



# **CIAI Framework for Accountability to Affected People**

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# Abbreviations and Glossary

<b>AF</b>	Accountability Framework
<b>CAAP</b>	Commitments on Accountability to Affected People
<b>CAFOD</b>	Catholic Agency for Overseas Development
<b>CHM</b>	Complaints Handling Mechanism
<b>CHS</b>	Core Humanitarian Standard
<b>CIAI</b>	Centro Italiano Aiuti all'Infanzia
<b>CPO</b>	Child Protection Officer
<b>CSOs</b>	Civil Society Organizations
<b>HAP</b>	Humanitarian Accountability Partnership
<b>HLPF</b>	High-Level Political Forum
<b>IASC</b>	Inter-Agency Standing Committee
<b>JIU</b>	Joint Inspection Unit
<b>SDGs</b>	Sustainable Development Goals
<b>UN</b>	United Nations
<b>UNICEF</b>	United Nations Children's Fund

## Affected People



With this designation **CIAI** identifies all those people who are meant to be, or happen to be, concerned, influenced or involved by the association projects and policies. **CIAI** includes in this definition children, families, communities and institutions, according to its Theory of Change.

# 01

## Introduction to accountability

### Objectives and scope

In the last years, the importance of accountability among institutions and NGOs has grown considerably, and its presence in international organizations' reports and recommendations is now the rule.

The present document aims to provide, in the first place, a general look upon the concept of accountability and upon the directions suggested by various **UN** agencies' findings; subsequently it will focus on the accountability towards affected people and particularly on how **CIAI** considers it and what it currently does to promote participation and to become more and more accountable towards the beneficiaries of its projects.

The goal is to make available, especially for **CIAI** internal use, a structured document providing clear and practical guidance, which will serve the staff as a guideline for future interventions.

The importance of accountability can be also seen within the context of the Sustainable Development Goals. There has been a strong criticism toward the vagueness of the indications and the lack of determinate political will to be held accountable for the progresses: in fact, no clear obligation or sanction towards the States makes the action compulsory. Nevertheless, it has to be said that accountability has been considered since the beginning: the survey *MY World 2030*, designed in order to include ordinary people in the process of creating the Goals, will help to compare initial data and expectations with the following progresses. To have taken in account people's views and needs acts as a commitment to be held accountable. Moreover, the **HLPF**, established in 2012 with the aim of reviewing the SDG progresses and challenges, should now assume its role effectively and meet every year, as agreed, in order to do it.

The scope of this paperwork covers, in its crucial chapters, many of the development projects currently implemented by **CIAI**, and especially their monitoring part, and the will is to make explicit, register and standardize all the measures enacted, both at the current moment and in the past, and to identify those practices which could be and should be introduced or modified, in accordance with suggestions, directions, rules and examples highlighted by the study and analysis of relevant documents.

## Definition of accountability

The concept of accountability covers different kinds of assurances of responsibility. Overall, we can define the accountability of an organization, referring to **UN General Assembly's** definition (to be found in **JIU's** document *Accountability frameworks in the United Nations system*, by M. Mounir Zahran), as its being answerable for all decisions made and actions taken, and as honoring its commitments without exception. As **UNICEF** states in its Report on the accountability system of UNICEF, it is the obligation to demonstrate that work has been conducted in accordance with agreed rules and standards, and that performance results have been reported fairly and accurately. Therefore, accountability includes in its definition:

- ✓ To achieve high-quality agreed results.
- ✓ To work accordingly to time/costs efficiency.
- ✓ To report results timely and in a truthful, objective and accurate way.
- ✓ To respect all resolutions, laws and regulations, both at country, international and organization level.
- ✓ To behave according to agreed and strict ethical standards.
- ✓ To have a clear, explicit delegation of authority, spread at all staff's levels.

The accountability of an organization can be expected from three different levels of its structure and can be directed to different stakeholders. Following UNICEF's statements, we can make a distinction between:

- ✓ organizational accountability.
- ✓ programmatic accountability.
- ✓ staff accountability.

