and forms, SMS and WhatsApp (or other direct messaging apps), and many others.



FCRM Channel Nexus, UNHCR MENA RB, 2023.

FCRM Design and Adaptation Tip Sheet²⁸

The following are points to be considered when planning, designing, and developing or adapting a FCRM: Preparatory steps include a desk review, consultations with communities, mapping of stakeholders, two-way communication channels, connectivity and surveys. This will help identify existing mechanisms and avoid overlap (with the support of inter-agency coordination structures and other partners, as relevant).

- Consult community members with different AGD about their experience with existing FCRM systems, their preferred channels, and whom they trust for sensitive complaints.
- Consider multiple complementary channels to reach people with all preferences, including in-person or remote channels.
- Identify tools and design required processes to systematically receive, analyze and manage formal and informal feedback and complaints. Ensure that the technical skillset required to use and maintain the tools is in place and in compliance with [UNHCR's Data Protection Policy](#).
- Develop, test and roll out AGD-sensitive awareness-raising and information materials on the mechanism. Ensure the information reaches all groups, including those hard-to-reach or marginalized.
- Equip staff with the necessary resources and knowledge to continuously gather, store and respond to feedback and complaints, including hardware tools and connectivity (e.g., smartphones, tablets), to digitize referral and analysis.
- Make sure the feedback or complaint is responded to as soon as possible to close the referral loop. The loop is closed when a response has been provided and no further action is required.
- Ensure aggregate information (i.e., not personal data) on the findings of the FCRM is regularly analyzed and disseminated back to communities as well as within UNHCR and to partners, including to senior management for programming, learning and adaptation.
- Consider an FCRM exit strategy from the start, ensuring a smooth transition and adaptation when the mechanism is no longer sustainable, required, or effective.

²⁸ Adapted from the FCRM - Planning and Design Checklist in the [Accountability, Feedback and Complaints Mechanisms in Humanitarian Responses to Migration](#), START Network, June 2020.

4.2 Elements of a Feedback, Complaints and Response Mechanism

A FCRM includes SOP, feedback process flowcharts, information management systems (including for referrals), satisfaction surveys, awareness raising and information materials.

4.2.1 Standard Operating Procedures

The establishment of SOP is essential to rolling out a FCRM. SOP describes the channels, the roles and responsibilities, referral pathways, response timelines, and handling of different types of feedback and complaints.

This Toolkit includes SOP from a variety of operations in the MENA region as well as a template SOP developed by the RB MENA.

4.2.2 Feedback Process Flowcharts

Process flowcharts are useful to illustrate how information moves through the FCRM mechanism. These visual graphs should be regularly reviewed to ensure they are up-to-date and still responsive to needs.

A process flowchart should include the following:

- Feedback or complaint receipt through the established channels
- Feedback or complaint recording and classification according to the categories identified in the SOP
- Referral or response within a defined timeframe
- Closing of the feedback referral loop

The process flowchart should reflect the UNHCR's [Inspector General's Office \(IGO\)](#) or other relevant investigative body responsible for complaints of a sensitive nature. While this Toolkit does not focus on Sexual Exploitation and Abuse (SEA) or other misconduct, some examples of feedback process flowcharts that integrate them include: [Diagram 1: PSEA Process Flow – UNHCR Iraq](#) and [Diagram 2: Inter-agency PSEA Community-based Complaint Referral Mechanism \(CBCRM\) complaint referral pathway – Jordan](#).

Additional related information can be found at [IASC – Protection from Sexual Exploitation and Abuse \(PSEA\)](#).

Designing a Process Flowchart

It is recommended to brainstorm with multifunctional teams and communities to design a flowchart or process map.

The following tools may be of assistance:

- The flowchart function in [MS Word](#) using SmartArt and Process selections.
- [Diagrams.net](#) is an easy to use and free online tool.

Logos and icons to signify different channels, groups or tools can be found at:

- [OCHA icons](#)
- [Font Awesome](#)

Use the [UNHCR style companion](#) and [Media Guidelines](#) when designing official UNHCR documents.

4.2.3 Information Management for Feedback and Complaints Mechanisms

For an effective FCRM, the data collected needs to be recorded, stored, and analyzed through an information management system that is in line with [UNHCR's Data Protection Policy](#). The information should include the personal information of the users, the details of the feedback and complaints, their status over time, the contact details of focal points from different organizations, as well as steps taking for the response.

UNHCR's Refugee Assistance Information System (RAIS), proGres V4 or other third-party software solutions can be used as information management systems for FCRM. Many organizations also opt for smaller-scale flexible databases, but it is recommended to use safer and easier information management systems.²⁹ An effective information management system allows quantitative and qualitative analysis for organizational learning and adaptation purposes at procedural and substantive levels.

In the MENA region, when collecting feedback and complaints, the following topics have been identified as those most frequently raised. By consolidating and aggregating unidentifiable datasets based on harmonized data points, systematic and effective analysis can be conducted across locations, partners, and time periods.

²⁹ Other tools that have been used in the MENA region include Commcare, Open Data Kit (ODK). For more information on digital FCRM, see the [MENA Digital FCRM Map](#).

MENA recommended Feedback and Complaint Topics:

Health
Mental health and psychosocial support (MHPSS)
Education
Water sanitation & hygiene (WASH)
Shelter (accommodation)
Safe shelter (for GBV, trafficking survivors, etc.)
Communication and participation
Gender-based violence (GBV)
Child protection (CP)
Statelessness
Registration
Refugee Status Determination (RSD)
Resettlement (RST) & complementary pathways
Sexual Exploitation and Abuse
Misconduct including corruption, and fraud
Cash
Legal and Physical Protection

4.2.4 FCRM Communication Channels

In the MENA region, many UNHCR operations and partners apply innovative technologies and digital channels within their FCRM, which was expanded during the COVID-19 pandemic. Active steps were also taken to reach older persons, children and adolescents, and people with hearing, visual, mobility or learning difficulties. In light of the strengths and limitations of different communication channels, their selection and adaptation should always involve consultation with communities of all AGD groups.

The following table provides a non-exhaustive list of the most frequently used channels, their strengths and limitations/risks.

Digital Feedback and Complaint Channels		
Channel	Strengths	Limitations/Risks
Contact Centre (Hotline/call centre/helpline)	<ul style="list-style-type: none"> Can be used to reach people in real-time Often available at the national and local levels Can reach people with mobility difficulties Useful for people with different literacy levels Multiple organizations can use the same system 	<ul style="list-style-type: none"> Multiple hotlines for the same population and purpose Users need to have access to phones Is not an in-person channel, which is preferred by communities Time and resource consuming
Functional phone and e-mail for assigned focal points	<ul style="list-style-type: none"> Often available at the national and local levels. Can reach people with mobility difficulties Useful for people with different literacy levels Multiple organizations can use the same system 	<ul style="list-style-type: none"> Time and resource consuming Staff turnover may compromise a timely response If not effectively managed, it can impact confidentiality
Digitally empowered volunteer network	<ul style="list-style-type: none"> Increase outreach Can support positive community behavioral change Can empower communities and build trust Provides an in-person dialogue 	<ul style="list-style-type: none"> Time and investment in selection and training May require incentives or compensation Often high levels of dropout and varying degrees of commitment May require high level of coordination, active supervision, and ongoing support

