



COMMUNITY ENGAGEMENT  
AND ACCOUNTABILITY

# STRATEGY

2023–2025



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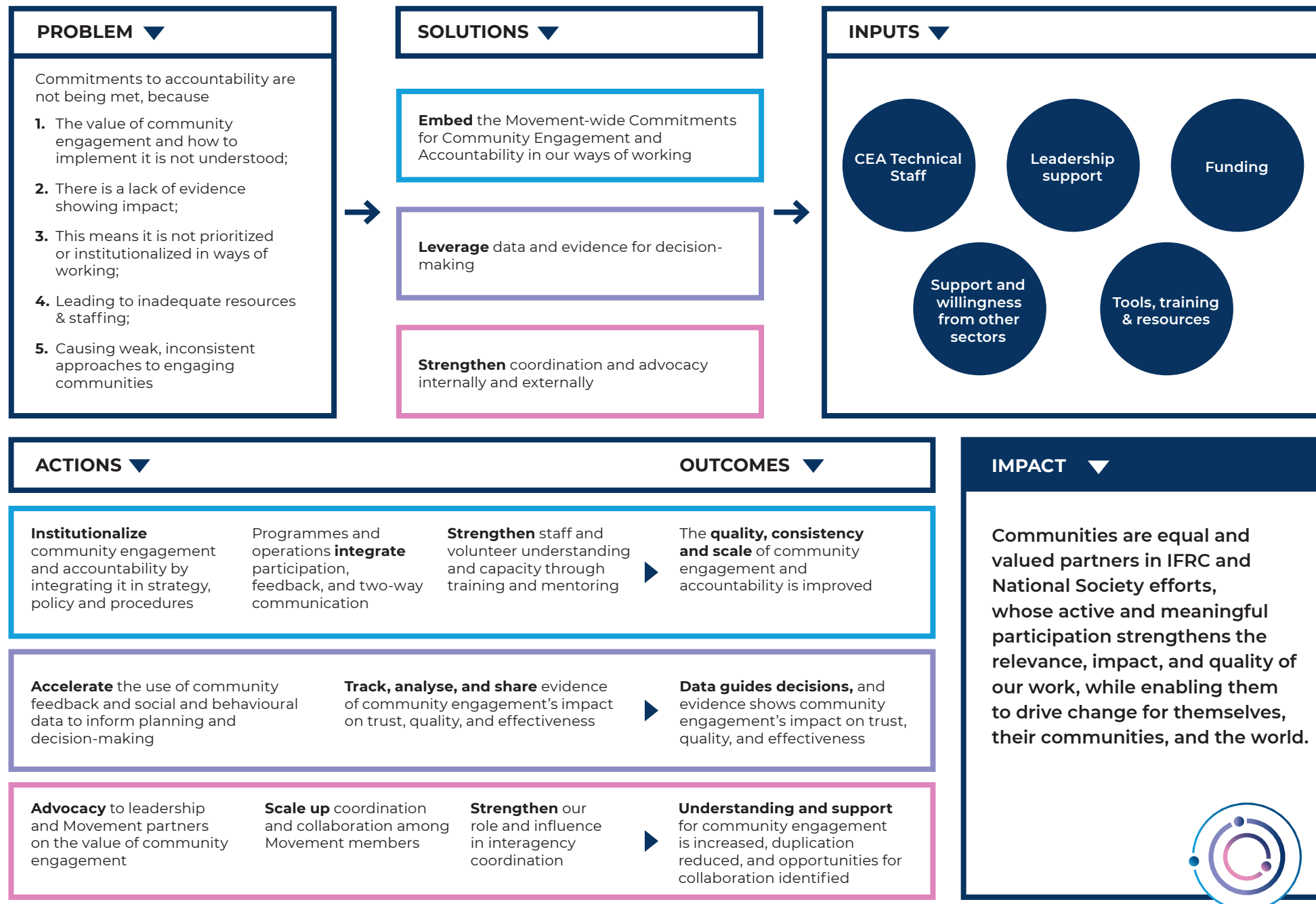
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## → THEORY OF CHANGE



# INTRODUCTION

## Purpose

The International Federation of Red Cross and Red Crescent Societies (IFRC) Strategy 2030 calls for an urgent shift of leadership and decision-making to the most local level – placing local communities at the very centre of change so that our actions are effective, inclusive, and sustainable. Achieving this will require the IFRC Secretariat and National Societies to adopt a more systematic, consistent, and high-quality approach to how we engage with and are accountable to communities.