These kinds of accountability are diversified by the different tasks to which each role is committed to, according to their position and job description. In addition, accountability in general has many destinations: to and of member States (in the case of an intervention carried out jointly with institutions), accountability towards donors, towards partners, to the general public, and towards beneficiaries or affected people.

Later on, accountability to affected people will be further investigated and carefully outlined.

## International standards on accountability

Good practices and gaps concerning accountability have been compared within the above-mentioned extensive document created by the **Joint Inspection Unit**, which illustrates the existing accountability frameworks in **UN** system. This allows us to get an impression on how the subject is approached and treated within a large set of recognized and important institutions. The mentioned document lists 17 benchmarks, which are considered suitable to measure an organization's accountability framework, keeping as the basis of it the ideas of transparency and culture of accountability.

Transparency refers to the openness about activities and it enables stakeholders to identify whether an organization is operating according to the law, whether it is conforming to relevant standards and how the performance relates to targets. Transparency has to exist towards both the inside and the outside of an organization, showing a proactive approach to information and including a comprehensive policy on information disclosure. On the other side, the culture of accountability is mainly modeled by behaviors and interactions, and only secondly by tools and systems. It has to be kept in mind that accountability relies for a large part on the perception by the staff at all levels.

Here we list some of the fundamental benchmarks found out by the comparative study about accountability frameworks in **UN** systems:

- ✓ Presence of a clear framework for accountability, including a definition and clarity of responsibility for the implementation
- ✓ Functioning of a Results Based Management coherent with organizational mandates and objectives
- ✓ Credible, utilization-focused evaluations and communication of findings, conclusions and recommendations to stakeholders
- ✓ Implemented information disclosure policy
- ✓ Ethical conduct, standards of integrity, enforced anti-corruption and anti-fraud policies
- ✓ Clear, proportional and implemented sanctions at all levels, recognition or reward for outstanding performances
- ✓ Up-to-date written job descriptions for all staff
- ✓ Policies on selection, recruitment and post-employment
- ✓ Clear, coherent chain of command and delegation of authority, integrated into existing Enterprise Resource Planning
- ✓ Presence of financial regulations and rules which embody anti-fraud and misconduct policies
- ✓ Access for all staff to relevant and reliable information supporting decision-making in line with their authority, within an internal and external communication system
- ✓ Oversight bodies' and internal audits' recommendations are tracked and implemented
- ✓ Presence of non-formal complaint mechanisms for staff
- ✓ Presence of formal complaints mechanisms for staff, consultants, stakeholders and mechanisms to respond them

The aim of these benchmarks is to provide associations, institutions and NGOs around the world a set of standards against which measure their own situation and to which look forward in order to be able to boast a strong accountability framework and consequent better outcomes in the project cycle.

## Accountability to Affected People

As already said, our aim here is, in particular, to deepen the knowledge of the concept of accountability to affected people and to outline implemented and to-be-implemented tools within **CIAI**, to ensure it becomes more and more real and efficient.

The adoption of this goal assumes a comprehensive picture of accountability, joint with a specific knowledge of its branch concerning especially those who are likely to be labeled as “receiving”.

As clearly stated by **CHS Alliance** in its document *FAQs on Accountability to Affected Populations*, many humanitarian agencies tend to attach much importance to accountability to those in power (donors, States, institutions) rather than to those in need: however, humanitarian projects implemented without any consult with concerned populations may be more similar to a sort of charity, not taking into account the respect due to affected people and considerably neglecting the idea/ideal of participation.

If the mission of an organization is to empower and give aid to the groups that, in various societies, represent “the least”, a crucial step that has to be taken is that of recognizing their right to demand accountability.