Digital Feedback and Complaint Channels		
Channel	Strengths	Limitations/Risks
Help Desk/ Information Support Centres	<ul style="list-style-type: none"> Provides an in-person dialogue Provides a direct and immediate response Accessible to community members in different location 	<ul style="list-style-type: none"> Time and resource consuming Requires physical presence and community ability to move
Radio	<ul style="list-style-type: none"> A popular/familiar medium Reaches communities with low literacy Does not require physical presence May allow for participation through call-in shows Can be used for awareness raising on other feedback channels 	<ul style="list-style-type: none"> Radio usage varies across MENA Often used as a one-way communication channel Listeners need a radio or access to internet
SMS	<ul style="list-style-type: none"> Can reach people in real-time Provides a person-to-person dialogue Does not require physical presence 	<ul style="list-style-type: none"> Sometimes used as a one-way communication system Only short messages can be sent Requires access to phones and mobile coverage High costs
Messaging Apps (e.g. WhatsApp, Snapchat, Viber, WeChat, Telegram, Sign, and LINE)	<ul style="list-style-type: none"> Can reach people in real-time Provides an in-person dialogue Facilitate a direct and immediate response Enables voice messages, as well as images, captions, and sign language videos Accessible to people with hearing difficulties Reaches all communities with access to phones or similar devices Reaches communities with low literacy Does not require physical presence Is used extensively among forcibly displaced and host communities End-to-en encryption improves confidentiality A popular/familiar channel. 	<ul style="list-style-type: none"> Requires access to phones or other smart devices Requires access to internet Can compromise confidentiality and security

Digital Feedback and Complaint Channels, UNHCR MENA RB, 2021

4.2.5 Satisfaction Surveys

Satisfaction Surveys are used across the MENA region to collect feedback on specific services from people of different AGD.³⁰ They can be conducted through bilateral interviews with enumerators or submitted by users through digital and non-digital forms that collect quantitative and qualitative data.

Survey steps

- Step 1: Decide on the need for a survey
- Step 2: Gather additional background information
- Step 3: Define geographic area and population groups
- Step 5: Inform stakeholders and respondents
- Step 6: Decide on timing and locations
- Step 7: Design the survey/questionnaire
- Step 9: Obtain equipment and supplies
- Step 10: Select communication channels
- Step 11: Develop survey TOR and train teams
- Step 12: Test questionnaire and procedures
- Step 13: Conduct data collection
- Step 14: Enter and clean data
- Step 15: Check data quality and analyze
- Step 16: Write and disseminate report

Survey Steps and Sampling Table, UNHCR MENA RB, 2023.

³⁰ The survey steps and sampling table have been adapted from the [UNHCR Standardized Expanded Nutrition Survey: Survey Steps and Sampling](#) and the [UNHCR Socioeconomic Survey Planning Guide](#)

4.3 Handling Feedback and Complaints

Once feedback or complaints are received, the handling process should be activated according to set parameters. In all cases and across all channels, feedback and complaints must be acknowledged and responded to in a

timely manner. Complaints require a formal response and specific referral procedures³¹, including concrete steps and timeframes to address sensitive complaints.³²

Feedback and Complaint Categories

01

Information Requests / Assistance Requests

02

Suggestions or Recommendation

03

Non-Sensitive or Programmatic Complaints

04

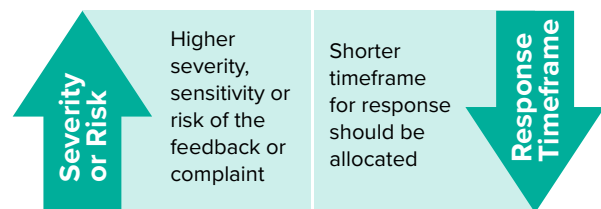
Sensitive Complaints

A review of existing and similar systems in MENA has identified categories for the management of different types of feedback and complaints:

Key point: An effective SOP should provide a specific timeframe for acknowledgement and response of a feedback or complaint.

The timeframe selected for response is directly related to the type of feedback and complaint and channel used (digital, non-digital etc.), and the existing operational

capacity to respond (staff capacity and diversity, working hours, security, etc.). High risk or sensitivity complaints should be responded to within 24 hours or less.



Sensitivity and Response Time, UNHCR RB MENA, 2023

4.4 Feedback and Response Tools in MENA



Feedback and Response Tools

4.4.1

Feedback, Complaint and Response Mechanism SOP

4.4.1.1

UNHCR Yemen Feedback, Complaints and Response Mechanism SOP

4.4.1.2

UNHCR Jordan Feedback, Complaints and Response Mechanism SOP

4.4.1.3

UNHCR Iraq Multi-channel Feedback, Complaints and Response Mechanism SOP

4.4.1.4

UNHCR MENA Template Feedback, Complaints and Response Mechanisms SOP Template

4.4.2

Contact Centre SOPs

4.4.2.1

Helpline SOP – UNHCR Jordan

4.4.2.2

Contact Centre - Iraq Information Centre Process Flow

4.4.3

Feedback, Complaints and Response Mechanisms Guidance – UNHCR Syria

4.4.4

Satisfaction or Feedback Surveys and Forms in MENA

4.4.4.1

Community Center Satisfaction Survey – UNHCR Syria

4.4.4.2

Feedback Form/ Survey for Help Websites – UNHCR Türkiye

4.4.5

Feedback, Complaints and Response Mechanism Digital Forms

4.4.5.1

Help Website Feedback and Complaints Form – UNHCR Jordan

4.4.5.2

MENA Digital Complaints Response and Feedback Form

4.4.6

Standard Operating Procedures Template for Addressing Fraud Committed by Forcibly Displaced and Stateless Persons

4.4.7

Jordan Inter-Agency Protection from Sexual Exploitation and Abuse Community-Based Complaint Referral Mechanism

4.4.8

MENA Digital Feedback, Complaint and Response Mechanism Map

³¹ See “[UNHCR Inspector General's Office \(IGO\) - Reporting misconduct](#)”

³² Sensitive complaints often relate to issues such as abuse, sexual harassment, fraud or corruption, or other kinds of misconduct.

Tool 4.4.1 - Feedback, Complaint and Response Mechanism SOP

There are no universally agreed terms, procedures, or tools for FCRM design, implementation, monitoring and evaluation. FCRMs across MENA are adapted and

contextualized to operational context, capacities and population types. A variety of terms are used, including grievances, feedback, and complaints procedures.

Tool 4.4.1.1 - UNHCR Yemen Feedback, Complaints and Response Mechanism SOP

Category: SOP

Organization: UNHCR

Country: Yemen

Link: [FCRM – UNHCR Yemen SOP and additional tools](#)

Profile: UNHCR Yemen's FCRM SOP and additional tools describe how forcibly displaced and stateless people can submit feedback and complaints, as well as the steps to handle them, including how to provide needed referrals. The SOP is mandatory for UNHCR and implementing partners. It is revised yearly, and staff and partners are equipped with the necessary skills and knowledge for its implementation regularly.

Why to Use the Tool: It is a concise document to guide FCRM across multiple locations and population groups, including internally displaced and stateless people. It provides specific information on managing sensitive complaints (e.g., corruption) as well as a FCRM dissemination plan.

How to Use the Tool: The SOP and annexed templates can be adapted in consultation with communities, partners, and other relevant stakeholders. The templates can be used in WORD format or integrated in a digital information management system.

Tool 4.4.1.2 - UNHCR Jordan Feedback, Complaints and Response Mechanism SOP

Category: SOP

Organization: UNHCR

Country: Jordan

Link: [SOP on Petitions and Complaint Boxes – UNHCR Jordan](#)

Profile: The UNHCR Jordan FCRM SOP was developed to operationalize the decision to re-open the feedback and complaint boxes after COVID-19. The SOP provides detailed information on how to improve the overall management of feedback and complaints received through this channel.