This strategy sets out the key actions to achieve this over the next three years and ensure we meet the Movement-wide Commitments for Community Engagement and Accountability adopted at the 2019 Council of Delegates. It builds on the good practices already enabling stronger community engagement, while addressing the barriers and gaps preventing progress. The strategy focuses on key priorities for the IFRC Secretariat, which are aimed at supporting and accelerating the efforts of the wider IFRC network and member National Societies. The strategy was developed using existing research, evidence, reports, and plans<sup>1</sup>.

<sup>1</sup> See Annex 2 for the list of documents consulted during the development of this strategy





## Background

Within the IFRC, community engagement and accountability is a way of working that recognises and values all community members as equal partners, whose diverse needs, priorities, and preferences guide everything we do. We achieve this by integrating meaningful community participation, open and honest communication, and mechanisms to listen to and act on feedback and data, within our programmes and operations. Evidence, experience, and common sense tells us when we truly engage communities and they play an active role in designing and managing programmes and operations, the outcomes are more effective, sustainable, and of a higher quality<sup>2</sup>.

Engaging communities is not a new way of working for IFRC and its membership. National Societies are firmly rooted in local communities, and the IFRC commits to being accountable to communities in the [Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance](#) and [the International Red Cross and Red Crescent Movement's Code of Conduct in Disaster Relief](#). More recently, leadership adopted the [Movement-wide Commitments on Community Engagement and Accountability](#) at the [2019 Council of Delegates](#).

Over the last decade, a vibrant network of community engagement and accountability practitioners has developed and flourished within the IFRC and National Societies, who have demonstrated that stronger engagement with communities improves the quality and impact of our work. For example, the recent [2022 World Disasters Report](#) and responses to COVID-19, Ebola and in Ukraine have shown how critical community trust is to the success of all other interventions<sup>3</sup>. Ongoing impact research in Guinea, Malawi, Guatemala, Georgia and Indonesia has found community engagement approaches are helping communities to feel more resilient and capable of tackling their problems in a durable way. While COVID-19, helped accelerate new approaches to engaging people in trusted and accessible ways through digital means.

Enabling this work is a robust set of practical resources, including the recently revised [CEA Guide, toolkit, feedback kit](#), and [training packages](#), that are supporting National Societies and external stakeholders to strengthen their accountability to communities.

Externally, there is growing demand from donors and policymakers for greater accountability and IFRC is recognized as a thought-leader in this area at global and regional levels, as evidenced by its co-leadership of the IASC Task Force on Accountability to Affected People<sup>4</sup> and the Risk Communication and Community Engagement (RCCE) Collective Service<sup>5</sup>.

Yet, even with this wealth of resources and commitments a variety of barriers and challenges still exist in institutionalizing community engagement and accountability within strategy, policy, process and practices, so it becomes an integral part of all programmes and operations. Too often, community engagement is still not well understood, seen as an optional extra, or not integrated and resourced adequately. This creates a gap between commitments and practice, which is damaging the quality, sustainability and effectiveness of aid efforts, and leading people to feel they are not adequately informed, engaged, or able to participate in the decisions that impact their lives. For example, in 2022, only 34% of crisis-affected people felt humanitarian aid met their priority needs, while only one in three said they were able to provide feedback<sup>6</sup>.

Addressing these gaps will be critical to strengthening the relevance, impact, and quality of Red Cross and Red Crescent efforts and ensuring the IFRC can rise to meet the challenges outlined in Strategy 2030, including the growing climate and environmental crisis, rising migration and displacement, increasingly frequent, complex and costly disasters, and the growing gaps in health and well-being.

2 See <https://communityengagementhub.org/resource/all-the-evidence-we-need/> and <https://sohs.alnap.org/>, which found those given the chance to voice their opinions were 80% more likely to feel positive about the relevance of the aid they received.

