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The Accountability to Affected Populations (AAP) Newsletter is a consolidation of updates and initiatives supporting the implementation of the IOM AAP Framework, IN/285. The Newsletter is published biannually.

## HIGHLIGHTS

The 3rd Newsletter highlights the key priorities and accomplishments of AAP in 2022.

- More than 100 IOM colleagues successfully completed the AAP Blended Training this year, *page 2*.
- AAP Face-to-Face Training in the region of South America and Bespoke Training for IOM Micronesia *page 3*.
- Highlight: AAP in IOM Ethiopia, *page 4*
- What's coming up on AAP? *page 5*.
- Meet our IOM AAP Champions from Peru, Micronesia, Ethiopia, and Headquarters, *page 6*.
- Meet new members of the AAP team, *page 8*

## AAP BLENDED TRAINING

A series of AAP Blended Training sessions was successfully rolled out this year from June to August. IOM colleagues from all regions participated in the comprehensive AAP course to strengthen the capacity of IOM staff members in operationalizing the principles and commitments on AAP.

The AAP Blended Training is a comprehensive training composed of self-paced e-learning modules followed by a three-day virtual or in-person facilitated sessions, participatory activities, peer exchange, and a self-paced assignment or small project.

Trainees who complete the entire course including a timely submission of the assignment demonstrating application of knowledge will receive a certificate of completion facilitated by IOM Staff Development and Learning (SDL).

*Read more on page 2.*

**Want to learn more about AAP?**

Visit the [AAP Sharepoint](#), [AAP Website](#) or email us at [AAP@iom.int](mailto:AAP@iom.int).

**AAP BASIC ONLINE TRAINING  
 NOW ALSO AVAILABLE IN  
 SPANISH ON [I-LEARN](#) AND  
[E-CAMPUS](#) USING THE  
 ENROLLMENT CODE  
 IOM-AAP-2021.**



QUITO, ECUADOR  
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## STRENGTHENING CAPACITY ON AAP

The AAP self-paced basic online training is available on the I-Learn platform (for staff members) and E-Campus (for consultants and interns). Take the [Basic Online AAP Training](#) on I-Learn, available in English and Spanish.

## ROLL-OUT OF AAP BLENDED TRAINING IN 2022

The Department of Operations & Emergencies (DOE) AAP team rolled out the AAP blended training for eight (8) consecutive weeks from June to August this year. In total, 149 participants completed the three virtual sessions of the training. Additionally, 35% of participants demonstrated mastery of the AAP material through their completion of the AAP Action Plans for the final assignment, earning a training certificate from IOM Staff Development and Learning (SDL).

The final assignment consists of participants designing concrete action plans to implement AAP in their respective programmes. This gave IOMers the opportunity to practice what they learned from the training sessions, and to receive feedback from experienced AAP practitioners and qualify to receive an official certificate from SDL.



SANA'A, YEMEN © IOM 2019 / PHOTOGRAPHER OLIVIA HEADON

The virtual training sessions consist of learning modules focused on the three pillars of successful AAP implementation: Information-Sharing and Transparency, Meaningful Participation, and Complaints and Feedback Mechanisms.

The AAP Blended Training will be conducted annually between June to August.

### Operationalizing AAP:

**Mainstreaming AAP:** The primary objective of [the AAP Framework](#) is to mainstream AAP. Mainstreaming is the process of incorporating the AAP principles and commitments in strategies and programmes to help achieve quality, safe and accountable crisis-related response.

## FIRST FACE-TO-FACE AAP TRAINING IN SOUTH AMERICA

On 15 and 16 of September the IOM mission in Ecuador and the IOM mission in Perú united efforts to organize the first two-day face-to-face (AAP) training in the region. The Bi-national Workshop on AAP was a joint initiative of the two missions that wanted to strengthen capacity of staff to increasingly operationalize participatory approaches in their work and create opportunities to roll out trans-border initiatives in the two neighboring contexts.