In 2011, the **Inter-Agency Standing Committee** endorsed five Commitments on Accountability to Affected People (to be found in the *Task Force on Accountability to Affected People* document) which they wished to be incorporated by organizations in their policies and guidelines. The commitments (CAAP) are:

- **Leadership/governance:** feedback and accountability mechanisms must be integrated into country strategies, program proposals, monitoring and evaluations, recruitment, trainings, partnership agreements, etc. Senior managers' support is of great importance.
- **Transparency/information sharing:** accessible and timely information must be provided to affected populations about everything concerning them, so to improve their ability to make informed decisions and choices and to encourage the dialogue. Key demographic characteristic must be assessed in order to be able to collaborate more closely by using the channel they prefer.
- **Feedback and complaints:** active search of the views through streamlined and appropriate mechanisms, with specific procedures regarding issues about violations, abuses, etc. All groups must be aware of the mechanism and they have to know what they can expect from the staff. This tool increases trust in the organization and enhances the possibility to solve problems before they're too severe.
- **Participation:** clear guidelines and practices must be established to engage populations as a whole to play an active role in the decision-making process. The aim is to mobilize local leadership and skills and to improve the process overall. Community representatives should be included in all phases: one of the keys of a successful accountability is to consult with affected people as early as possible, in order to begin and shape the process in the most adequate way.
- **Design, monitoring and evaluation:** all procedures must involve the population.

In addition, we can relate with the principles outlined within the document *Towards a New Accountability Paradigm: An Accountability Framework for the 2030 Agenda for Sustainable Development* by **Save the Children**, which, in turn, relates to the SDGs by aligning its recommendations with the Goals. Universality, transparency, equity, participation and action-oriented monitoring are crucial in an approach to follow-ups and reviews putting at its heart children and excluded groups and aligning with the 2030 Agenda. The idea of “leaving no one behind” - endorsed by the States which designed the SDGs, underlying all the Goals and recalled in the part concerning follow-ups and reviews -, should be tracked through all processes and steps of a project: focus, meetings, inputs, outcomes.

Given these sticking points and boundaries around the concept of accountability, we can move on to define specifically the theory and methodology underlying **CIAI**'s performance on accountability to affected people.



# 02

## CIAI approach to accountability

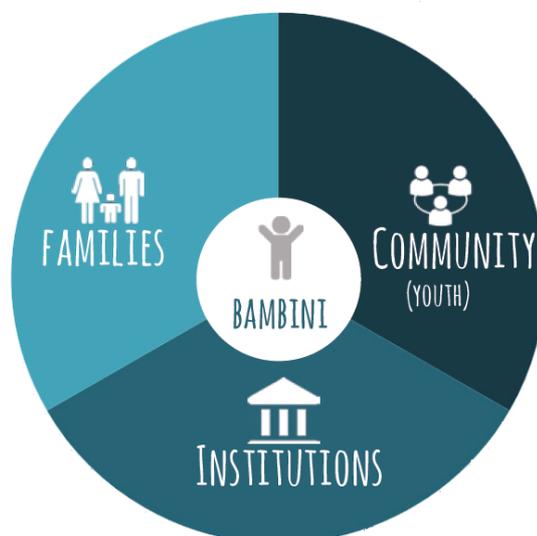
### Accountability towards affected people

**CIAI** conceives the accountability towards affected people as a process of collecting, analyzing and using feedbacks and complaints of beneficiaries to shape future choices, taking them into great consideration.

An effective accountability system has the potential to accelerate the occurring of some positive changes intended by the projects, apart from tangible progresses. These are:

- ✓ Relationships among staff are more open, clear and better overall.
- ✓ The relation between the organization and the community is improved, bringing more trust and better communication.
- ✓ The protection of the staff, the children and the communities is enhanced, since feedbacks, complaints mechanisms and in general a good accountability system can help preventing unsafe situations.

Affected people for **CIAI** are children, families or caregivers, community and Institutions. They are the target groups stated in **CIAI**'s Theory of Change 2016:



In each project document there is an identification of the specific target group, most likely divided among direct and indirect beneficiaries (institutions and community groups can also be referred to as partners). These categories might or might not be all involved, depending on the project focus.

To achieve a picture of what underlies our standards of accountability, we follow the list of

commitments set by **UN Inter Agency Standing Committee (IASC) Task Force on Accountability to Affected Populations (AAP)** 2012.