3 See <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9195486/>, <https://pubmed.ncbi.nlm.nih.gov/34234025/> and <https://communityengagementhub.org/resource/covid-19-analysis-1/>

4 See <https://interagencystandingcommittee.org/accountability-affected-people>

5 See <https://www.rcce-collective.net/>

6 See: <https://sohs.alnap.org/sohs-2022-report/a-reader%E2%80%99s-guide-to-this-report>

## MOVEMENT-WIDE COMMITMENTS FOR COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

The [Movement-wide Minimum Commitments for Community Engagement and Accountability \(CR/19/R1\)](#) were adopted at the Council of Delegates on 08 December 2019. These overarching, strategic commitments aim to ensure a consistent approach to how we engage with and are accountable to people and communities across the Movement. All members of the Movement, including every National Society, ICRC delegation and IFRC office, are responsible for meeting and upholding these commitments and they are relevant and applicable to all staff and volunteers regardless of their role.

### 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.







## ENABLERS

## BARRIERS

### COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

Integration in  
strategy

Leaders and partners  
support community  
engagement

Dedicated skilled staff

Provide training  
and technical  
support

Volunteers are  
trained, engaged,  
and informed

Feedback data is  
helping programmes  
improve

Our role in  
interagency  
coordination

Making community  
engagement practical

Lack of evidence  
of community  
engagement impact

Community  
engagement is not  
well understood

Gaps in internal  
coordination and  
communication

Not prioritized  
by leaders

Not included in  
strategy or plans

Inadequate,  
inconsistent  
resourcing

Not a default in  
programmes and  
operations

Inflexible plans  
and funding



## COMMUNITY ENGAGEMENT AND ACCOUNTABILITY ENABLERS

Evidence and experience from National Societies and the IFRC, identifies the following **existing enablers** and best practices supporting strong community engagement and accountability:

- **Leadership and partner support:** In National Societies and IFRC delegations where leadership actively supports and asks for community engagement, much greater success has been seen in implementation and institutionalization. This includes partners and donors making accountability a requirement in funding proposals and reports.
- **Integration:** The quality and consistency of community engagement is improved when it is integrated at the strategic and technical level, for example in organization strategy, plans, policies, and other sectors' plans and tools. This helps community engagement to be seen as cross-cutting and a shared responsibility, rather than stand-alone.
- **Training and technical support:** Staff who participated in community engagement and accountability trainings have expressed they were critical for strengthening their understanding, knowledge, and capacity to integrate it within their work. While National Societies who cascaded trainings to branch staff and volunteers have reported stronger and more responsive community approaches. This impact is increased when trainings are coupled with ongoing technical support and mentoring.
- **Dedicated, skilled staff:** IFRC and National Society community engagement and accountability staff positions have been essential for driving integration and providing technical support and training to colleagues. Where sufficient, skilled staff exist, the quality of accountability is greater, and the progress of institutionalization much faster.
- **Making community engagement practical:** Directly linking community engagement actions to the programme and disaster response cycle has helped staff see how it relates to their work and what is expected of them, as well as alleviating fears this is something 'new' or an extra burden.
- **Supporting volunteers:** The quality of engagement with communities is highly dependent on the strength and skills of National Society branch volunteers. When volunteers are trained, supported, well-informed, and able to participate in planning activities, the quality of engagement and trust with the community is greatly improved.
- **Strong Feedback Practices:** IFRC and National Societies' investment in robust feedback mechanisms has demonstrated the value of community engagement to programme and operations teams by providing them with data and insights on community needs and perceptions they can use to adapt their activities to be more effective and relevant.
- **Interagency coordination:** IFRC and National Societies have enhanced their reputation with donors and external stakeholders by taking a lead role in interagency coordination for risk communication and community engagement as part of the COVID-19 response.

## 4

## COMMUNITY ENGAGEMENT AND ACCOUNTABILITY BARRIERS

Conversely, the following barriers have been identified as **currently preventing** a more systematic and effective approach to community engagement and accountability:

- **Community engagement is not well understood:** The value of community engagement and its purpose in programmes and operations is still not consistently understood. Misperceptions range from community engagement being seen as an optional extra, someone else's responsibility, stand-alone rather than cross-cutting, too time consuming, something we already do well enough, or just one-way messaging. Even when the value of community engagement is recognised, staff often lack the skills or knowledge to put it into practice. This means community engagement is not always included in plans or budgets, or implemented in a consistent way.
- **Challenges with evidence and data:** A lack of evidence on the impact of community engagement is contributing to it not being well understood or prioritized. Community engagement is intangible (unlike shelter or food) and cross-cutting, which makes it harder to document quantifiable impact. Monitoring and evaluation processes don't tend to measure peoples' level of trust in the organization or their satisfaction with the level of engagement they have, which makes it even harder to gather evidence. Even when evidence exists, there are challenges ensuring it leads to action. *"CEA is not as visible, yet it is the cement that holds the bricks together. But the lack of numbers prevents a lot of organizations and partners from investing in it. It is a qualitative addition rather than a quantitative one, and that makes it invisible"* (IFRC staff). Challenges also exist with how the IFRC and National Societies use community evidence and knowledge to inform their programmes and operations, with community data and feedback often going unused.
- **Leadership prioritization:** The lack of understanding of community engagement and accountability contributes to it not being prioritized by leadership, and therefore not adequately funded or staffed, especially when resources are limited. Fundamentally, when leadership do not see strengthening accountability as a priority, then neither do their staff - and even if they do, it is very difficult for them to drive it forward.
- **Community engagement is not institutionalized:** The lack of prioritization means community engagement is not integrated in organizational strategy or plans. This contributes to the lack of understanding and leads to it being seen as a one-time effort within individual programmes, rather than an organization-wide approach. Community engagement is also weaker in operations where no staff or systems exist before the crisis hits, highlighting the importance of including it as part of disaster preparedness.
- **Community engagement is not a default priority:** The lack of institutionalization means community engagement is still not seen as a non-negotiable part of all programmes and operations. Instead, it depends on the budget and priorities of the manager, which creates gaps in the quality and consistency of accountability within IFRC and National Societies.

- **Inadequate and inconsistent resourcing:** Limited funding and a lack of stable human resources are consistently identified by IFRC and National Society staff as a key barrier to reliable, high-quality community engagement and accountability. Funding is often tied to specific projects and not available to support National Society-wide efforts to institutionalize accountability, for example recruiting dedicated staff, or rolling out trainings to non-project branches. In National Societies or IFRC delegations with no community engagement staff, or where it is just one of many responsibilities in someone's role, there is limited progress. *"If community engagement and accountability is everyone's job it will quickly become no one's job"* (Malawi Red Cross staff member).
- **Rigid planning processes and funding:** Short planning timeframes for emergency operations and long-term programmes, pre-set outcomes, and rigid donor requirements often exclude communities from the planning process and make it difficult to respond to changes in community needs or context. This limits staffs' ability to meaningfully listen and act on the outcomes of community participation and feedback. *"When designing the project, we are copying and pasting from previous experience. We do not have time to engage"* (IFRC staff member).
- **Gaps in internal coordination and communication:** Poor internal communication and coordination, within and between Movement members, has led to a disjointed approach to accountability. For example, programmes developing their own feedback mechanisms or National Societies adopting different approaches depending on which partner they are working with. Within operations, poor internal coordination has led to activities being agreed with communities that cannot be delivered, or community feedback not being shared across sectors. Weak communication with volunteers means they are not informed about plans or able to input into project design. This limits their ability to engage communities effectively and leads to them feeling frustrated and disconnected. *"Volunteers are our foot soldiers. The better they understand CEA, the better the interventions and the safer the access will be. And it makes life easier for them"* (National Society senior manager).





## 5

## COMMUNITY ENGAGEMENT AND ACCOUNTABILITY STRATEGIC PRIORITIES AND ACTIONS

### GOAL

Communities are equal and valued partners in IFRC and National Society efforts, whose active and meaningful participation strengthens the relevance, impact, and quality of our work, while enabling them to drive change for themselves, their communities, and the world.

This section sets out the goal, strategic priorities, and key actions that are needed to strengthen community engagement and accountability within the IFRC and National Societies. These contribute to IFRC Strategy 2030's transformational aim to 'ensure trust and accountability' and meet the three core goals of: 1) people anticipate, respond to, and quickly recover from crisis, 2) people lead safe, healthy, and dignified lives and have opportunities to thrive, 3) people mobilise for inclusive and peaceful communities.

### Strategic Priority 1

#### Improve quality, consistency and scale

IFRC and National Societies<sup>7</sup> improve the quality, consistency, and scale of community engagement and accountability by embedding the Movement-wide Commitments within organizational ways of working.