The training involved 30 participants from national headquarters and field locations to ensure AAP approaches can be sustained at different operational levels and be mainstreamed in all action of the missions. Through a methodology that paired theory with practical exercises and simulations the training focused on the three operational pillars of AAP, as well as presented the IOM AAP Framework as the theoretical and policy bases for its application in the work IOM does. Exercises and simulations were adapted to the operational and socio-economic context of the region, to ensure they could spark inspiration on ways of working in



the short and medium term for the teams participating.

Closing the training, participants had a chance to reflect on what is needed now to ensure that a commitment on implemented people-centered approaches can be sustained. They identified continued capacity-strengthening as a priority, together with ensuring that leadership continues being sensitized on the AAP approach to ensure it is recognized as a fundamental principle for IOM's work, and that this can be reflected in systems and processes. Participants also identified increased buy-in as essential for AAP to be better resourced and well-staffed.

## IOM MICRONESIA RECEIVES BESPOKE AAP TRAINING



CHUUK, MICRONESIA © IOM 2015 / PHOTOGRAPHER MUSE MOHAMMED

IOM Micronesia participated in a bespoke AAP blended training to build the capacity of 18 international and national staff members based in multiple offices including Pohnpei State, Chuuk, Kosrae Sates, Republic of the Marshall Islands, and Palau. The DOE AAP adapted the existing training modules to the context specificities, including preparedness and response to climate-induced disasters and community-based disaster risk reduction. A key element of the reconstruction work of IOM Micronesia is a strong community engagement and mobilization for the reconstruction works and the liaison with community leaders and authorities through the IOM Community Mobilization team. The participants completed the AAP online course and virtual sessions that enabled them to develop a simple communication strategy based on a natural disaster scenario.





AFDERA, AFAR, ETHIOPIA  
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## AAP MAINSTREAMING IN COUNTRY:

### A HIGHLIGHT IN ETHIOPIA

In Ethiopia, IOM established diverse and contextually appropriate mechanisms and systems that enable communities to provide feedback on its programmes. The complaints and feedback mechanisms (CFMs) include different community and government representatives, site management committees, community meetings, help desk, focus group discussions, and exit interviews to strengthen AAP implementation and mainstreaming.

To further diversify the CFM platforms for the affected population, IOM established a nationwide toll-free hotline in January 2022. Trained hotline operators - speaking the four national languages as well as English - take the calls and listen to the issues and concerns of affected people and receive feedback on IOM's projects and programmes. Depending on the nature of the feedback, it may be referred to the concerned IOM programme unit(s), other agency, or Cluster as applicable.

The feedback captured by the hotline and through other community feedback mechanisms contribute to the AAP Working Group – Ethiopia's

Community Voices. Community Voices is a multi-agency collective feedback loop that presents trends analysis of the affected peoples' evolving needs and priorities based on the feedback they share. Member agencies of the AAP Working Group share their monthly consolidated community feedback, which are then processed and analyzed to provide insights into what the communities are saying as the response progresses.

From January to August 2022, Community Voices has analyzed over 12,000 community feedback received by humanitarian actors from all across Ethiopia. Food security remains the most pressing issue, but more and more affected people are requesting for livelihood programmes that would help them provide for their own needs and not be dependent on aid for their survival. IOM, as Chair of the AAP WG, leads in advocating for meaningful integration of community feedback, ensuring informed programming and interventions, and that responding agencies and donors have the flexibility to adjust programming to best fit affected communities' needs.

# WHAT'S COMING UP?

## Updates from AAP at Headquarters

### IOM LEADS INTER-AGENCY AAP INITIATIVE

IOM is leading an inter-agency project to strengthen leadership in-country and collective approaches on AAP for a duration of two years. The project is inspired by the learnings from the pilot AAP virtual training delivered in September 2021 for Chiefs of Mission (CoMs) and their deputies in the Latin America region. The existing training modules were modified to respond to the information needs of the CoMs and were adjusted to enhance their understanding of AAP in consideration of their scope of responsibilities and influence as leaders in country.