Why to Use the Tool: The SOP refers to digital and non-digital channels and is a good example of how to adapt to the needs of populations when shocks happen. It also helps to address gaps in closing the feedback referral loop, detailing steps from submission to closure. The SOP also describes how the UNHCR proGres database and SMS can support the tracking of referrals and responses.

How to Use the Tool: Operations and partners can adapt the SOP in consultation with communities and other stakeholders, including by customizing templates

in information management systems. Key elements to consider when adapting this SOP are summarized below:

- Context, purpose, scope, and definitions
- Handling petitions and complaints boxes
- Intake and processing of petitions and complaints
- Intake and processing of complaints against staff, including affiliate work force
- Analysis of petitions and complaints

The design of the SOP can also be complemented with the use of the [Feedback and Complaint Cards Tool](#) developed by UNHCR Jordan. This Tool uses non-verbal aids such as physical images or pictures to assist staff to communicate more creatively and help people express themselves.

Tool 4.4.1.3 - UNHCR Iraq Multi-channel Feedback, Complaints and Response Mechanism SOP

Category: SOP

Country: Iraq

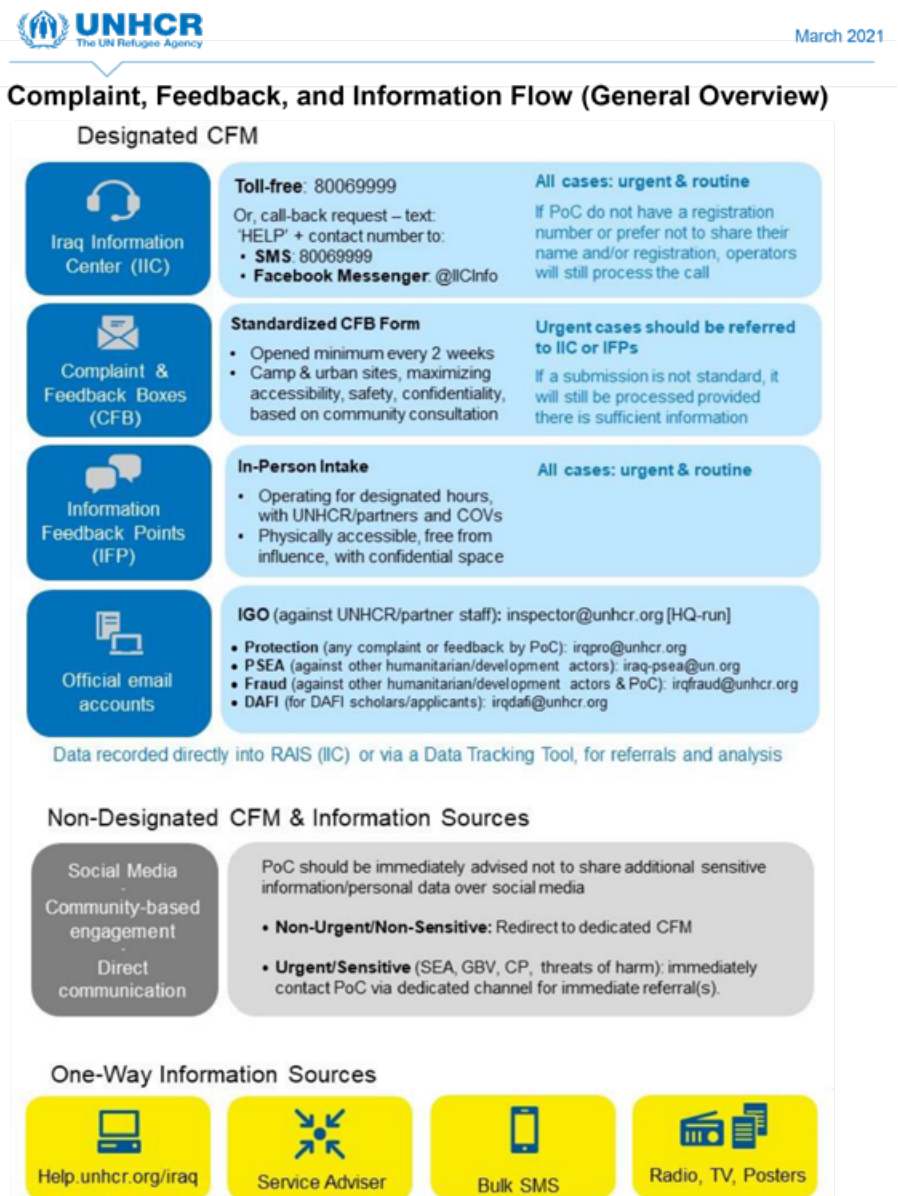
Organization: UNHCR

Link: [SOP for Multi-Channel FCRM – UNHCR Iraq](#)

Profile: The SOP consolidates all FCRM channels (referred to as Complaints and Feedback Mechanisms (CFM) in Iraq), including digital, non-digital, integrated, and dedicated channels offering a standardized and coordinated referral system.

Why to Use the Tool: The SOP helps to map and consolidate the FCRM channels by defining roles and responsibilities across sectors, establishing a common language, and addressing complaints in a holistic manner.

How To Use the Tool: The SOP for a country-based and multi-stakeholder FCRM. It can also be used as internal SOP, particularly for large operations and organizations.



Complaint and Feedback Mechanisms, UNHCR Iraq, 2021.

Tool 4.4.1.4 - UNHCR MENA Template Feedback, Complaints and Response Mechanisms SOP Template

Category: SOP

Organization: UNHCR

Country/ies: MENA Regional Bureau

Link: [MENA Template FCRM SOP](#)

Profile: The SOP Template incorporates good practices and lessons learned across MENA and Türkiye to facilitate the development and implementation of an effective FCRM.

Why to Use the Tool: The SOP Template describes key issues to be considered when developing an FCRM SOP. UNHCR and partners can add or modify existing work flows to meet their operational requirements. The Template can help accelerate the process for establishing FCRM procedures in field locations facing multiple competing priorities.

How to Use the Tool: The SOP Template is available in editable WORD format. It can be used in a modular manner, allowing for one or several of its sections to be adapted by the user.

Sections of the MENA Template FCRM SOP

- Introduction
- Objective
- Scope
- Feedback and Complaints Channels
- Roles and Responsibilities
- Organigram
- Quality Assurance
- Information Management
- Feedback and Complaint Categories and Response Timeframes
- Procedures for Processing Feedback and Complaints
- Data Analysis and Reporting
- Annexes

Tool 4.4.2 - Contact Centre and Guidance

Contact Centre is an umbrella term used to describe hotlines/helplines/call centres and other similar telephone-based two-way communication channels. Contact Centres are widely used in MENA for two-way communication, feedback, and complaints. UNHCR MENA operations have been pioneers in the

development and implementation of this solution. Contact Centres allow for remote communication with affected people via phone (mobiles or landlines) as well as through internet-based telephony. Contact Centres constitute an accessible, affordable, and easy-to-use two-way communication channel.

Tool 4.4.2.1 - Helpline SOP – UNHCR Jordan

Category: SOP and Guidance

Organization: UNHCR

Country: Jordan

Link: [Helpline SOP – UNHCR Jordan](#)

Profile: This SOP is an essential tool that provides a comprehensive framework to establish and manage a sophisticated call centre. This includes the use of Interactive Voice Response (IVR) and a ticketing system linked to the Refugee Assistance Information System (RAIS).