These are:

- **Leadership/Governance** → the organization sets out the commitments for which it will be held accountable during the life of a project and how they will be delivered: this guides the management of accountability and allows stakeholders, and in particular beneficiaries, to hold the organization to account. The commitments have to be available in a public statement present in different formats (since directed to different stakeholders). Accountability to affected populations has to be integrated into every step: assessments, strategies, project proposals, monitoring and evaluations, recruitments, performances, agreements, etc. Clear definitions of knowledge, skills, behaviors required from staff have to be present together with formal mechanism to review staff performances. Codes of conduct are shared with the affected people.
- **Design, monitoring and evaluation** → the organization defines processes to learn and improve which include an involvement of affected people in design, monitoring and evaluation. Monitoring findings on the organization's performance are communicated to stakeholders, and there are clear means for adapting the program strategies in response to findings.
- **Participation** → the organization defines processes through which it will enable stakeholders to participate and influence all possible steps: initial assessments, project designs, criteria for selection processes, project implementation, monitoring and evaluation. The system in place for representation has to be fair and the communities have to be informed in time about participatory activities. Factors that may inhibit free speech have to be considered.
- **Feedbacks and complaints** → the organization defines the processes for providing feedbacks, ensuring that there are safe, accessible and confidential entry points through which people can raise complaints and receive a response (i.e. complaints boxes and other devices later outlined). Procedures for both sensitive and non-sensitive complaints must be in place, and the information gained by feedbacks and complaints must be used to improve. The staff is required to report any abuse and to manage properly sensitive information.
- **Transparency** → the organization defines the processes for sharing information with beneficiaries and from the initial assessment phase the channels and means of communication are decided jointly with them. Information has to be shared about the agency, the projects, people's entitlements, processes affecting them, staff and roles, criteria for selecting target groups, feedbacks from participatory processes and how to hold the organization accountable.

In the following paragraphs we drill down on these areas of intervention: for some of them, this will result only in short additions or reminders; for others, namely “participation” and “feedbacks and complaints”, we will outline a more detailed background, since they deal more closely with accountability.

### ✓ Leadership and governance

The governance mechanisms in **CIAI** are set by the statutes (2015); they are clear and they are disseminated publicly: in the website, in the public balance sheet, in the codes of conduct, etc.

### ✓ Transparency

Transparency is guaranteed in **CIAI** actions and decisions thanks to the information meetings held with community representative at the beginning of projects, and thanks to the codes and guidelines to be found on the website, which cover many points of both behavior and values. Documents such as the present one, or such as the *Codes of Conduct* and the *Child Protection Policy* represent **CIAI** effort of being clear and transparent towards all stakeholders.

### ✓ Design, monitoring and evaluation

For all projects, **CIAI** foresees an interim monitoring system, which includes verification on the achievements and on the status of the activities' implementation every three months. Keeping these deadlines in mind, the accountability time frame must allow CIAI staff to collect and analyze information, and to disclose it to beneficiaries respecting the principle of “taking into account”.

Another key point for a functional accountability system is the awareness of CIAI staff of the fact that the monitoring process is a *continuum*: since the planning phase, through all the implementation process, the gathering of information and feedbacks has to be continuous and carried out both in structured, specific moments, and in more informal contexts that can be found through the projects' development.

This means that whenever the quarterly report is completed, sent to the head quarter, and then shared with the affected people, at the time of the sharing phase any eventual comment and feedback has to be noted right-away, so to restart the monitoring and accountability circle.

The accountability framework must then be kept in mind from the planning phase to the end of implementation.

### ✓ Participation

Through all **CIAI**'s documents and guidelines, the term participation is widely used and it represents an ever-present principle for all **CIAI**'s actions. It is the *sine qua non* of accountability, which means that during the construction of our checklist participation stands out by its importance.

We then have to know, in the first place, *how* we get feedbacks from beneficiaries.

There are some questions to be kept in mind: when does affected people's participation begin?

Which are the participatory activities? In what situations can **CIAI** receive and give feedbacks and updates?

During **CIAI**'s projects implementation, affected people are involved since the early phase, i.e. through the needs assessments or baseline studies which can be carried out with the help of communities or communities' representatives. Participation is sought from the start, so to create a virtuous circle by establishing a relationship of mutual assistance.