Key actions to achieve this priority:

- Support the IFRC and National Societies to institutionalize community engagement and accountability through integrating it in strategy, policy, and procedures.
- Support the IFRC and National Society programmes and operations be accountable to communities by helping them integrate participation, feedback, and two-way communication within tools, guidelines, and plans.
- Strengthen staff and volunteer understanding and capacity to implement community engagement and accountability approaches, across all levels and sectors in the IFRC and National Societies.

<sup>7</sup> Although these priorities and actions will be led by the IFRC Secretariat, as noted in the introduction they are intended to support and accelerate the efforts of both the IFRC and National Societies.



## Strategic Priority 2

### **Leverage data and evidence for decision making**

IFRC and National Societies systematically track, analyse, and use community data and evidence to inform decision-making, and demonstrate the impact of community engagement on quality and effectiveness, and peoples' trust in the organization.

Key actions to achieve this priority:

- Accelerate the use of community feedback and social and behavioural data to inform IFRC and National Society planning and decision-making.
- More systematically track, analyse, and share evidence of the impact of community engagement approaches on levels of trust and programme and operation quality and effectiveness.

## Strategic Priority 3

### **Strengthen coordination and advocacy**

Community engagement and accountability coordination is strengthened between Movement members and with external partners, to improve understanding, support and consistency, reduce duplication, and identify opportunities for collaboration.

Key actions to achieve this priority:

- Advocate for community engagement and accountability to be adopted as an organizational priority by Movement partners and leadership, by building understanding of its importance to quality, trust, and sustainability.
- Scale up coordination and collaboration among Movement members who are supporting community engagement and accountability efforts at country, regional and global level.
- Strengthen the role and influence of IFRC and National Societies in interagency coordination mechanisms for collective approaches to community engagement and accountability<sup>8</sup>.

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<sup>8</sup> Depending on the type of crisis and agencies involved, these coordination mechanisms may be known as Risk Communication and Community Engagement, Accountability to Affected Populations, or Communicating with Communities Working Groups.

# 6

## MONITORING PROGRESS

Progress against delivering the priorities and actions within this strategy will be measured using the indicators outlined in the detailed action plan in Annex 1. Data will be collected through annual reporting against the IFRC Plan and Budget 2020-2025 and through monitoring and reporting carried out by the regional community engagement and accountability teams. While data for every indicator may not always be available from all regions, enough data should be collected to provide an overall picture of progress against the strategic priorities. The IFRC global community engagement and accountability team will prepare an annual report detailing progress against this strategy.

The process of strengthening community engagement and accountability monitoring will be underpinned by the actions under strategic priority one and two, which includes specific actions on 1) integrating accountability indicators in the Federation-wide Data Reporting System and 2) more systematically tracking, analysing, and sharing the impact of community engagement on quality and effectiveness.





## CONCLUSION

Meeting Strategy 2030's call to place local communities at the very centre of decision-making can seem like an overwhelming and abstract task. While there is no silver bullet to achieve this, change is already happening across the Movement and this strategy provides clear and practical recommendations to build on this momentum, close the gaps, and make meaningful community engagement and accountability a reality.

As we move forward with this strategy, there are a set of simple truths that guide our actions:

- **Community engagement and accountability is not one person's job** – it is something that everyone at every level of the organization can and should be doing.
- **Community engagement and accountability is not optional or a box to be checked** – it is an investment in building a relationship with communities that will make projects easier, better, more sustainable, and safer.
- **Community engagement and accountability is not a project or an activity** – it is a way of thinking that should shape every aspect of our work and will ensure the Red Cross Red Crescent remains trusted and relevant in the years ahead.

Increased attention to and systematic integration of accountability and community-led approaches across all programs and operations can truly create a shift in the way the Movement works. A shift that empowers local communities to take the lead in the decisions that directly affect their lives.



## ANNEX 1 DETAILED ACTION PLAN

### Strategic priority 1

**IFRC and National Societies improve the quality, consistency, and scale of community engagement by embedding the Movement-wide Commitments into organizational ways of working.**

ACTION	INDICATORS
<b>Action 1.1</b> Support the IFRC and National Societies to institutionalize community engagement and accountability through integrating it in strategy, policy, and procedures.	# of National Societies with a community engagement and accountability policy/strategy/plan in place OR where this has been integrated into existing strategy, plans and policy.

