

Movement-wide Commitments for Community Engagement and Accountability

The Council of Delegates of the International Red Cross and Red Crescent Movement (Movement) has *adopted* the seven Commitments for Community Engagement and Accountability:

- **Commitment 1:**

All Movement components commit to integrating community engagement and accountability in their strategies, policies and procedures.

- **Commitment 2:**

All Movement components commit to regularly conducting an analysis of the contexts they work in to better understand and address the diversity of needs, vulnerabilities and capacities of the people and communities they seek to serve and assist.

- **Commitment 3:**

All Movement components commit to facilitating greater participation of local people and communities, including National Society volunteers, and helping them to apply their knowledge, skills and capacities to find appropriate and effective solutions to their problems.

- **Commitment 4:**

All Movement components commit to systematically listening to, responding to and acting on feedback from the people and communities we aim to serve.

- **Commitment 5:**

All Movement components commit to greater transparency in our communications and relationships with people and communities we aim to serve.

- **Commitment 6:**

All Movement components commit to strengthening knowledge, skills and competencies in community engagement and accountability at all levels, and systematically incorporating this learning into our work.

- **Commitment 7:**

All Movement components commit to coordinating their approaches to community engagement and accountability when working in the same context. including with relevant external partners, in order to increase coherence and consistency, avoid duplication and improve effectiveness and efficiency.

Movement-Wide Commitments for Community Engagement and Accountability

Introduction

The commitments and minimum actions **harmonize and align existing practices in the International Red Cross and Red Crescent Movement** (Movement). They ensure a consistent approach to how we engage with and are accountable to vulnerable and crisis-affected people and communities. They also recognize and respect the specific mandates, roles, responsibilities and capacities of National Societies, the IFRC and the ICRC.

This annex also includes a **draft performance-measurement framework**. That framework sets out proposed outcomes, indicators and benchmarks for including the commitments and minimum actions into policies, programmes and operations.¹ The IFRC, ICRC and National Societies will refine, test and adapt this with a view to developing a harmonized approach to monitoring and reporting back to the Council of Delegates on progress towards implementation of these community- engagement and accountability commitments within the Movement.

SECTION ONE: Scope, definitions and rationale

Scope

The Commitments are relevant and applicable to staff and volunteers throughout the Movement, regardless of their role. The accompanying actions strengthen and improve accountability at all levels:

- National Society headquarters and branches, and domestic and international programmes and services to assist at-risk, vulnerable and crisis-affected people
- IFRC and ICRC national, regional and global programmes and operations
- other situations where one or more Movement components and/or external partners work together with similar objectives and seek to work with and assist similar people and communities.

Definitions

The following proposed definitions draw on existing terms used within the Movement, as well as externally used and agreed concepts regarding accountability to affected people. The definitions will promote a **more consistent and common understanding** of community engagement and accountability. This is especially important when developing and implementing programmes and operations with people and communities, as well as for Movement cooperation and coordination, advocacy, capacity-building and organizational development processes.

Many National Societies, the IFRC and the ICRC have developed their own policies around community engagement and accountability. Until now, **the Movement has lacked a common definition and shared understanding** of these concepts and of how to integrate them into programmes and operations. Uncoordinated and diverse approaches undermine the potential of the Movement to fully and effectively incorporate the needs, concerns, priorities and inputs of people and communities into policies, plans and decision-making processes. That applies at the branch or community level, or in large-scale programmes and operations involving several Movement components.

¹ This draft document builds on *A Red Cross Red Crescent Guide to Community Engagement and Accountability (CEA)*, a 2019 Council of Delegates background paper supporting this resolution, and extensive consultations with and input from National Societies, the IFRC and the ICRC. They are invited to continue to comment on this draft in order to ensure that the final Council of Delegates resolution reflects the Movement's priorities and ambitions around improving and strengthening community engagement and accountability.

Accountability refers to the mutual responsibility of all components of the Movement to use their power and resources ethically and responsibly. It requires them to **put the interests of the people and communities they serve at the centre of decision-making**. That ensures that humanitarian actions lead to the best possible **outcomes and results** for them, while protecting and preserving their **rights and dignity** and increasing their **resilience** to face situations of vulnerability and crisis. This includes people's rights to equitable access to assistance in proportion to their needs, priorities and preferences, the right to information, and the right to provide feedback and participate in decisions that affect them.