As regards the activities in practice, there are many forms, some shared by all projects, some specific for certain contexts. The most common are focus groups, interviews, questionnaires, creation and meetings of committees; we can then find creation of clubs (i.e. in schools), study tours, theatre plays, etc.

Feedbacks of beneficiaries shall be obtained using classic data collection methods. A non-exhaustive list of techniques contains: single interviews using specific questionnaires, focus groups, meetings etc.

In any case, whatever technique will be used, the collection of information must respect the following minimum standards:

- ✓ To be protective of participants (both children and adults): i.e. ensure anonymity, allow for privacy and feedbacks free of repercussions.
- ✓ Not to perpetuate gender bias.
- ✓ To be culturally appropriate.
- ✓ Not to perpetuate discriminatory patterns.
- ✓ To take in consideration language and education barriers.
- ✓ Not to jeopardize the implementation of other activities.
- ✓ To be time effective and cost efficient (i.e. plan collection of information during the implementation of other participatory activities).

#### ✓ **Feedbacks and complaints**

Regarding the opportunities and right times for collecting and sharing feedbacks, information and changes, **CIAI** staffs have to be aware that the moments for doing this are not only formal and agreed (meetings, reunions with representatives, interviews, etc.), but can happen during other activities, even those that are not foreseen or implemented by the organization, but of which it has to be made the most.

To assure that children feedback is obtained and is genuine, **CIAI** staff shall follow the techniques contained in **CIAI**'s *Guidelines on Children participation*, which contains instructions on participation that are valid for all target groups and affected people.

Furthermore, **CIAI** has a *Child Protection Policy* which is mandatory for staff, volunteers and members of the Board, and which is shared with children and adolescents, the priority in all of **CIAI**'s actions, and with other stakeholders, including partners, other beneficiaries, donors, governments, etc.

For formal feedbacks and complaints there should be, broadly speaking, 4 phases:

- ✓ **Phase 1** a context analysis is conducted, to design a Beneficiary Feedback Mechanism (BFM);
- ✓ **Phase 2** information about the project and the BFM is shared, accepting potential suggestions on how to implement it;
- ✓ **Phase 3** the needed steps consequent to the reception of feedbacks are taken;
- ✓ **Phase 4** the feedback mechanisms should be functioning regularly and constantly, and changes on their basis should be done.

To reach this virtuous cycle there are some areas in which challenges have to be faced and steps forward have to be taken:

- **Information provision.** The aim is that communities know what commitments they can hold the organization accountable to; they know their right to provide feedbacks and how to do this, and what will happen to them once provided. To reach this, it can be helpful to regularly ask how people want to receive information, about what and in which language. Both having more than one method to share information and repeating messages can be useful, together with managing expectations on what the organization can and cannot do.
- **Inclusive and Accessible Feedback Channels.** The aim is to make sure all those who are targeted or impacted to be able to give feedbacks. It's important to talk about giving feedbacks during the phases of planning and implementation, and to provide different options.
- **Responsive Internal Referral Pathways.** The aim is that staff and leaders are supportive and that they understand and fulfill their roles and responsibilities in relation to the Feedback Mechanism. This means allowing time for staff sensitization, having clear protocols and trying to streamline the BFM activities into existing plans and processes. Checks are done to see whether or not there's flexibility and possibility of adaptation of the program in order to respond to feedbacks, and these are registered and saved in a central database.
- **Responsive External Referral Pathways.** The aim is the support of the BFM by all stakeholders. This is reached by allowing time to engage stakeholders, starting with those easier to bring on board, and by benefitting from existing BFM, avoiding duplications.
- **Communicating a Response to Feedback.** The aim is to actually and effectively provide responses to feedbacks. It can be done by asking beneficiaries what channel to use, by providing feedbacks' status updates and by considering all responses important, even the negative ones.
- **Resourcing Beneficiary Feedback Mechanisms.** The aim is to have adequate resources for BFMs. This can be obtained first of all by convincing colleagues of its worthiness, and mostly by using available resources efficiently.

Other additional information has to be clarified before providing the checklist, since it makes some reasoning and rules underlying the process more understandable.