The SOP has supported the implementation of the helpline in Jordan. This helpline is one of the first of its kind for humanitarian responses and has inspired other call centres, including multi-country ones. The helpline provides information on services and responds to

feedback and complaints of all kinds. Refugees, asylum-seekers and host community members are regular users of this two-way communication channel.

Additional information: [UNHCR Jordan Helpline background information](#) and [Updated Usage Information](#).

Why to Use the Tool: While the scale and scope of the Jordan Helpline is larger than those of other contact centres, the tools and practices covered by this SOP may be very useful when developing effective call centres

or similar two-way communication channels of varying scale. For instance, the SOP offers detailed information on how to establish operators' teams and information management systems.

How to Use the Tool: It can be used to design and establish call centres and similar two-way communication channels. The below solutions and annexed can be used in different contexts:

- Interactive Voice Response (IVR) Tree (Annex 1)
- Team composition and Helpline organigram (Annex 2)
- Helpline team TORs (Annex 3)
- Prompt messages (Annex 6)
- Training materials (Annex 11)
- Helpline dashboard template (Annex 18)
- FAQs (Annex 21)

UNHCR Jordan Helpline (06-4008000) - at a glance

During COVID-19 the Helpline has been the primary communication channel between UNHCR and refugees. A comprehensive overhaul in 2021 led to improvements to ensure that the Helpline serves as an effective communication channel. As part of these efforts, forty consultations and training sessions were facilitated for community members with the number of call channels increasing from 52 to 120. During 2022, more than 2.2 million calls were responded in English, Arabic, and Somali. Top call themes included cash assistance, resettlement, registration, feedback and complaints and other protection issues. The Helpline team operates from Sunday to Thursday, 8AM to 4PM while the IVR functions 24/7.

Tool 4.4.2.2 - Contact Centre - Iraq Information Centre Process Flow

Category: Contact Centre

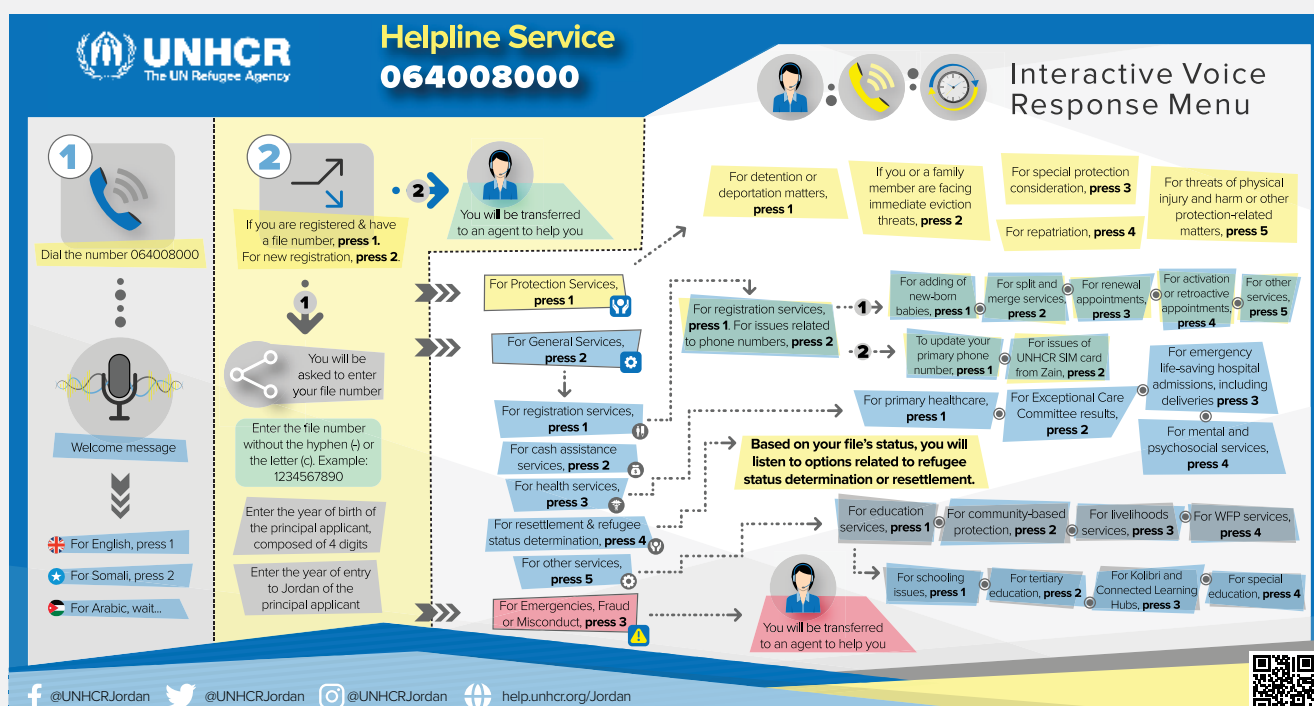
Organization: UNHCR

Country: Iraq

Link: [IIC Accountability to Affected People \(AAP\) Process Flow](#)

Profile: The IIC AAP process flow is a handy tool to ensure adequate management of calls through RAIS in a highly demanding humanitarian context. Since 2015 to 2022, the Tool was a key resource to reduce information gaps by providing evidence-based information to the humanitarian responders. Further information on the IIC can be found through the Iraq [Information Centre \(IIC\) Dashboard](#).

Why to Use the Tool: The Tool enables an interagency coordinated response to queries, feedback and complaints across multiple sectors and the required steps to effectively close cases and referrals. This Tool can be particularly useful in emergency contexts with large number of forcibly displaced people and multiple partners.



Interactive Voice Response (IVR) Menu, UNHCR Jordan 2022.

How to Use the Tool: The Tool can be used as a template for consideration when establishing or updated SOP and ToRs of call centres. It can be used for internal or

interagency purposes, following consultations with communities and partners.

Tool 4.4.3 - Feedback, Complaints and Response Mechanisms Guidance – UNHCR Syria

Category: Guidance Note

Organization: UNHCR

Country: Syrian Arab Republic

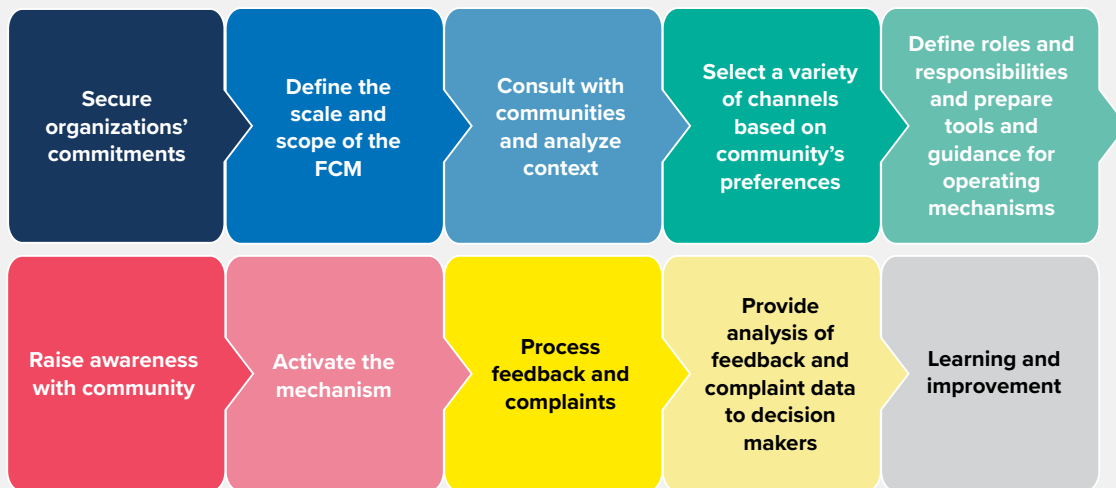
Link: [Feedback, Complaints and Response Mechanisms \(FCRM\) Guidance – UNHCR Syria](#)

Profile: The Tool provides the standards for operating a FCRM in Syria. It was designed to support UNHCR’s partners and grassroots organizations to establish and assess their own FCRM. It includes key principles and procedures to ensure equal access to feedback and complaint mechanisms by people of all AGD in all community centres and community-led initiatives across the country.