#### ACTIVITIES

- 1.1.1. Include community engagement and accountability as a priority area in IFRC's annual operating plans and the new Plan and Budget, with concrete outcomes and indicators.
- 1.1.2. Integrate commitments to accountability into relevant IFRC policies, i.e., National Society Development, Protection, Gender and Inclusion, and other sector-specific policies.
- 1.1.3. Develop and roll out a monitoring framework with clear indicators to track progress against meeting the Minimum Commitments in programmes, operations, and at the organizational level. Integrate these within all programmes and operations and the Federation-wide Data Reporting System.
- 1.1.4. Integrate community engagement and accountability measurements into the new National Society certification process, using the Movement-wide commitments.
- 1.1.5. Work with human resources to integrate responsibilities to work in partnership with communities into hiring, induction, and performance appraisal processes.
- 1.1.6. Develop briefing packages for logistics and other support services, on their role in supporting effective community engagement and accountability.
- 1.1.7. Work with IFRC Regions and Clusters to establish a network of National Society champions, with clear selection criteria and commitments. Work with partners and donors to secure sustained technical support and funding for the champions to institutionalize community engagement, including monitoring the impact of this support.
- 1.1.8. Ensure National Societies have access to up-to-date guidance, tools, and training in multiple languages to help institutionalize community engagement and accountability (i.e., CEA Guide, toolkit, and suite of training packages all available on the hub).
- 1.1.9. Work with leadership and partners to help ensure IFRC has sufficient community engagement and accountability technical staff at global, regional and cluster level to be able to support and mentor National Societies to strengthen community engagement.



ACTION	INDICATORS
<b>Action 1.2</b> Support IFRC and National Society programmes and operations be accountable to communities by helping them to integrate participation, feedback, and two-way communication within tools, guidelines, and plans.	# of IFRC emergency operation and programme plans with community engagement and accountability activities and budget included.

## ACTIVITIES

- 1.2.1. Work with IFRC Secretariat sector colleagues to include community engagement activities in global initiatives and programme proposals, plans and budgets, with ongoing technical support and guidance provided during implementation. With a focus on climate adaptation and anticipatory action, migration and displacement, and epidemic preparedness.
- 1.2.2. Working with the regions, support emergency response operations to include community engagement and accountability activities, budget, and indicators, with ongoing technical support and guidance provided during implementation.
- 1.2.3. Supporting the testing and finalizing of the minimum actions for community engagement and accountability in emergencies, which include minimum and advanced measures depending on capacity and context and sector-specific checklists and guidance.
- 1.2.4. Support sectors to integrate community engagement guidance and actions into their guidelines, toolkits, and resources so technical staff understand their responsibilities and how they can support good accountability in their sector e.g., health, WASH, migration.
- 1.2.5. Support disasters, climate and crisis to integrate community engagement into emergency response templates, assessments, the operational toolbox, and the preparedness for emergency response approach, and Early Action Protocols, to strengthen accountability in IFRC and National Society disaster preparedness, prevention, and response.
- 1.2.6. Work with sectors and the regions to develop a menu of recommended community engagement activities that should be included in different types of emergencies.
- 1.2.7. Work with Protection, Gender and Inclusion to strengthen capacity to manage sensitive feedback related to sexual exploitation and abuse and safeguarding, including ensuring clear referral pathways within feedback mechanism guidance and implementation.
- 1.2.8. Ensure community engagement best practices and lessons learned from operations and programmes are documented and translated into training, practical tools, and guidelines that can be used by other programmes and operations in the future, shared through platforms and channels used by sectors, such as the Anticipation Hub and Cash Hub.
- 1.2.9. Increase the scale and reach of community engagement approaches by testing and rolling out effective, trusted, and accessible tools for digital community engagement. This will be critical to ensure IFRC can meet peoples' rising expectations for nuanced, tailored digital engagement in the spaces where they are active, while also ensuring systems are in place to manage the increase in data this will bring.

ACTION	INDICATORS
<b>Action 1.3</b> Strengthen staff and volunteer understanding and capacity to implement community engagement and accountability approaches, across all levels and sectors in the IFRC and National Societies.	# of staff and volunteers trained on community engagement and accountability (disaggregated by organisation / staff / volunteers / sex).  # of National Societies being actively mentored by the IFRC to strengthen community engagement.