Some standards regarding accountability, feedbacks and complaints are somehow included in **CIAI's Child Protection Policy**; in fact, beside the definitions of the different kind of abuses, acts of violence, and in general the issues that can affect children, **CIAI** declares some important facts:

- ✓ Those who are hired by **CIAI** must be informed of and agree to the policies and the values promoted and guaranteed by the association, in order to start preventing some kinds of risks.
- ✓ Every person of the staff is trained on Child-Rights Based Approach and other mandatory policies and they're required to adhere to a certain code of conduct, both at work and off hours.
- ✓ All places managed by **CIAI** are accessible to everyone.

Moreover, dealing specifically with children as main stakeholders, **CIAI** foresees in every project the presence of a Child Protection Officer (CPO), who bears the responsibility of managing the reports of abuses and who sticks to a procedure which is confidential and fair. The reports can be done verbally, on paper, with a call, and in any way which is accessible also to children.

Regarding feedbacks mechanisms, we can specifically deal with complaints: a complaint is intended as an expression of dissatisfaction about the standard or quality of assistance being provided, and is related to the actions, or lack of actions, taken by the staff or volunteers that directly or indirectly cause anyone distress. The benefits of having a complaint mechanism are the followings.

- ✓ It allows Civil Society Organizations to live up to their responsibility toward donors, project participants, the CSOs sector and society at large.
- ✓ It gives victims a voice.
- ✓ It constitutes an early warning mechanism to uncover hidden patterns.
- ✓ It helps create trust and protects the organization's reputation.
- ✓ It helps CSOs to save money by detecting misappropriation of funds and inefficient systems.

**CIAI** chose a decentralized complaints mechanism, meaning it is present at all levels and in all projects, and not only at headquarter level; also, it recognizes the most important point as the one regarding giving victims a choice, even if the term victim should be replaced with affected people or beneficiaries. The types of receivers of complaints can be internal or external, and **CIAI** chose internal staff, with a better understanding of the organizational culture and procedures and of the project itself. It has to be clear that the person concerned must not handle complaints full-time: this can be an additional responsibility of an existent position.

Regarding entry points, there can be different channels, as we already mentioned: an email address, a confidential phone number, a complaint box, face-to-face meetings, etc.

Whatever the channel is, the mechanism must have some fixed characteristics:

- ✓ Safety and awareness of potential risks
- ✓ Confidentiality and access to information to a limited number of persons
- ✓ Transparency and spread diffusion of the system
- ✓ Accessibility as universal as possible
- ✓ Quality and accuracy
- ✓ Verifiability and reliability of information

- ✓ Timeliness of reporting and follow-ups
- ✓ Available assistance to those reporting both medically and psychologically
- ✓ Reliable documentation

A well-functioning complaint mechanism has to be integrated into existing structures and adapted to the needs of users: this requires a complete understanding of the context and frequent discussion with affected groups, which will create ownership.

The mechanism has to be communicated internally as broadly as possible: through trainings, welcome packages for new employees, website, posters and flyers in the office, briefings during staffs' appraisal interviews and annual assemblies. Nevertheless, external communication and promotion is important too.

When receiving a complaint, the person in charge should first of all register it in a standardized way, and a letter of acknowledgement should be sent to the complainant (if known), informing him/her of what the next steps will be. After that, the kind of complaint has to be identified, and it needs to be forwarded to the responsible staff, following the principle of the nearest person or, for a serious complaint, of the next higher person. Safeguards and protection for potential risks should be put in place. If the person in charge decides to investigate the complaint, a fixed maximum time frame for each step of the process should be openly communicated (often within 30 working days). When a decision about it is taken, this should be immediately communicated to the complainant.

Since one of the main purposes is to learn and to improve the organization performances, all complaints received should be kept on record in written form and analyzed systematically.

The principles applying to complaints are similar to those taken into consideration for the activities of information-collecting. An effective complaints system relies on:

- ✓ Participation.
- ✓ Contextualization and appropriateness.
- ✓ Safety.
- ✓ Confidentiality.
- ✓ Transparency.
- ✓ Accessibility.