Why to Use the Tool: The Note provides a helpful step-by-step process on the setup and maintenance of an

FCRM. It specifies the different types of feedback and complaint tools and channels, including best practices for their use. It also describes their supplementary use for the analysis of strengths and weaknesses of each modality. It is a quick but comprehensive guide for small but also large organizations. Upon request, the Tool is available in Arabic.

How to Use the Tool: The Note can be used as training and coordination tool, helping organizations to select and adapt templates to their needs.



FCRM Guidance: Steps to establish complaints and feedback mechanism (minimum operating standards) UNHCR Syria 2021.

Tool 4.4.4 – Satisfaction or Feedback Surveys and Forms in MENA

Satisfaction surveys are designed to identify quality trends in the provision of a specific service. This can include testing assumptions or establishing baseline data for multi-year evaluations. Surveys can collect primary

or secondary data, as well as validate findings from participatory interventions. The questions in surveys should be sensitive to the context and relevant for people of different age, gender, and diversity groups.

Tool 4.4.4.1 - Community Centre Satisfaction Survey – UNHCR Syria

Category: Satisfaction Survey

Organization: UNHCR

Country: Syrian Arab Republic

Link: [Community Centre Satisfaction Survey – UNHCR Syria](#)

Profile: The Tool is a survey to measure performance and adequacy of the services provided to internally displaced people in Syria. The Tool was tested with 1,600 users and the outcomes guided learning and adaptation in community centres across the country.

Why to Use the Tool: This Tool complements other feedback and complaints channels and tools, deepen the analysis of quality of services across sectors and through the engagement of multiple actors and communities with different age, gender, and backgrounds.

How to Use the Tool: The Tool is applicable to multi-sectoral assessments. It can also target the FCRM as a whole or specific parts of it. The survey can be adapted and disseminated

through digital or non-digital channels. It can be incorporated in Help.UNHCR.org or other dedicated webpages.

Sections of the Survey

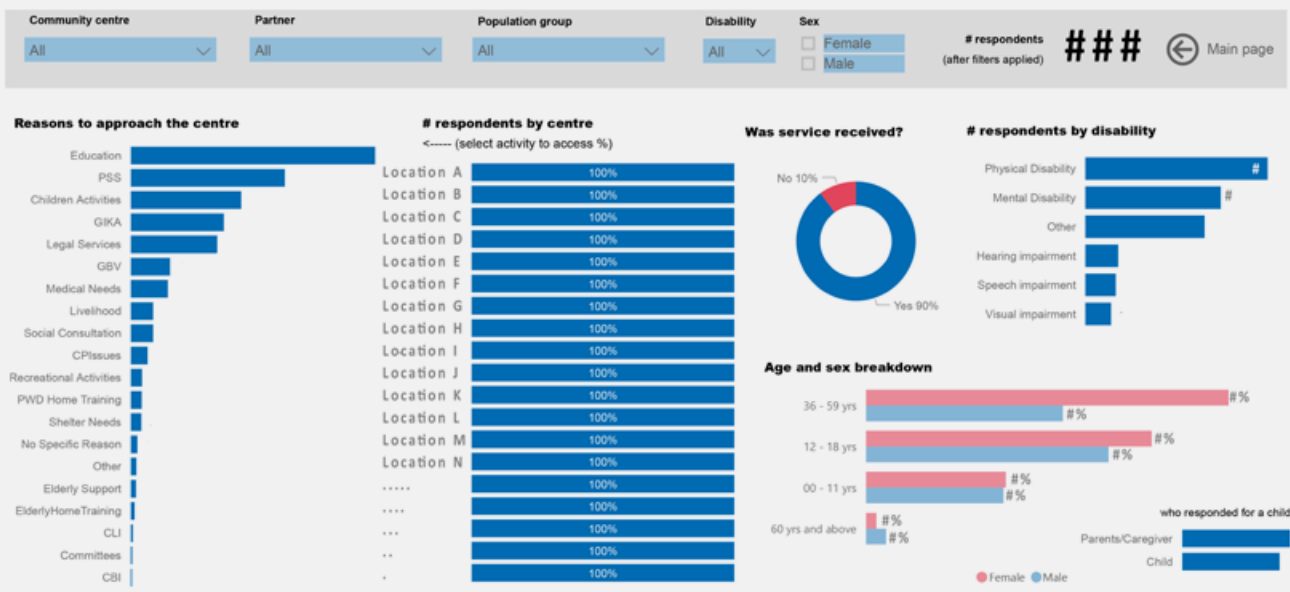
- Respondent profile
- Accessibility of the centre
- Reasons to come to the centre
- How respondents learned about the centre
- Impression of the centre
- Accountability to Affected People
- Community participation
- Suggestions to improve
- Feedback on specific services



(Mock Data)

Syria
Community Centres' Satisfaction Survey (pilot)

Reasons to come to the centre - 1



Creation date: 21 January 2020 | Sources: UNHCR and partners | Feedback: jabasseh@unhcr.org, mazurenk@unhcr.org

UNHCR Syria Community Centre Satisfaction Dashboard (Mock Data), UNHCR Syria 2019.

Tool 4.4.4.2 - Feedback Form/Survey for Help Websites – UNHCR Türkiye

Category: Feedback Survey

Organization: UNHCR

Country: Türkiye

Link: [Feedback Form/Survey for Help Websites and Dashboard – UNHCR Türkiye](#)

Profile: The Tool was developed to conduct an information needs assessment of users of the [help.unhcr.org Türkiye](https://help.unhcr.org) website. The survey was launched in 2019 and had more than 4,000 respondents. The results inspired modifications in the content of the website.

Why to Use the Tool: The Feedback Form/Survey is a ready to use tool to collect systematic and timebound feedback to adapt websites and other communication channels to the needs and preferences of the intended audience.

How to Use the Tool: The Tool can support the implementation of ad hoc and periodical information needs

assessments. It can be used as part of a digital or face-to-face assessment. Questions can also be recorded and shared through WhatsApp or other communication means enabling access to those who cannot read or write.³³

This feedback form was embedded into the UNHCR Türkiye help.unhcr.org website and would pop-up on screen for visitors of the website prompting them to take part in the survey. Visitors could opt out if they did not want to participate by pressing the 'close' button.

Tool 4.4.5 – Feedback, Complaints and Response Mechanism Digital Forms

Tool 4.4.5.1 - Help Website Feedback and Complaints Form – UNHCR Jordan

Category: Feedback and Complaints Form

Organization: UNHCR

Country: Jordan

Link: [Help Website Feedback and Complaints Form](#)

Profile: This Tool is a digital feedback form. It could be accessed through the [Jordan.help.org](https://jordan.help.org) website during COVID-19.³⁴ The digital form collected information from the user and routed it automatically to a specific email through the website.