## ACTIVITIES

- 1.3.1. Develop a capacity strengthening roadmap to guide IFRC approaches to building community engagement and accountability skills through trainings and mentoring, with a focus on ensuring training theory is translated into practice.
- 1.3.2. Strengthen capacity in key areas, including qualitative data analysis, perception surveys, the use of social and behavioural science, and digital community engagement approaches, through practical workshops and bite-size trainings.
- 1.3.3. Finalise the community engagement and accountability surge training package and deliver one surge training per year to ensure IFRC and National Societies have access to skilled, geographically, and linguistically diverse surge expertise for emergency operations.
- 1.3.4. Strengthening peer to peer learning opportunities that allow Movement partners to share experience, knowledge, good practices and lessons learned on community engagement and accountability using regular webinars, case studies, workshops, and country visits.
- 1.3.5. Integrate community engagement and accountability into other sector and cross-cutting trainings, e.g., health, surge, cash, early warning and anticipatory action, and protection, gender and inclusion.
- 1.3.6. Develop a training measurement tool to help evaluate the impact of trainings over both the long and short-term.
- 1.3.7. Strengthen understanding and define approaches to reinforce integrated community systems as the backbone for community-led actions

## Strategic priority 2

**IFRC and National Societies systematically collect, analyse, and use community data and evidence to inform decision-making, and demonstrate the impact of community engagement on quality and effectiveness, and peoples' trust in the organization.**

ACTION	INDICATORS
<b>Action 2.1</b> Accelerate the use of community feedback and social and behavioural data to inform IFRC and National Society planning and decision-making.	# of National Societies with a functioning feedback mechanism in place for the whole National Society

### ACTIVITIES

- 2.1.1. Working with the regions, support IFRC and National Societies to implement community feedback mechanisms, adopting a more systematic approach to data collection, analysis, response, and action, using the new Feedback Kit and associated training packages. This will be underpinned by efforts to strengthen data literacy.
- 2.1.2. Working with the regions, support IFRC and National Societies to strengthen their capacity to collect, analyse and use social and behavioural science data and tools in assessments, context analysis and programme and operation design and delivery.
- 2.1.3. Support leadership and programme and operational managers to make better use of community feedback and social science data as a key tool to inform strategy, programme, and operational decision-making, at global, regional, and country level.
- 2.1.4. Expand and finalize the Data to Action Toolbox, with focus on data literacy and qualitative research tools in partnership with Information Management, Planning, Monitoring, Evaluation and Reporting and interagency and Collective Service partners.
- 2.1.5. Research, evaluate, and roll out effective approaches and tools for digital data collection, visualization and management, including as part of social listening approaches, chatbots and two-way social media – as part of the digitally-enabled community engagement hub.

ACTION	INDICATORS
<b>Action 2.2</b> More systematically track, analyse, and share evidence of the impact of community engagement approaches on levels of trust and programme and operation quality and effectiveness.	# of NS sharing evidence of the impact of CEA approaches on level of trust and programme effectiveness.

## ACTIVITIES

- 2.2.1 Develop and pilot a CEA Impact Measurement Framework and Evidence Tracker system to help regularly and systematically distil the impact of community engagement in humanitarian and health programming and track evidence to inform better programming.
- 2.2.2 Develop a toolbox for conducting research and tracking evidence to support the Framework above, for example a questions bank.
- 2.2.3 Commission independent research to gather evidence on how community engagement approaches have changed, impacted, or influenced Red Cross Red Crescent programmes and contributed to strengthening community resilience. Disseminate the findings widely, including recommendations for future impact research.
- 2.2.4 Support the regions and National Societies to pilot and roll out a global Community Trust Index to measure and foster peoples' trust in Red Cross Red Crescent services, programmes, operations, and the overall institution.
- 2.2.5 Support the documentation and sharing of community engagement and accountability research, lessons learned, and best practices through case studies, webinars, in-person sessions, newsletters, and the community engagement online hub.