The project will be implemented and piloted in collaboration with some key members of the Inter-Agency Standing Committee (IASC) Task Force on AAP through a project steering committee. The project aims to produce AAP online training and corresponding resource materials designed for senior managers, humanitarian country teams (HCT), and in-country leadership. The online course will be practical, foundational, and composed of short modules with a self-paced feature organized by topics.

With IOM's co-chairmanship of Workstream I on 'accountable and enhanced leadership' in the AAP Task Force, the project activities will be supporting the operationalization of system-wide commitments and the Statement of the IASC Principals on AAP, and to help ensure AAP becomes a key metric for the performance of humanitarian coordinators, HCTs, and in-country leadership of all IASC members.

The project is supported by the USAID Bureau for Humanitarian Assistance.

### 2ND AAP GLOBAL WORKSHOP IN 2022

The 2<sup>nd</sup> AAP Global Workshop will be taking place in November in Geneva. The event comes four years after the first AAP global workshop that facilitated the finalization of the mandatory IOM AAP Framework, IN/285. The 2<sup>nd</sup> AAP global workshop will take stock of the progress since the launch of the AAP Framework and will focus on the challenges and best practices in its implementation as well as explore how to strengthen IOM's leadership and capacity for partner coordination when integrating AAP in crisis-related operations.

The global support for the implementation of the IOM AAP Framework is made possible through the Migration Resource Allocation Committee (MIRAC) funding.



## AAP CHAMPIONS CORNER

Over the years, IOM has championed the rights and dignity of the migrants, refugees, and communities we seek to serve by ensuring a people-centered approach. Meet the IOMers that push our commitment on AAP forward in IOM missions around the world!



**REX ALAMBAN**, Head of Preparedness and Response Division,  
IOM Headquarters

“I always believed in community participation. In Pakistan Earthquake Response in 2005 as well as in Typhoon Washi Response in 2011, I invited IDP leaders as members of clusters that IOM led, i.e., Shelter Cluster in Muzaffarabad and CCCM in Cagayan de Oro respectively, to allow them to address the humanitarian responders directly regarding the needs of their constituents. The concept of AAP crystalized and became a priority for the global humanitarian system in re-

cent years. I managed the Haiyan Typhoon response in the Philippines back in 2014 when AAP became one of the working groups supporting the Clusters, and where IOM played a major role. We implemented a programme along with INGO partners to operationalize community or beneficiary feedback collection. It felt good knowing the positive impact of our interventions, as well as gaining awareness of the challenges we still needed to address, and being able to present those to donors! In our cross-border operations for Syria Crisis response, we established an AAP unit to receive community feedback. The unit informed Project Managers as well as the Compliance and Supply Chain Units to help make operational decisions. AAP is an integral element in building an effective response to migration crisis and I encourage everyone in IOM to invest time in learning the essentials of AAP.”



**ELENA PEDRAZZANI**, Accountability to Affected Populations Inter-Agency Coordinator for the Regional Response for Venezuelans (R4V),  
IOM Peru

“What I love about working on AAP is that I have the constant chance to listen to the people we serve and learn from them to make our work more impactful. AAP is an approach that truly allows us to have a meaningful dialogue with communities to build on their capacities and develop responses and programming that reflect on their priorities and what really would make the difference

for the most vulnerable people. Giving back the role of protagonist to communities also help us do better advocacy and contribute to making sure that what we advocate is what people really want. This line of work has given me the chance to speak with amazing humans all over the world, who gave me lasting memories that I carry with me professionally and personally.”



## AAP CHAMPIONS CORNER



**SALVATORE SORTINO, Chief of Mission, IOM Micronesia**

“Small island States like the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau are among the most exposed to natural hazards and the impact of climate change. IOM has been operating in the North Pacific for over 10 years primarily supporting disaster risk reduction and climate change adaptation at community and institutional level, to prevent forced migration and to offer durable solutions to populations displaced by typhoons or other natural disasters. Direct engagement of affected communities in prevention, preparedness, response and reconstruction

efforts has been the most important element of IOM’s approach. It has not only been key for the sustainability of our interventions, but it has also been the venue for mainstreaming AAP in all our work. By facilitating inclusive community participation in community-based DRR planning and implementation, and by ensuring community leadership and participation in reconstruction efforts, IOM has been able to tailor its work to the context which often presents a variety of challenges for effective delivery of assistance, for instance the logistics required to operate over hundreds of islands scattered over a huge area with often significantly different cultural backgrounds. Building on this experience, we are investing on capacity building on AAP and PSEA for IOM teams and community focal points, and also working on developing an AAP framework for the Governments of FSM and RMI to guide their national policies.”