Why to Use the Tool: The Tool has been tested and used effectively through a crisis time. It can be used in different languages and can include accessibility features. The help.unhcr.org is known globally by refugees, asylum-seekers, other forcibly displaced and stateless persons. The website is supported by UNHCR and is hosted in a secured server that respects quality standards of data protection and confidentiality.

How to Use the Tool: In addition to help.unhcr.org, the form can be inserted in other secured websites. Content can be updated or added as per operational needs and context. The following link is useful to develop or update this digital form. [How-to guide on Contact Forms.](#)

³³ [Additional Examples of Satisfaction Surveys](#)

³⁴ UNHCR Jordan decided to transfer digital complaints to face-to-face channels after the end of COVID 19 restrictions based on consultations with communities. It was however a useful tool during this period.

Help Website Feedback and Complaints Form, UNHCR Jordan Help website 2021.

Tool 4.4.5.2 - MENA Digital Complaints Response and Feedback Form

Category: Feedback and Complaint Form

Organization: UNHCR MENA Regional Bureau

Link: [Complaints, Response and Feedback \(CRF\) Form](#)

Profile: The RB MENA complaints, response, and feedback form (the CRF Form) is a KoBo template to assist digital data collection from FCRM channels across the MENA region. It has been developed in consultations with UN staff, partners, and communities.

Why to Use the Tool: The Form contains essential information for the processing of feedback and complaints, including consent of those involved in the submission. The Tool is compatible with the feedback module of the Refugee Assistance Information System (RAIS) used by

many UNHCR and partners in MENA. It is hosted in a secured server and can interoperate with ProGres V4 and other key databases used in forced displacement contexts.

How to Use the Tool: It can be used digitally and non-digitally (including over a phone call). It can be adjusted to be used in different languages and shared using inclusive communication strategies (i.e., captions, speech to text, voice recording, etc.)

Tool 4.4.6 - Standard Operating Procedures Template for Addressing Fraud Committed by Forcibly Displaced and Stateless Persons

Category: SOP

Organization: UNHCR MENA Regional Bureau

Link: [SOP Template for Addressing Fraud](#)

Profile: The Tool is a template to develop an SOP for addressing fraud committed by forcibly displaced and stateless people, as per the [UNHCR's Policy on Addressing Fraud Committed by Persons of Concern 2017](#). This Template provides guidance for fraud-related complaints mechanisms, risk review, and communication with alleged perpetrators. It does not apply to fraud allegations against staff, affiliated workforce, or other entities (partners, contractors, etc.). Such allegations must be reported immediately to the Inspector General's Office (IGO)³⁵ or the relevant investigative body.

Why to Use the Tool: Fraud, in the form of scams, exploitation schemes and misinformation may be committed by forcibly displaced and stateless people. Addressing fraud requires targeted procedures to

prevent and response to these types of risks. Examples of conducts to be reported include:

- Suspected misappropriation of another person's identity
- Suspected fraudulent or fraudulently used UNHCR-issued (or joint UNHCR and government-issued) identity documents
- Suspected exploitation scheme

How to Use the Tool: The Template can be used to outline the fraud allegation resolution process and guide staff on how to handle fraud allegations in a particular operation or in the provision of a specific service.³⁶ All other functional SOPs should include measures to prevent, mitigate and respond to fraud allegations. The reporting mechanism should be integrated into the operation's FCRM.

Tool 4.4.7 – Jordan Inter-Agency Protection from Sexual Exploitation and Abuse³⁷ Community-Based Complaint Referral Mechanism

Category: Complaint Referral Mechanism

Organization: UNHCR

Country: Jordan

Link: [Jordan Inter-Agency PSEA Community-Based Complaint Referral Mechanism](#)

Profile: The Inter-Agency Community-Based Complaint Referral Mechanism ('CBCRM') in Jordan is a tool that allows for safe identification and referrals of SEA allegations across signatory partners. The Tool was developed in 2015 under the umbrella of the Inter-Agency Network on Protection from Sexual Exploitation and Abuse (PSEA Network) and the PSEA Task Force. In 2020, the PSEA Network revised the CBCRM to further strengthen survivor-centered approach and to incorporate new global guidance on PSEA.

Why to Use the Tool: The CBCRM can help UNHCR and partners to establish a comprehensive and integrated community-based complaint mechanism for referrals between the PSEA Network member agencies. It contains a repository of key principles, policies, and standards applied at interagency level to be considered by humanitarian and

development actors. It was developed through extensive consultation with communities and partners.

The CBCRM is a tested tool to provide safe and confidential access to survivors through trust-building across partners. Useful annexes include:

- Example Complaint Referral Form
- PSEA Focal Point Roles and Responsibilities
- Community-Based Complaint Referral Pathway and PSEA Network Terms of Reference
- Referral pathways
- Awareness-raising materials

How to Use the Tool: The CBCRM can inspire the establishment of an interagency SEA community-based complaint mechanism in a given context. It is particularly

³⁵ For more information, please visit "[UNHCR's Inspector General Office](#)"

³⁶ For more information on fraud prevention, detection and response, see the [Risk management tool: Implementing with partners](#). Additionally, the Minimum required Measures to Prevent, and Detect Fraud and Corruption are included in the [Guidance for Partnering with UNHCR](#), pp.33-35.

³⁷ PSEA refers to "Protection from Sexual Exploitation and Abuse". Additional information can be found in the [UNHCR Emergency Manual: Protection from Sexual Exploitation and Abuse](#).

useful in emergencies with large numbers of forcibly displaced and stateless people and many responders. The referral pathways, process flows, and the awareness-raising materials contained in the Tool can be adapted to any operational setting and could be disseminated through digital and non-digital channels.

Like the CBCRM, other UNHCR and partners have established PSEA networks, and developed SOP and

resources that can inspire interagency community-based PSEA mechanisms. These include:

- [Iraq Standard Operating Procedures for Recording and Processing Sexual Exploitation and Abuse Complaints by the Inter-Agency PSEA Network](#)
- [Lebanon Standard Operating Procedures – Protection from Sexual Exploitation and Abuse: Inter Agency reporting, referrals, and feedback on allegations of SEA](#)

Tool 4.4.8 – MENA Digital FCRM Mechanism Map

Category: Map

Organization: UNHCR

Country/ies: MENA Regional Bureau

Links: [MENA Digital FRCM Map Form \(editable\)](#)³⁸

Additional Links: [MENA Digital FCRM Map Form](#) and [MENA Digital FCRM online editable Map](#)

Profile: The Tool is a digital map of FRCM in the MENA region and enables referrals to related mechanisms, providing the location and contact information for each. The Tool comes with an online Form for data collection to facilitate regular updates of the map.

Why to Use the Tool: The Map visualizes the locations of FRCM throughout the MENA region, and shows the management platforms and channels used. It can facilitate referrals and support the identification of gaps. Any organization, institution or agency managing a digital

FCRM in the MENA region and Türkiye can participate by filling in the [MENA Digital FCRM Map Form](#).

How to Use the Tool: After completing the online Form, information is uploaded and validated by RB MENA and the participating organization, and transferred to the [MENA Digital FCRM online editable map](#). Users can navigate the Map by clicking and dragging different parts of the screen, or alternatively, by using the zoom feature. The online Form and Map can also be adapted at local or national levels.

