



# FAO IN EMERGENCIES GUIDANCE NOTE

## ACCOUNTABILITY TO AFFECTED POPULATIONS



### KEY MESSAGES

FAO is committed to placing accountability to people affected by disaster and conflict at the core of its emergency policy and practice, from preparedness and the onset of an emergency, through all phases of the programme cycle.

Accountability to affected populations (AAP) is a people-centred approach, sensitive to the dignity of all human beings, the varying needs of different segments within a community, and the importance of ensuring that women, men, girls and boys can equally access and benefit from assistance.

AAP is applicable to all of FAO's programmes, whether humanitarian or development. It is highlighted in humanitarian situations due to the exceptional power imbalance between aid providers and recipients, and the urgent needs and increased vulnerability found within crisis-affected communities.

FAO's approach to AAP provides a framework for addressing and integrating issues in emergencies such as gender equality, protection, the inclusion of the aged and people living with HIV, AIDS and disability, and the prevention of sexual exploitation and abuse by FAO and partner staff.



### FAO'S COMMITMENTS ON ACCOUNTABILITY TO AFFECTED POPULATIONS

1. strengthening **leadership and governance** to embed good practice within the organisation's management structures and to ensure that FAO's staff and implementing partners deliver on its commitments;
2. greater and more routine **transparency**, two-way **communication**, and **information** provision for affected communities;
3. offer means for communities to provide **feedback** on programmes and to submit **complaints**, and to ensure that they receive a timely **response**;
4. enable fair and representative **participation** of all sections of affected populations, including the most vulnerable and marginalised;
5. mainstream AAP into **needs assessment, design, monitoring, and evaluation** activities, ensuring an appropriate focus on AAP, participation in processes and continuous **learning** and improvement;
6. prevent **sexual exploitation and abuse** (SEA) by FAO personnel and implementing partners and put in place adequate response mechanisms<sup>1</sup>; and
7. collaborate with peers and partners to deliver on AAP commitments in a coordinated and coherent way.



## ● AN OVERVIEW OF EVENTS AND TRENDS

International organisations balance a complex system of accountabilities internally and externally to public and institutional donors, national and local authorities, partner agencies, host communities and the people they seek to assist, although prioritisation is traditionally weighted towards the first few groups. The 1998 Joint Evaluation on the International Response to the Genocide in Rwanda saw the first significant and clear exposure of lack of accountability to affected populations as a serious issue within an emergency response. Its call to the international community to consider and improve accountability led to the birth of a number of quality and accountability initiatives, including The Sphere Project and the Humanitarian Accountability Partnership (HAP). Since that first call, the message continues to be delivered, indicating the response has been slow to take significant hold and to demonstrate a widespread impact. For example, evaluations of responses to the Asian Tsunami and the Haiti earthquake again found AAP lacking, and as recently as 2011, the Humanitarian Emergency Response Review concluded that “local capacities are not utilised, the beneficiary is not involved enough and the quality of delivery is lower than it should be” and that the international humanitarian system needs to place accountability, learning and transparency at the centre of its response<sup>2</sup>.

Efforts have been made over recent years to improve quality and accountability in the humanitarian sector, but the scale of the problem and the slow pace of change mean that poor quality programming, serious cases of corruption and instances of exploitation and abuse of affected populations by aid workers continue to surface at an unacceptable frequency. Amidst a growing acknowledgement that accountability to affected populations must be addressed by the system as a whole, FAO has joined with its humanitarian partners in the Inter-Agency Steering Committee (IASC) to adopt clear commitments on accountability to affected populations, and to prevent and respond to sexual exploitation and abuse by its own personnel or partners.

FAO defines accountability to affected populations from a human rights perspective. For FAO, AAP means: **“an active commitment by actors and organisations to use power responsibly by taking account of, giving account to, and being held to account by, the people they seek to assist.”**<sup>3</sup>

The current industry approach to AAP encourages humanitarian actors to be diligent in ensuring that the significant power they hold with regards to disaster-affected communities is exercised responsibly at every level of the system. It promotes an underlying tenet that people affected by emergencies are end users and stakeholders rather than “beneficiaries” of humanitarian assistance, that they have a fundamental right to shape efforts to assist them, and that humanitarian actors have a duty to respond to people’s expressions of their rights and needs<sup>4</sup>.