Accountability also includes the responsibility to ensure Movement staff and volunteers comply with all legal and ethical obligations. They are obliged to protect and safeguard the integrity and dignity of those we seek to serve, prevent sexual exploitation and abuse and corruption and misuse of resources, and to take timely and appropriate corrective action to deal with situations that compromise principled humanitarian action.

Community engagement refers to ways of working collaboratively with people and communities. It ensures that Red Cross and Red Crescent actions are effective, inclusive, sustainable and accountable. It enables the Movement to support and enable people and communities to lead and shape positive, sustainable changes in their own lives and on their own terms. Community engagement includes **processes to systematically listen to, engage and communicate with people and communities**. It lets the Movement:

- better understand the diverse needs, vulnerabilities and capacities of the people it supports
- gather, respond to and act on feedback and input about their priorities and preferences
- provide safe and equitable opportunities to actively participate in decisions that affect them.

This also includes the responsibility to communicate transparently and in an appropriate, accessible manner about Movement principles and values, the aims and objectives of Movement action and

People and communities means any vulnerable or crisis-affected people that the Movement aims to serve. This requires recognizing the diversity of individuals who make up any community. It also requires recognizing the role that gender, age, disability, diversity and existing and evolving social, economic and power dynamics and patterns of inclusion or exclusion play in increasing the risks, vulnerabilities and marginalization of some people within a community. Community-engagement approaches should address different needs, capacities, vulnerabilities and preferences of different groups. They should take measures to deliver safe, inclusive, equal and equitable access to support and assistance.

The main focus is improving accountability to the most vulnerable and worst affected people and communities directly reached by programmes and operations. However, the commitments also imply the need to consider the views and perspectives of other groups who may be indirectly affected by Movement action and advocacy.

These commitments also require members of the Movement to be more transparent and accountable within the Movement. That ranges from support and listening to staff and volunteers working at the branch and community level, to building effective and equitable relationships between components of the Movement. It includes the shared responsibility and commitment of senior management and leadership at all levels to ensure community engagement and accountability is core to our ways of working with the people and communities we aim to serve.

Rationale

The Fundamental Principles oblige us to work to prevent and alleviate human suffering in situations of crisis, and to provide assistance without discrimination and according to need. This is the foundation of our **individual and collective accountability to the people and communities we seek to assist**.

The Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief, a number of Movement policies, and external commitments such as the Core Humanitarian Standard for quality and accountability, reinforce this duty. They call on the Movement to **put vulnerable people and communities at the centre of humanitarian action and advocacy**. This means respecting local culture, preferences and diversity and promoting people's **right to be informed about, participate in and share their input on** the decisions that affect them. It also means ensuring that programmes and operations generate results and outcomes that are **meaningful for them**.

Community engagement refers to the way we relate to the people we aim to serve. It is critical to meeting our accountability commitments. Regularly engaging with people and communities and incorporating their feedback and input into all programme phases is key to ensuring that our action is effective and accountable.

Systematically incorporating community engagement and accountability into policies, management and decision-making processes, and integrating this into programmes and operations can help the Movement to:

- listen to, understand and address communities' assistance **needs, priorities and preferences**
- identify issues around power dynamics, age, gender, disability, diversity and inclusion and how these influence vulnerability
- provide more fair and equitable access to **appropriate and relevant assistance** and services
- identify, mitigate and **manage risks**, including communities' **security and protection** concerns
- take measures to ensure staff and volunteers are aware of and comply with their legal and ethical responsibilities, particularly around prevention of sexual exploitation and abuse
- **empower people and communities** to actively exercise their rights to engage with and participate in decision-making processes
- support people and communities to advocate with relevant authorities and aid providers, including the Movement, to address their needs and priorities,
- identify and help mobilize local **communities' capacities, knowledge and resources** to reduce their **vulnerability**
- develop and implement strategies to strengthen and increase communities' **capacity and resilience** to prevent and mitigate future situations of vulnerability or crisis
- improve the **quality, effectiveness and sustainability** of Movement action and advocacy **from the perspectives of people and communities themselves**
- build and reinforce relationships of **trust, transparency and respect** between the Movement and people and communities.