Digital Service Maps in MENA and Türkiye

MENA Community Protection Network

The MENA Community Protection Network comprises 82 organizations that support forcibly displaced and stateless people in the MENA region, including community, grassroots and refugee-led organizations, UN agencies, NGOs, and national institutions. The Network is key to identify information needs and preferences of communities and related trends and dynamics across the region. The Network facilitates disclosure, identification, and referrals of people with international protection needs. It also aims to enhance access to protection and multisectoral support for people with specific needs, and those living in hard-to-reach and remote areas.

The Network seeks to enhance outreach in a manner that underscores [UNHCR's Age, Gender, Diversity Policy](#), rights and community-based approaches and promotes inclusion and equal access to specialized protection and assistance. The [Network Map](#), currently hosted by UNHCR, allows for quick identification of available services by population group (including age, gender, diversity, displacement status) to promote referrals among partners.

Services Advisor Türkiye

The Services Advisor is a web platform in multiple languages for protection organizations and forcibly displaced and stateless people to find information about service providers, contact details, opening hours, population groups, feedback mechanisms in Türkiye.

Lebanon PSEA CFM Map

Like the [Digital Feedback, Response, and Complaint Mechanism \(FCRM\) Map](#), the Lebanon PSEA CFM Map offers a compilation of complaints and feedback mechanisms for sexual exploitation and abuse (SEA) in the country.

³⁸ The online Form is available in editable Excel and WORD formats.



Lebanon. Storm Norma brings misery to Syrian refugees.

© UNHCR/Diego Ibarra Sánchez

5. Organizational Learning and Adaptation

5.0 Overview

UNHCR has introduced a new context-specific [Results Framework](#) through which operations, regional bureaus and headquarters divisions develop their strategic visions and theories of change, through partnership with communities, organizational learning and adaptation. UNHCR has also developed physical and digital communities of practice to share learning and develop capacity on accountability across regions.

LEARNING AND ADAPTATION

UNHCR AGD Policy on Age, Gender and Diversity

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

Core action: “At a minimum, UNHCR operations will adapt programmes and strategies in response to input from persons we serve, and document this in Country Operations Plans and Annual Reporting”.

5.1 Organizational Learning and Adaptation Tools



Organizational Learning and Adaptation Tools

5.1.1

MENA AAP Reference Group

5.1.2

MENA AAP Learning Series

5.1.3

MENA AAP Grant for Community and Grassroots Organizations

Tool 5.1.1 – MENA AAP Reference Group

Organization: UNHCR RB MENA with country operations, partners, and community-based organizations.

Link: [MENA AAP Reference Group Tool: TOR, Survey, Agenda and Minutes Templates](#)

Profile: The MENA AAP Reference Group Tool is a selection of documents (including templates for TOR, Agenda, Survey, Minutes) that can support the establishment of technical working groups to enhance AAP at local or national levels.

Why to Use the Tool: The MENA AAP Reference Group Tool has been tested at regional level with UNHCR AAP focal points and community-based organizations. The Tool can be used to guide the agile establishment of AAP coordination structures and help build trust among members. The Tool can help promote community engagement, the development of joint initiatives (including developing FCRM training and communication materials and endorsing Grants for community and grassroots organizations), and learning and adaptation.

How to Use the Tool: The MENA AAP Reference Group Tool can be adapted to the operational context and can be used internally or at interagency level. This may also include translation into local languages or inclusion of additional content, as needed.

MENA AAP Reference Group

The MENA AAP Reference Group was established in 2021 by the RB MENA to support further progress, harmonization, and mutual learning on AAP across UNHCR operations and partners in the MENA region. As an overarching goal, the MENA AAP Reference Group aims to promote equal participation and access to AAP mechanisms for all forcibly displaced and stateless people through the contextualization of the [UNHCR AGD Policy](#), [UNHCR Operational Guidance on AAP](#), [IASC Revised Commitments on AAP and PSEA 2017](#) and the [UNHCR Strategic Directions 2022-2026](#).

The MENA AAP Reference Group has been instrumental in the development of the MENA AAP Toolkit. Members have contributed to learning and adaptation in the MENA region by piloting innovative tools, sharing lessons learned and implementing specialized learning sessions during the 2021 and 2022 MENA AAP Learning Series. The MENA AAP Grant has been supported through members' efforts to identify and support community-based and grassroots organizations across the region to implement projects aimed at enhancing equal access to AAP and protection.

Tool 5.1.2 – MENA AAP Learning Series

Organization: UNHCR

Link: [MENA AAP Learning Series Videos](#)

Profile: The Tool provides a repository of the first MENA AAP Learning Series launched in 2021. The recording of five key sessions is available in English, French and Arabic, as well as sign languages.

The five sessions are short and include presentations of field application of AAP tools, including digital participatory assessments, feedback and complaints forms, hotlines, and WhatsApp trees. 500 participants from UN agencies, community and grassroots organizations attended the series and promoted the organization of similar AAP events across 19 countries.

Why to Use the Tool: The Tool provides critical information on how to set up a comprehensive AAP mechanism, based on field-tested practices, and includes contact details for technical support. It is a quick and inclusive tool that can reach many different audiences, stimulating learning and adaptation.

How To Use the Tool: The Tool can be disseminated as part of an e-learning package or presented face-to-

face to individuals or groups. The Series can be used as inspiration for similar events. It can be used internally or at interagency level with a diverse audience. Learning sessions can be further enhanced by using accessibility features such as live captioning. The [UNHCR MENA lessons learned guidance for live captioning](#) provides a step-by-step guidance on using these features.



Sign languages and inclusive communication techniques. UNHCR MENA AAP Learning Series July 2021.

Tool 5.1.3 – MENA AAP Grant for Community and Grassroots Organizations

Organization: UNHCR

Link: [MENA CBP-AAP Grant Summary and Tools](#)

Profile: The Tool provides detailed information on the MENA RB CBP/AAP Grant and how this initiative has had a positive impact on community engagement in different countries in the MENA region. It presents innovative projects implemented by community, grassroots and refugee-led organizations through the support provided by the Grant. In line with the commitments of the [Grand Bargain](#), the Grant supports accountability through participation and localization. The Summary is a learning tool for further engagement with communities and programming adaptations.

In Morocco, the refugee youth organization *Vivre Ensemble* was one of 14 community-led organizations who received the MENA AAP Grant between 2021 and 2023.³⁹ The project funded by the Grant included the facilitation of training on digital literacy and risks for LGBTIQ+ persons, women at risk, GBV survivors and other people with specific needs, and provided them with digital devices and safe locations to help them access services. The project promoted community support networks and raised awareness on challenges faced by people with specific needs.

In Egypt, the refugee-led organization *Tafawol* created a digital education platform for children with disabilities and specific needs. The platform included educational videos on the Sudanese curriculum, psychosocial support sessions for parents of children with disabilities, and training of trainers for teachers, including on issues related with violence against children and mental health and psychosocial support (MHPSS) support. The platform enhanced participation and feedback of children, teachers, and parents while ensuring access to education and basic needs.

Why to Use the Tool: The MENA AAP Grant provides a framework for simplified partnership agreements and tailored technical support and training to develop and implement impactful activities at community level. The Grant can overcome common challenges faced by organisations, such as lack of access to registration or banking services.

How to Use the Tool: The experience of Grant recipient can inspire flexible approaches to financial and technical support for other organizations in the same or other countries. The Summary can be presented to communities to prompt new ideas and plan programme adaptations at local, national, or regional level. Organizations profiled in the Summary can be engaged in events (such as trainings) or interventions (such as consultations) or the provision of multisectoral services.

³⁹ Between 2021 and 2023, the MENA AAP Grant has supported community-based projects in Morocco, Algeria, Egypt, Jordan, Tunisia, and Mauritania, Iraq, and Yemen.