The Emergency Operations and Rehabilitation Division (TCE) has been leading FAO’s AAP work since late 2011 to develop a corporate strategy and pragmatic tools to implement the commitments. This includes assessment of existing AAP strengths and gaps, pilot projects within country programmes, the development of sector-wide and FAO-specific AAP approaches and tools, and the design of a comprehensive work plan for the protection of affected communities against sexual exploitation and abuse by FAO and partner staff. FAO is incorporating its commitments on AAP into relevant statements, policies, standard operating procedures and operational guidelines; it is also exploring ways to integrate AAP into partnerships and is working at an interagency and cluster level to support the integration of AAP at all levels of a humanitarian response.

FAO’s goal to improve policy and practice in AAP is underpinned by seven<sup>5</sup> core commitments<sup>6</sup> that provide the framework for focussed improvement. The purpose of this guidance note is to clarify what the commitments on AAP mean for the organisation and to help build understanding of what practically can be done to achieve those commitments. Below, each commitment is explained in more detail with a brief description, policy notes and examples from FAO’s practice in both emergency and development contexts. Links are provided to more detailed practical case examples from FAO and elsewhere and additional resources and tools.

## ● COMMITMENT 1: LEADERSHIP, GOVERNANCE AND STAFF COMPETENCIES

Consistent, effective and meaningful accountability to affected populations cannot occur without senior level commitment and leadership, and institutionalised means and processes by which it can be incorporated into the way an organisation works. Staff and implementing and institutional partners need to understand what is expected of them, and policy and guidance must be in place along with systems for monitoring, learning and improving.

### FAO is committed to:

- ✎ Integrating its commitments, indicators, and human and financial resources for AAP throughout its systems, including into assessments, country strategies (including Country Programming Frameworks), programme and project proposals, monitoring and evaluations, recruitment, job descriptions, staff inductions, trainings and performance management, reporting, and partnership agreements (including Letters of Agreement).
- ✎ Supporting staff to acquire the understanding, knowledge and competencies that will enable them to meet FAO's commitments on AAP. In addition to reflecting this in job descriptions, AAP will be built into staff development, inductions, the code of conduct and performance management, for example.

### IN PRACTICE

FAO's guidance note for the 2013 CAP highlights the responsibilities of country offices in meeting FAO's commitments on AAP, including through quality programming. The CAP includes monitoring indicators that highlight effectiveness of and adherence to goals and commitments on gender equality and AAP. The guidance clearly states, for example, that monitoring should be coordinated, and affected populations should participate in monitoring unless there is a compelling reason for this not to occur. Guidance on the mandatory Gender Marker outlines that women, men, girls and boys must benefit equally from humanitarian assistance.

### → LEADERSHIP GOVERNANCE AND STAFF COMPETENCIES

## ● COMMITMENT 2: TRANSPARENCY, COMMUNICATION AND INFORMATION PROVISION

Humanitarian organisations fail to respect the communities they work with when they are not, at a minimum, transparent about their role, their agenda, and what communities can expect from them. Further, information and effective communication are key aid deliverables in their own right. Aid agencies therefore need to gain specific understanding of the information needs of communities they are assisting, and then strive to meet those needs to the fullest extent possible. This may include working with partners to improve access to information overall. Respectful, culturally appropriate communication and regular information provision aimed at a range of literacy levels acknowledge that people affected by emergencies are rational beings able to make reasoned decisions for themselves, but require information to do so in an informed way. Communication that ignores this principle can impact on relations and the effectiveness of humanitarian assistance.

### FAO is committed to:

- ✎ Facilitating two-way dialogue with affected communities at all stages of the project cycle, including to determine what kind of information the communities require and the best means for them to receive it.
- ✎ Providing appropriate, accessible and timely information to all segments of an affected community, including on:
  - FAO and partners, accountability commitments, code of conduct, complaints procedure and relevant contact details;
  - projects, including goals and objectives, evaluation/ progress reports, project time span and budgetary information as relevant;
  - people's rights and entitlements;
  - processes that affect the people FAO seeks to assist, to ensure that they can make informed decisions and choices;
  - criteria and processes for targeting and selecting people for assistance, with sensitivity to stigma and privacy when relevant;
  - feedback from participatory processes ;
  - wider information about access to assistance (which may include that provided by other providers); and
  - lifesaving information as a form of assistance.

## IN PRACTICE: FAO WEST BANK GAZA STRIP

FAO project participants in West Bank and Gaza Strip were surveyed regarding AAP, including on current standards of information provision and their information needs. They advised that information can be manipulated and used as a tool of power, and emphasised that everyone should have equal access, rather than favouring men by posting information where women don't go. They reported that they currently receive information about interventions, the inputs they will receive and who is targeted. The types of additional information they asked for included updates, when items will be delivered and if they are delayed why, information on the selection criteria, clarification of the targeting, who the project personnel are, and who to contact.