These commitments and minimum actions will help consolidate and replicate good practices, reduce duplication of tools and approaches and ensure continuous learning and improvements in the way the Movement engages with and is accountable to the people and communities we aim to serve.

SECTION TWO: Commitments and minimum actions

This section sets out **seven commitments** and recommended minimum actions to strengthen and improve community engagement and accountability across the Movement. These commitments ensure community engagement and accountability are reflected in our institutional policies and procedures, and integrated into programmes and operations. They should guide cooperation and collaboration within the Movement and with external actors.

Commitment 1:

All Movement components commit to integrating community engagement and accountability in their strategies, policies and procedures.

By 2023 all Movement components will:

- adopt a specific policy commitment to put people and communities' capacities, needs, priorities and preferences as the basis for Movement action and advocacy
- reference and integrate the Commitments in other relevant policies, strategies and procedures, such as on disaster response, health care, gender, protection, communications and staff and volunteer management
- ensure all relevant strategic and operational plans explain how community- engagement and accountability will be integrated, monitored and measured in programmes and operations that involve working with people and communities.

Commitment 2:

All Movement components commit to regularly conducting an analysis of the contexts they work in to better understand and address the diversity of needs, vulnerabilities and capacities of the people and communities they seek to serve and assist.

By 2023 all Movement components will:

- undertake situation and context analysis to identify existing knowledge, skills and capacities and the factors that increase risks and vulnerabilities for different groups of people. Those analyses will use equitable, accessible participatory approaches to engage and involve all groups of people in communities whenever possible
- design programmes and operations based on this analysis, and integrating gender, age, disability, protection, inclusion, conflict sensitivity and "do no harm" approaches into needs assessment and planning activities
- regularly monitor and update the situational and context analysis
- collect and analyse data disaggregated by diversity parameters, assess protection risks and use this data to inform decision-making processes. In doing this, protect and safeguard the privacy and confidentiality of personal data.

Commitment 3:

All Movement components commit to facilitating greater participation of local people and communities, including National Society volunteers, and helping them to apply their knowledge, skills and capacities to find appropriate and effective solutions to their problems.

By 2023 all Movement components will:

- regularly listen to and consult with people and communities to identify their priorities and preferences on the design and implementation of programmes and operations that affect them, and how they want to participate in decision-making
- integrate mechanisms to facilitate safe, accessible and equitable engagement with and participation of people and communities in all phases of programmes and operations in line with their preferences. Their inputs and contributions should be systematically integrated and considered in decision-making processes
- use local knowledge, skills, capacities and resources when implementing programmes and operations. This includes adopting measures to allocate funding and resources and to transfer decision-making responsibilities to local communities (including National Society volunteers and branch structures) on decisions that affect them.

Commitment 4:

All Movement components commit to systematically listening to, responding to and acting on feedback from the people and communities we aim to serve.

By 2023 all Movement components will:

- regularly listen to and consult people and communities on their preferred means of providing feedback about issues that concern them
- integrate measures to regularly collect, document, analyse, and respond to feedback. These measures should assess how satisfied people and communities are with the timeliness, quality and effectiveness of assistance, their participation and ability to influence decision-making and their interactions with us. The results should inform ways to continuously improve the quality, effectiveness and accountability of Movement action and advocacy
- establish institutional responsibilities and channels to address feedback, track responses, report back to people and communities and explain how their feedback has been considered. Specific procedures should be in place to deal with issues of sexual exploitation and abuse or other sensitive issues.

Commitment 5:

All Movement components commit to greater transparency in our communications and relationships with people and communities we aim to serve.