**SHARIF FAISAL, Senior Programme Support Coordinator, IOM Ethiopia**

“I worked as IOM’s Monitoring & Evaluation Lead during Rohingya humanitarian crisis in Bangladesh and also in the world’s largest humanitarian crisis at the time, Yemen. Currently I oversee M&E functions of IOM Ethiopia. I also served as the Coordinator of the AAP Working Group for a year and half. As part of these roles, I’ve been very closely involved in community engagement and do believe that accountability is central to principled humanitarian action. If we don’t engage with those affected by crisis in decision-making process, relevant,

effective, and inclusive humanitarian response is simply not possible. As humanitarian workers, we must ensure that we are taking account, giving account, and being held to account by the people we serve. Through persistence and consistent messaging, we’ve been able to secure dedicated funding for AAP in Ethiopia through the humanitarian pooled funds (EHF) mechanism for the very first time. We also ensured integration of AAP in overall humanitarian response in Ethiopia, as AAP now has a dedicated section in HNO and HRP, and AAP related questions are mandatory fields in HRP for all Clusters and Working Groups. Despite much progress, there still remains significant gaps in the way affected people perceive their inclusion in decision making around aid. Much of the discourse around collective AAP is limited to complaints and feedback mechanisms (CFMs). Many aid recipients are not convinced that aid providers are communicating their plans and activities well, while insufficient information is among the most significant barriers to accessing aid. There’s still a long way to go and much work remains.”

## MEET THE AAP TEAM

### Department of Operations and Emergencies



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#### CHRISTIE BACAL-MAYENCOURT, AAP Policy and Project Advisor

“Putting people at the centre of our work, ensuring that they are respected, and that some groups are not and do not feel excluded in the process have been a personal advocacy since I started in IOM as local camp manager almost 10 years ago. From field to HQ, I remain steadfast in championing AAP: that listening to the people we assist and taking their voices to guide our efforts and how we should behave are key to staying relevant, effective and trusted as an Organization providing aid and services to those in need. So, who wants to join us?”



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#### ZORANA KNEZEVIC, AAP Support Officer

“In my view, AAP is essential for us to be able to maintain our commitment to the principle of humane migration as part of IOM’s mission, and to avoid costly setbacks and mistakes which can harm the people we seek to assist. To achieve humane migration practices and programs, human rights are essential, and upholding human rights is intrinsic to AAP. Without the AAP approach, it is far too easy for vulnerable individuals to fall through the cracks and be at risk of detriment due to our assistance, as the affected persons know their context and needs far better than we could. My background in international human rights, and my experience working on the Bosnia & Herzegovina Resilience Initiative (BHRI) to address Bosnian youth at risk and my experience assisting the case management of trafficking survivors, makes me a strong advocate for AAP due to its rights-based and people-centered approach which protects the well-being of the most vulnerable people.”



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#### ANAHI AYALA IACUCCI, AAP Training Consultant

“Being the daughter of a refugee and a migrant, I have always been passionate about the role that affected community play in their own recovery. AAP is the ultimate way in which we can really re-think a humanitarian system build on partnerships and collaboration and shape a future where we support communities in taking charge of their own lives. In my 10+ years of experience working on AAP I have learned that what often people see as a wonderful tool, is in fact a total shift in the way we think about who we are and what we do. And this is what makes this work so exciting: you learn every day, and you learn how to adapt and change every day”.

## CONTACTS

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Contact us for feedback or if you have questions, would like to share good practices on AAP with the wider Organization or want to learn more about any of the information in this newsletter.

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