### → TRANSPARENCY, COMMUNICATION AND INFORMATION PROVISION

## COMMITMENT 3: FEEDBACK AND COMPLAINTS

Appropriate and inclusive channels for feedback should be available to affected communities and their representatives through each phase of the project cycle. Feedback ensures timely information regarding, for example, whether targeting was correct, programmes are being implemented appropriately, and what impact programmes are having on participants, intended or unintended, positive or negative. Feedback channels not only respect the right of affected communities to have a say, but also very often improve the efficiency and effectiveness of aid delivery.

Complaints and response mechanisms, when well constructed and operated, are means for an organisation to ensure that there is a safe and confidential way for people to raise concerns and receive some kind of response, from everyday problems with the quality of the services to sensitive complaints regarding corruption, misuse of assets, staff misconduct or sexual exploitation and abuse. Obstacles such as social or cultural restrictions, including those related to gender or a disability, literacy limitations or lack of free access to a cell phone should not exclude community members from being able to raise a concern, and access points should be designed with all segments of the community in mind. Complaints and feedback systems need to be effectively tailored to each context with particular attention to the communications environment. Reliable response mechanisms complete the feedback loop, and overall, the mechanisms need be carefully explained to communities to account for cultural differences and nuances.

### FAO is committed to:

- Actively and routinely seeking the feedback of the people it seeks to assist in emergencies at every stage of the project cycle. All segments of a community, including women, men, girls, boys, people living with disabilities, young people and the elderly must have access to feedback mechanisms, with particular attention to access by the most vulnerable and marginalised. Feedback is used to adjust and improve policy and practice in programming at a local and global level in an ongoing and timely way and communities are informed as to how their feedback will be used, or who it will be referred to. Means for receiving feedback are built into each emergency programme and project and suited to each context, including through asking the communities how best to obtain their feedback and how often.
- Ensuring that complaints mechanisms are established, streamlined, appropriate and accessible to all relevant interest and special needs groups as above and that they are encouraged to use them. Procedures for handling sensitive complaints will be developed in line with FAO's commitment to the prevention of and response to sexual exploitation and abuse and allegations will be investigated and handled appropriately.
- Working with its partners to communicate expectations regarding feedback, complaints and the prevention of and response to sexual exploitation and abuse. This includes collaborating with partners to help them achieve and maintain higher standards. FAO works with partners, peer agencies and the cluster system to establish joint mechanisms, when appropriate, that offer coherent, unified, entry points for communities and joint approaches to processing, managing and responding to feedback and complaints.

## IN PRACTICE: FAO SENEGAL

As a part of FAO Senegal's project, "Support to vulnerable populations affected by rising grain prices and the 2007/2008 crop deficit", a survey was conducted to seek project participants' views on the implementation and outcomes of the assistance provided to them. The survey explored parameters such as relevance, period of distribution, quantity and quality of inputs. The exercise provided valuable information on the perception of the beneficiaries and their suggestions for future improvements.

→ FEEDBACK AND COMPLAINTS

## ● COMMITMENT 4: PARTICIPATION AND REPRESENTATION

Participation provides the basis for dialogue with people affected by a crisis on what is needed and how it might best be provided. It can help to improve the appropriateness of the humanitarian response by, for example, identifying priority needs, and by ensuring that local capacities are taken into account<sup>7</sup>. In addition, participation can be seen as a transformational intervention in the provision of aid, with a longer term aim to develop the capacity of both communities and aid providers to close protection gaps and build resilience against future emergencies<sup>8</sup>.

Agencies often rely predominantly upon existing representation systems such as village chief groups or elders, government instituted systems or party political structures. While these systems should be respected, they often support and augment social power structures and do not address the diversity of need and experience within any given community. A failure on the part of humanitarian agencies to understand the participatory structures they rely upon can itself constitute a breach of accountability. For example, committees intended to represent the interests of people being assisted may themselves be left to freely perpetrate or perpetuate abuse and corrupt practices<sup>9</sup>. It is no longer accepted practice to allow the more powerful men, or even the most powerful men and women in a community, to monopolize the voice of the community. Participatory and representation structures need to be well analysed and understood and alternatives found when necessary.