By 2023 all Movement components will:

- regularly consult with people and communities on their preferred information sources and communication channels and identify their priority information needs, paying particular attention to diversity issues. Based on this, design and test communication activities and confirm they are relevant, inclusive, accessible, and linguistically and culturally appropriate
- engage with people and communities regularly to inform them of and seek approval for key aspects of programmes or operations. Key aspects include aims and objectives, planned activities, budget allocations, selection criteria for receiving assistance, and mechanisms to obtain more information, submit feedback and complaints or participate in programmes and operations
- build ongoing relationships of mutual trust and respect with vulnerable people and communities and other stakeholders. This will require transparently sharing information about the Movement's principles and Code of Conduct, values and ways of working, and what they can expect from us in terms of our actions, behaviours and responsibilities. Pay particular attention to reaching out to the most marginalized and disadvantaged groups in communities.

Commitment 6:

All Movement components commit to strengthening knowledge, skills and competencies in community engagement and accountability at all levels, and systematically incorporating this learning into our work.

By 2023 all Movement components will:

- allocate adequate human, financial and technical resources to systematically integrate community engagement and accountability into institutional strategies, policies, programmes and operations
- designate a senior focal point to oversee community-engagement and accountability initiatives throughout the organization and in programmes and operations
- include assessment criteria in performance appraisals of relevant staff members for their community-engagement and accountability responsibilities. Set realistic performance benchmarks and indicators and provide appropriate support for them to achieve this
- share existing community-engagement and accountability guidelines and tools, and provide ongoing technical assistance, capacity-building and knowledge-sharing measures throughout the Movement as part of overall organizational, human resources and cooperation strategies

- encourage and facilitate knowledge-sharing, peer-to-peer learning and a community of practice within the Movement and with external partners. Draw on good practices and learning to build greater awareness and understanding of how community engagement and accountability contributes to better outcomes for vulnerable and affected people and communities.

Commitment 7:

All Movement components commit to coordinating their approaches to community engagement and accountability when working in the same context, including with relevant external partners, in order to increase coherence and consistency, avoid duplication and improve effectiveness and efficiency.

By 2023 all Movement components will:

- consolidate work on the Community Engagement and Accountability toolkit and apply common approaches to community engagement and accountability in all programmes and operations. This work should align with affected people's and communities' priorities and preferences, and the host National Society's own strategy and vision
- establish and use common platforms and mechanisms, for community engagement and accountability to foster people's and communities' engagement with and participation in decision-making processes. Participate in relevant coordination mechanisms and platforms with external actors whenever appropriate
- share relevant information, input, feedback, data and analyses from people and communities with other Movement components and relevant external partners. Give due regard to confidentiality, security and protection issues.

SECTION THREE: Expected outcomes, monitoring and reporting

The resolution proposes a **draft performance-measurement framework** with three proposed outcomes and performance levels. This framework allows users to benchmark and assess how well community-engagement and accountability commitments and actions have been integrated into our ways of working. Successful integration contributes to improving the quality, effectiveness and accountability of Movement action and advocacy.

This draft framework will be the basis for developing a harmonized approach to assessing, monitoring and reporting progress towards making community engagement and accountability core to all we do as a Movement.

Proposed community-engagement and accountability outcomes

Outcome 1

- Movement components systematically apply community-engagement and accountability commitments as the foundation to their ways of working with the people and communities they aim to serve and assist.

Example of an indicator:

- Degree to which the Movement-wide commitments and minimum actions are integrated into National Society, IFRC and ICRC strategies, policies, procedures, programmes and operations.

Outcome 2

- People and communities reached by Movement action and advocacy are satisfied with their opportunities to influence decisions that affect them.

Examples of indicators:

- Degree to which Movement components adopt measures for people and communities to systematically participate in designing, implementing, managing, monitoring and evaluating activities.
- Degree to which people and communities are satisfied with their ability to influence decision-making in all phases of the programme/operation.

Outcome 3

- People and communities reached by Movement action and advocacy are satisfied with the quality, relevance and effectiveness of our activities.

Examples of indicators:

- Degree to which Movement activities have been designed/changed/adapted, based on feedback and input from people and communities.
- Degree to which people and communities are satisfied that the outcomes of Movement activities address their priority needs and preferences.

Outcome 1 is based on the assumption that adopting and consistently using a community-engagement and accountability focus will contribute to greater proximity, reach, acceptance and impact of Movement action and advocacy. This is consistent with current experiences within the Movement and more broadly in the humanitarian and development sectors. The indicator helps assess whether Movement components have the required institutional commitments, systems and processes in place to systematically integrate community-engagement and accountability measures into their work, and whether those measures are delivering on people's and communities' expectations and desired outcomes.