Implementing an operational Complaints Handling Mechanism (CHM) can and should result in various benefits: it alerts agencies to problems regarding staff or project, it allows agencies to rectify minor and/or unintended mistakes, it protects staff providing them with a way to investigate issues, it enhances continuous learning and improvement, it encourages public standing with effective responses, it allows better use of resources and it provides valuable management information.

# 03

## CIAI standard checklists on accountability

We have created a checklist trying to integrate these standards and reminders, whilst trying to be synthetic.

The checklist proposed is divided in two sections corresponding to two different moments in which it has to be checked and filled out. The first section has to be kept in mind during the planning phase of a project, while the second gets relevant during the implementation of it.

The first section includes points to which a positive response is always required: the presence of a “no” answer means that a measure considered necessary for accountability is missing, and this may compromise the effectiveness of the accountability system.

Since the first section is supposed to be taken into account during the planning phase, one should be able to make adjustments in case of a “no” answer, rectifying the trend of the project before a lack in terms of participation and/or accountability becomes too serious.

The second section of the checklist acts as a sort of reminder for many steps that mostly concern the monitoring part: it includes criteria regarding staff abilities, children and other affected people, tools, etc.



## Checklist 1

This checklist is intended to be filled out by the project manager as a control measure, but it must be shared with the staff, making sure it is acknowledged and that the implementation of the single activities is done keeping these requirements in mind. Also, it must be disclosed to the affected people, so that their feedbacks can be given being aware of these benchmarks.

Get worried and change course if you have one “no” answer.

<b>QUESTIONS Checklist 1</b>	<b>YES</b>	<b>NO</b>
<b>Before (when planning)</b>		
Do you plan to explain the project to all affected people, if it is approved?		
Have you provided contact information of relevant locations and staff?		
Have you planned how to make possible for all affected people to participate in the information-collecting process (i.e. does baseline study include interviews and is not only based on desk review)?		
Does your project include participatory activities designed to collect information i.e. focus groups, interviews etc.?		
Are you sure all people involved are able to understand the project (i.e. use images if illiteracy rates are high)?		
Have you planned to share monitoring reports with affected people?		
Is there a mechanism that allows safe complaint or discontent towards the project?		
Is the complaint handling mechanism clear and known to everybody?		
Is there an agreed specific moment when complaints will be considered and taken into account?		
Do you plan to disclose the process of data collection, analysis and use to affected people?		
Are you sure that the disclosure process is accessible to all affected people?		
Have you planned such activities in a time effective manner?		
Have you planned enough resources to do it?		

## Checklist 2

This checklist is intended to be filled out by the project manager and it must be shared with the staff. Also, it must be disclosed to the affected people.

All questions are asked considering the needs of transparency and information-sharing, of accessibility to all, of high-level performance and, above all, of centrality of the children.

QUESTIONS Checklist 2	YES	NO
<b>During (when monitoring)</b>		
Between month 1 and month 6, have you disclosed the Accountability Framework (AF)?		
When preparing month 6 monitoring report, have you taken all necessary measures to collect information as foreseen by the AF?		
Do you have an appropriate database?		
If you're using questionnaires, are you sure they're accessible to all participants?		
Is your complaints mechanism in place?		
Is your complaints mechanism used?		
Are the feedbacks given regularly and by representatives of the majority of affected people (at least 66%)?		
Is the project team able to analyze the data collected?		
Do the job descriptions include the presence of analytical skills?		
Is the project team able to handle the information safely?		
Has staffs been trained on safe and effective monitoring procedures?		
By month 9, have you been able to incorporate the findings of feedbacks in the project implementation?		
Have you been able to share with affected people your implementation choices following the feedbacks?		
After sharing your choices, have you immediately restarted collecting feedbacks?		
Are children actively participating in the monitoring process? (This includes: participation in deciding the monitoring criteria, collecting children's opinion about the project, informing them about the results of the monitoring)		
Are you planning a way to share the children's feedback and the result of their participation in a child-friendly way?		
Are you making sure that any mistakes identified through monitoring are acknowledged and that the project staff will take into account the lessons learned to improve its practice around children's participation in the next steps of implementation?		

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