## Strategic priority 3

**Community engagement and accountability coordination is strengthened between Movement members and with external partners, to improve understanding, support, and consistency, reduce duplication, and identify opportunities for collaboration.**

ACTION	INDICATORS
<b>Action 3.1</b> Advocate for community engagement and accountability to be adopted as an organizational priority by Movement partners and leadership, by building understanding of its importance to quality, trust, and sustainability.	# of IFRC/NS/ICRC/PNS leadership briefed on community engagement and accountability

### ACTIVITIES

- 3.1.1. Develop and distribute promotional materials to explain the Movement-wide Commitments and what they mean for leadership i.e., infographics, short videos etc.
- 3.1.2. Identify opportunities to advocate on the impact and importance of institutionalizing community engagement and accountability to Movement leadership, through briefings on the Movement-wide Commitments and sharing lessons learned in high-level meetings.
- 3.1.3. Establish a group of community engagement and accountability champions, including Secretary Generals, Presidents, and senior leaders, to advocate for stronger accountability at decision-making levels and secure further support for the Commitments.
- 3.1.4. Work with IFRC leadership to find practical ways to create an enabling environment for stronger accountability, for example through allocation of funds, modifying project management processes to allow more flexibility to respond to changes in needs, or making feedback mechanisms mandatory in all IFRC-funded programmes and operations.

ACTION	INDICATORS
<b>Action 3.2</b> Scale up coordination and collaboration among Movement members who are supporting community engagement and accountability efforts at country, regional and global level.	# of Movement members engaging in community engagement coordination forums

### ACTIVITIES

- 3.2.1. Facilitate regular, active coordination forums that support Movement members to plan, share and collaborate on community engagement and accountability approaches at global, regional, and country level. For example, the Movement Community Engagement and Accountability Working Group and those for specific projects and emergencies.
- 3.2.2. Map which Movement members are supporting community engagement and accountability in which countries and how, and make sure this information is up to date and readily available through the community engagement hub.
- 3.2.3. Working with the regions, support the development of one coordinated community engagement and accountability plan in countries where multiple partners, programmes and operations are supporting accountability efforts.
- 3.2.4. Ensure all training materials, including the community engagement and accountability surge training, have a component on Movement coordination.

ACTION	INDICATORS
<b>Action 3.3</b> Strengthen the role and influence of IFRC and National Societies in interagency coordination mechanisms for risk communication, community engagement and accountability.	# of countries where IFRC and/or National Societies contribute to national coordination mechanisms for risk communication and community engagement

### ACTIVITIES

- 3.3.1. IFRC continues to co-lead the Risk Communication and Community Engagement Collective Service and the IASC Task Force on Accountability to Affected People, advocating for key changes to health and humanitarian systems that enable stronger accountability.
- 3.3.2. Support stronger accountability to communities in emergencies, by actively participating in community engagement and accountability coordination structures and joint initiatives in humanitarian and health emergencies.
- 3.3.3. Support Regional Offices and National Societies to actively participate in collective and coordinated interagency approaches to community engagement and accountability, for example through joining or co-chairing national and regional working groups.
- 3.3.4. Position the IFRC as a leader in community engagement and accountability by sharing new resources, evidence of impact, and best practices with external partners and stakeholders through hosting events, publishing articles, and presenting at conferences.

## ANNEX 2

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The following documents were used in the development of this strategy:

- IFRC Strategy 2030: <https://www.ifrc.org/who-we-are/about-ifrc/strategy-2030>
- IFRC Plan & Budget 2020-2025: <https://www.ifrc.org/document/ifrc-plan-and-budget-2021-2025>
- IFRC 2023 Global Plan: <https://www.ifrc.org/document/global-plan-2023>
- IFRC Global Community Engagement and Accountability Workplan 2023
- Community Engagement and Accountability Movement Plan of Action 2023-2024 (Draft)
- Community Engagement and Accountability Regional Strategy for Europe 2023-2025 (Draft)
- Closing the Gap: A Strategy to Strengthen Community Engagement and Accountability in Africa 2020-2023, IFRC: <https://communityengagementhub.org/cea-africa-strategy/>
- Community Engagement and Accountability Africa logframe 2023
- Community Engagement and Accountability Priorities Asia Pacific 2023 (Draft)
- IFRC Community Engagement and Accountability Capacity Strengthening Roadmap (Draft)
- The Red Cross Red Crescent Guide to Community Engagement and Accountability: <https://communityengagementhub.org/resource/cea-guide/>
- 'All the Evidence we Need' Community Engagement and Accountability research report: <https://communityengagementhub.org/resource/all-the-evidence-we-need/>



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

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