Outcomes 2 and 3, along with the indicators, aim to generate data and evidence **from the perspective of affected people themselves** on how Movement actions are meeting their priority needs and whether they feel they have influence over decisions that affect them. This includes indicators on people's and communities' perceptions of and satisfaction with their ability to shape and influence decisions on the design and implementation of programmes/operations and their satisfaction with the quality, effectiveness and outcomes of the assistance provided. This builds on the growing experience in the Movement of tracking and monitoring people's perceptions and satisfaction with the quality and effectiveness of aid efforts as part of the decision-making process.

It is important to note that these proposed outcomes and indicators, along with monitoring and reporting tools, are **still under development** and need to be refined and adapted to Movement components' current planning, monitoring, evaluation and reporting processes. Nevertheless, some harmonization is recommended to collectively track and benchmark how well community engagement and accountability is implemented across the Movement.

The IFRC and ICRC will continue to consult and collaborate with National Societies to refine and improve the proposed outcomes and indicators, and to the extent possible, ensure consistency and alignment with similar international commitments to community engagement and accountability, such as the Core Humanitarian Standard for quality and accountability.

Benchmarking community engagement and accountability in programmes and operations

As part of the ongoing consultation process on the commitments and minimum actions, many Movement components recommended developing benchmarks to help integrate community engagement into the design and implementation of programmes and operations. In part, this recognizes the varying degree of capacity, resources and experiences within the Movement on community-engagement and accountability issues, and the need to set out clearer targets for continuous improvement over time.

The following benchmarks offer examples of how the Movement-wide community-engagement and accountability commitments and actions can be applied throughout the lifecycle of a programme or operation. The benchmarks allow National Societies, the IFRC and the ICRC to **progressively adopt and improve integration of community engagement and accountability in their work over time**. These benchmarks should be considered alongside work at the institutional level to fully integrate the commitments and minimum actions into organizational ways of working, and to provide adequate support and resources to teams implementing activities with people and communities.

As with the proposed community-engagement and accountability outcomes and indicators, this is still in the development phase, and more consultation is needed to refine and formalize them.

The proposed benchmarks set out three levels of performance:

- **Level 1:** This level is intended for teams with very limited experience in community engagement. It sets out some of the very basic steps that should be included in the different phases of a programme or operation. This includes meeting basic requirements, such as **informing people and communities** of key information and decisions about the programme and of the mechanisms and channels for submitting feedback and complaints.
- **Level 2:** This level is intended to help teams with some experience in community engagement and accountability to scale up and improve the degree to which this is integrated into programmes and operations. It expands on and goes beyond the very basic requirements by incorporating additional measures, such as mechanisms to **collect and respond to feedback and complaints**, and to **consult** and **seek approval** for plans and activities with people and communities.
- **Level 3:** This level helps benchmark what full integration of community engagement and accountability could look like in a programme/operation. It meets the aims of progressively increasing the opportunities for people and communities to **participate directly** and take the lead in programme/operation decision-making, to ensure that their **views, perspectives and feedback are at the centre** of the design, implementation, monitoring and management processes, and to adapt activities in order to better address their need, priorities and preferences.

The range of levels reflects a recognition that there are many contexts where implementing community-engagement and accountability measures is difficult (for example, because of a lack of access and security or limited capacity and experience in community engagement and accountability). This also acknowledges the constraints and dilemmas facing programme and operation teams. Achieving intermediate or advanced levels may not be possible in some situations, though if the context changes and conditions permit, programmes and operations can and should set more ambitious community-engagement and accountability targets and pursue continuous improvement over time.

The benchmarks can also provide decision-makers with the information needed to support internal **quality assurance processes** focusing on how well community-engagement and accountability measures are integrated into all phases of programmes/operations. This is useful for both internal management decision-making and learning and external reporting to donors and other stakeholders.

Institutional Benchmarks

These benchmarks help set out some of the requirements to ensure community-engagement and accountability measures are systematically and sustainably supported within the organization.