Yemen. UNHCR Nansen Refugee Award, 2023
Regional Winner for the Middle East and North Africa,
Asia Al-Mashreqi, recognized for dedication to helping
refugees and fellow Yemenis
© UNHCR/Mohammed Hamoud

6. Additional Key Resources

6.1 Participation and Inclusion

UN High Commissioner for Refugees (UNHCR), *UNHCR Tool for Participatory Assessment in Operations*, May 2006, available at: <https://www.refworld.org/docid/462df4232.html>

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Acronyms

AAP	Accountability to Affected People
AGD	Age, Gender, and Diversity
ARDD	Arab Renaissance for Democracy & Development
CBCM	Community-Based Complaints Mechanism
CBI	Cash-Based Intervention
CBO	Community-Based Organization
CBP	Community-Based Protection
DRC	Danish Refugee Council
FAQ	Frequently Asked Question
GBV	Gender-Based Violence
IASC	The Inter-Agency Standing Committee
IIC	Iraq Information Centre
ILO	International Labor Organization
IOM	International Organization for Migration
IRC	International Rescue Committee
IVR	Interactive Voice Response
KI	Key Informants
MEAL	Monitoring, Evaluation, Accountability, and Learning
MENA	Middle East and North Africa
MHPSS	Mental Health and Psychosocial Support
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHCHR	The Office of the United Nations High Commissioner for Human Rights
OMC	Operation Management Cycle
PA	Participatory Assessment
PSEA	Protection from Sexual Exploitation and Abuse
RAIS	Refugee Assistance Information System
ROV	Refugee Outreach Volunteer
RSD	Refugee Status Determination
SEA	Sexual Exploitation and Abuse
SOGIESC	Sexual Orientation, Gender Identity and Expression and Sexual Characteristics
UASC	Unaccompanied and Separated Children
UNCRPD	UN Convention on the Rights of Persons with Disabilities
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Health Fund
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
WHO	World Health Organization
WFP	World Food Programme

Definitions/ Glossary

Accountability to affected populations (AAP) is a commitment to the intentional and systematic inclusion of the expressed needs, concerns, capacities, and views of displaced and stateless persons in their diversity; and being answerable for our organizational decisions and staff actions, in all protection, assistance and solutions interventions and programmes. ([UNHCR Operational Guidance on AAP](#))

Age, gender and diversity approach (AGD): An approach to humanitarian action that aims to ensure that all affected people can enjoy their rights on an equal footing and participate meaningfully in the decisions that affect their lives, families, and communities. UNHCR's AGD approach recognizes that displacement and statelessness affect people differently, depending on age, gender, and other diverse characteristics, circumstances or experiences. ([UNHCR Master Glossary of Terms](#))

Assent (informed): The expressed willingness to pursue legal procedures or participate in services. For younger children who are, by definition, too young to give informed consent, but old enough to understand the implication of the procedures to be followed or to participate in the recommended services, the child's "informed assent" is sought. Informed assent is the expressed will of the child to participate in services and undertake the consequences of eventual legal procedures. ([Inter-Agency Community-Based Complaint Referral Mechanism](#))

Asylum-seeker: A general term for any person who is seeking international protection. In some countries, it is used as a legal term referring to a person who has applied for refugee status or a complementary international protection status and has not yet received a final decision on their claim. It can also refer to a person who has not yet submitted an application but may intend to do so, or may be in need of international protection. Not every asylum-seeker will ultimately be recognized as a refugee, but every refugee is initially an asylum seeker. However, an asylum-seeker may not be sent back to their country of origin until their asylum claim has been examined in a fair procedure, and is entitled to certain minimum standards of treatment pending determination of their status. ([UNHCR Master Glossary of Terms](#))

Communication and Transparency: the consistent and intentional sharing of timely, accurate, and relevant information between UNHCR, its partners, and people of concern. ([UNHCR Operational Guidance on AAP](#))

Community-Based Approach to Protection: An inclusive partnership strategy that recognizes and builds on the capacities and resources of persons of concern to UNHCR, by establishing trust, promoting meaningful participation, consultation and leadership in all aspects of programmes that affect them. It is a continuous process that engages communities as analysts, evaluators and implementers in their own protection. ([UNHCR Master Glossary of Terms](#))

Complaint: Is negative feedback. See Feedback below.

Consent: Any freely given and informed indication of agreement by a person. Consent is not given if agreement is obtained through abuse of power, force or threat of force, and other forms of coercion, abduction, fraud, deception or misrepresentation. ([UNHCR Master Glossary of Terms](#))

Diversity: Refers to different values, attitudes, cultural perspectives, beliefs, ethnicities, nationalities, sexual orientation, gender identity, disability, health, social and economic status, skills, and other specific personal characteristics. Diversity characteristics vary from person to person and intersect, making each person unique. These differences must be recognized, understood, respected, and valued by UNHCR in each context and operation in order to address effectively the needs of all forcibly displaced and stateless persons. Respecting diversity means recognizing and valuing those differences and creating a protective, inclusive, and non-discriminatory environment where everyone's rights are upheld. ([UNHCR Policy on Age, Gender and Diversity](#))

Feedback: Is formal or informal communication from persons of concern received through feedback mechanisms. It can either be positive or negative (complaint) and informs programming or requires corrective action (response). ([UNHCR Operational Guidance on AAP](#))

Gender: Refers to the socially constructed roles for women and men, which are often central to the way in which people define themselves and are defined by others. Gender roles are learned, changeable over time, and variable within and between cultures. Gender often defines the duties, responsibilities, constraints, opportunities and privileges of women, men, girls, and boys in any context. ([UNHCR Master Glossary of Terms](#))

Internally Displaced Person: A person who has been forced or obliged to flee from their home or place of habitual residence, in particular as a result of or in order

to avoid the effects of armed conflicts, situations of generalized violence, violations of human rights or natural or human-made disasters, and who has not crossed an internationally recognized State border. ([UNHCR Master Glossary of Terms](#))

Organizational Learning and Adaptation: The overall measurement of organizational performance on accountability to forcibly displaced and stateless persons. This can be measured and reported on at a strategic level, and fulfils UNHCR's organizational accountability commitment in leadership and governance. ([UNHCR Operational Guidance on AAP](#))

Persons with specific needs: Any person who requires specific targeted assistance in order to enjoy the full range of his or her human rights. Children (especially unaccompanied and separated children), victims of trafficking, women at risk, older persons, and persons with disabilities are among the groups that often have specific needs. ([UNHCR Master Glossary of Terms](#))

Refugee: Any person who meets the eligibility criteria under an applicable refugee definition, as provided for in international or regional refugee instruments, under UNHCR's mandate, or in national legislation. ([UNHCR Master Glossary of Terms](#))

Returnee: A former refugee who has returned from a host country to their country of origin or former habitual residence, spontaneously or in an organized fashion, with the intention of remaining there permanently and who is yet to be fully integrated. Returnees include those returning as part of the operationalisation of the cessation clauses in the 1951 Convention and regional equivalents. The High Commissioner has a protection and solutions mandate for returnees as former refugees. ([UNHCR Master Glossary of Terms](#))

Sensitive Complaints: Sensitive complaints are typically related to staff conduct or any issue that the complainant may fear recrimination or victimization for. ([UNHCR Operational Guidance on AAP](#))

Stateless persons: A person who is not considered as a national by any State under the operation of its law, either because they never had a nationality, or because they lost it without acquiring a new one. ([UNHCR Master Glossary of Terms](#))

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