Facilitating integration of community engagement in organizational processes		
Strategies and Policies	Management	Organizational Development
<p>L.1. A specific policy commitment to put people and communities' capacities, needs, priorities and preferences as the basis for Movement action and advocacy is in place</p> <p>L.2. Community engagement and accountability is referenced and integrated in other relevant policies, strategies and procedures, such as on disaster response, health care, gender, protection, communications and staff and volunteer management</p> <p>L.3. Community engagement policies and commitments have been developed with the participation and input of governance, management, staff and volunteers, and whenever possible, vulnerable and marginalized people and communities</p>	<p>L.1. Information and decision-making channels for community engagement and accountability, including responsibilities for addressing feedback, complaints and protection against sexual abuse and exploitation, are clearly established and communicated to all staff and volunteers and partners</p> <p>L.2. A designated focal point in the senior governance and management team is responsible for monitoring and overseeing community-engagement and accountability initiatives throughout the organization</p> <p>L.3. Performance appraisals of relevant staff members include assessment criteria for their community-engagement and accountability responsibilities and set out realistic and achievable performance benchmarks and indicators and appropriate support for them to achieve them</p>	<p>L.1. Adequate human and financial resources are allocated to support integration of community-engagement and accountability measures into all areas of work</p> <p>L.2. Technical assistance, capacity-building and knowledge-sharing measures are in place to increase awareness and understanding of community engagement and accountability amongst leadership and governance, management, staff and volunteers, particularly at the branch and community level</p> <p>L.3. Staff and volunteers are encouraged and supported to participate in and contribute to knowledge-sharing, peer-to-peer learning and a community of practice</p>

Programme and Operations Benchmarks

These benchmarks help set out some of the requirements to ensure community-engagement and accountability measures are systematically integrated into programmes and operations.

Understanding the contexts and communities we aim to serve and assist

Assess, Formulate and Plan	Implement and Monitor	Evaluate and Learn
<p>L1 Programme/operation teams conduct a situation and context analysis to identify existing knowledge, skills and capacities and the social, economic, political and/or cultural factors and power dynamics that increase risks and vulnerabilities for different groups of people in the community</p> <p>L2 Activities are designed based on this analysis and a needs assessment, with attention to issues of protection, gender, age, disability and inclusion</p> <p>L2 Programme/operation teams consult with and seek approval from people and communities regarding the context analysis and needs assessment, and the implications for programmes</p> <p>L3 People and communities directly participate in the situation and context analysis, using equitable, accessible participatory approaches to engage and involve all groups of people in communities whenever possible, and their own knowledge and lived experiences are reflected in the analysis</p>	<p>L.1.a. Programme/operation teams regularly update the situation and context analysis to identify any significant changes in the context and adapt activities accordingly</p> <p>L.1.b Programme/operation teams regularly collect and analyse sex, age, disability and other diversity parameters to better understand and adapt activities to the context, with adequate measures to protect and safeguard the privacy and confidentiality of personal data</p> <p>L.2. Programme/operation teams consult with and seek approval from people and communities on changes in the context and the implications for programmes and operations</p> <p>L.3. People and communities directly participate in updating the situation and context analysis, and are given opportunities to use their own knowledge and lived experiences to propose changes to programmes and operations accordingly</p>	<p>L.1. Programme/operation teams document and disseminate lessons learned and good practices for conducting a comprehensive situation and context analysis to inform programming within the organization</p> <p>L.2. Programme/operation teams consult on and use the lessons learned and good practices for conducting a comprehensive situation and context analysis to inform programming</p> <p>L.3. People and communities directly participate in efforts to identify and document lessons learned and good practices for conducting a comprehensive situation and context analysis to inform programming</p>

Facilitating participation and use of local knowledge, skills and capacities

Assess, Formulate and Plan	Implement and Monitor	Evaluate and Learn
<p>L.1. Programme/operation teams include an explanation of how people and communities will be engaged with and participate in decision-making processes in programme proposals and plans</p>	<p>L.1. Programme/operation teams establish mechanisms to facilitate safe, accessible and equitable engagement with and participation of people and communities in all phases of programmes and operations in line with their preferences</p>	<p>L.1. Programme/operation teams document and disseminate lessons learned and good practices around participation, and use of local knowledge and capacities are documented and disseminated within the organization</p>
<p>L.2. Programme/operation teams consult with and seek approval from people and communities on their priority needs and preferences for delivery of assistance, including preferences for participation in activities</p>	<p>L.2. Programme/operation teams consult with and seek approval from people and communities on the design, functioning and effectiveness of participation mechanisms and adapt if necessary, to ensure equitable access and inclusive participation of all groups in the community</p>	<p>L.2. Programme/operation teams consult with and seek approval from people and communities on the lessons learned and good practices for effective participatory approaches and the use of local knowledge and capacities</p>
<p>L.3. People and communities directly participate and jointly define objectives and activities and mechanisms for participation in decision-making</p>	<p>L.3. People and communities directly participate in designing, managing and monitoring activities, including funding allocations and management of financial and other resources when appropriate</p>	<p>L.3. People and communities directly participate in identifying lessons learned and good practices for effective participatory approaches and the use of local knowledge and capacities in programmes and operations</p>

Facilitating listening and responding to feedback		
Assess, Formulate and Plan	Implement and Monitor	Evaluate and Learn
<p>L.1. Programme/operation teams include an explanation of how people and communities will be able to provide feedback and complaints, and how these will be addressed by management in programme proposals and plans</p> <p>L.2. Programme/operation teams consult with and seek approval from people and communities on their preferences for providing feedback, complaints and inputs around programme activities</p> <p>L.3. People and communities directly participate and jointly define mechanisms for collecting, analysing and using feedback, complaints and other measures to track and monitor their satisfaction with assistance</p>	<p>L.1. Programme/operation teams ensure responsibilities and channels are clearly established and in place to analyse, respond and act on feedback as part of management decision-making processes</p> <p>L.2. Programme/operation teams consult with and seek approval from people and communities on the analysis of feedback data, take appropriate actions to respond to the feedback, and close the feedback loop to report back on the actions taken or not take as a result of their feedback</p> <p>L.3. People and communities directly participate in the analysis and interpretation of feedback data and identify the most appropriate actions to take as a result, including tracking and monitoring if issues have been successfully addressed</p>	<p>L.1. Programme/operation teams include people and communities' feedback, including their satisfaction with the quality and effectiveness of activities, as a core part of monitoring, reporting and evaluation activities</p> <p>L.2. Programme/operation teams consult with and seek approval from people and communities on the results of feedback, monitoring and evaluation processes</p> <p>L.3. People and communities directly participate in monitoring and evaluation processes, defining criteria for quality and effectiveness based on their own experiences, with the findings shared and disseminated with them and other relevant local actors, within the organization and externally</p>

Promoting greater transparency and building relationships of mutual trust and respect		
Assess Formulate and Plan	Implement and Monitor	Evaluate and Learn
<p>L.1. Programme/operation teams identify people and communities' trusted and preferred information sources, communications channels and priority information needs</p> <p>L.2. Programme/operation teams consult with and seek approval from people and communities on the most appropriate means to facilitate accessible, relevant, appropriate, transparent and inclusive communications for them, with particular emphasis on age, gender, disability and diversity issues</p> <p>L.3. People and communities directly participate in defining information-sharing and communications channels and mechanisms</p>	<p>L.1. Programme/operation teams regularly inform people and communities about Movement principles, values, project objectives, plans and activities, how to provide feedback and participate in decision-making processes and other relevant information</p> <p>L.2. Programme/operation teams consult with and seek approval from people and communities on planned information-sharing, behaviour change, advocacy and two-way communications activities</p> <p>L.3. People and communities directly participate in the design and implementation of information-sharing, behaviour change, advocacy and two-way communications activities</p>	<p>L.1. Programme/operation teams inform people and communities in a timely manner about changes or modifications to plans and activities, including information on project end-dates and transition plans</p> <p>L.2. Programme/operation teams consult with and seek approval from people and communities on monitoring and evaluation of the quality and effectiveness of activities and their communications, engagement and interactions with the Movement</p> <p>L.3. People and communities directly participate in monitoring and evaluation of the quality and effectiveness of the communications, engagement and interactions with the Movement</p>