### FAO is committed to:

- ✎ Enabling affected populations to play an active role in processes that affect them through the establishment of meaningful and representative participatory processes. Women, men, boys and girls receiving support from FAO and its partners participate in or are given an opportunity to otherwise influence initial assessment, project design, criteria for targeting and selection, project implementation, monitoring and evaluation. Systems of community representation are fair and representative, enabling the most marginalised, vulnerable and affected to have a voice.
- ✎ Considering and addressing local contextual factors that may enhance or inhibit free and open speech on the part of separate interest groups (power, social or gender differentials, for example) whenever participatory systems for FAO projects are being established and reviewed.
- ✎ Identifying programme participants in a participatory process and conjunction with an analysis and understanding of gender, age, diversity and special needs within any targeted community.

## IN PRACTICE: FAO INDIA

In a Participatory Action Planning Project implemented in India, stakeholders were assisted to develop interventions aimed at enhancing the livelihoods of the poor and managing natural resources. FAO built rapport with all stakeholders using a number of different approaches. For example, to earn entry to villages, street plays and visual communication materials focusing on local issues were used. During the design stage, communities, the government and NGOs participated in meetings and workshops. In some of these workshops, government representatives tended to dominate the discussions and it was noted that communities were losing ownership, so membership of meetings was adjusted to manage this. In order to determine the specific needs of different groups, separate planning sessions were conducted to capture the perspectives of women, the landless and the lower castes.

→ PARTICIPATION AND REPRESENTATION



## ● COMMITMENT 5: DESIGN, MONITORING, EVALUATION AND LEARNING

AAP insists that affected populations are involved in designing, monitoring and evaluating the projects and indicators intended to meet their needs. The views of affected populations on outcomes must be considered and interventions adjusting accordingly. Affected communities consistently report being insufficiently consulted on assistance and perplexed by a system that ignores their expertise on their own lives<sup>10</sup>. A range of approaches might be employed depending on the circumstances and the communities, from straight consultation to representatives actively participating and assisting in the conduct of needs assessments and evaluations. Monitoring and evaluation activities should regularly consider performance against accountability commitments. This requires indicators and expectations being clearly outlined from the outset.

### FAO is committed to:

- Designing, monitoring and evaluating the goals, objectives and indicators of programmes with the involvement of affected populations, continuously improving and feeding learning back into the organisation and reporting on results.
- Incorporating AAP indicators in programme and project proposal and design documents. Monitoring of FAO's performance includes monitoring and evaluation of AAP commitments. Findings and progress reports are communicated to stakeholders, including project participants, whenever possible and in formats accessible to them.

### IN PRACTICE: FAO ECUADOR

When the Central Government of Ecuador transferred the management of irrigation to the provincial governments, FAO supported one of the provinces in building capacity to control, improve and modernise the irrigation systems. Project staff found that involving local farmers along with men and women's water users associations at the design stage facilitated the development of a relevant and effective intervention. During "diagnostic walks" along the channels, FAO's representative joined the province's irrigation engineer and the user groups to identify areas of disrepair and to discuss relevant intervention design. The farmers themselves prioritized the areas the project would tackle and water user groups suggested interventions to guarantee that water was reaching the right fields. This participation in design contributed to the sustainability of the intervention, ensuring stakeholders were able to tailor activities to their specific needs and fostering a sense of shared learning and ownership among the communities and the government<sup>11</sup>.

➔ DESIGN, MONITORING, EVALUATION AND LEARNING



## ● COMMITMENT 6: PROTECTION AGAINST SEXUAL EXPLOITATION AND ABUSE

In October 2003, the Secretary-General's bulletin on special measures for protection from sexual exploitation and sexual abuse<sup>12</sup> was released, laying out the standards of conduct expected and the related duties of managers. The bulletin binds UN staff and related personnel<sup>13</sup> as well as personnel from a wide range of non-UN partners including non-governmental organizations. FAO is a signatory to the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and Non-UN Personnel of 2006. In 2011, FAO committed to appointing a senior focal point and developing and delivering on a PSEA work plan.

### FAO is committed to:

- Preventing and responding to sexual exploitation and abuse (SEA) by FAO personnel and implementing partners by:
  - developing a framework for effectively addressing issues of Sexual Exploitation and Abuse within FAO;
  - ensuring adherence to the PSEA standards set by the SGB by all FAO personnel;
  - establishing responsibilities on the implementation of PSEA procedures and activities;
  - raising awareness and building capacity of FAO personnel on PSEA;
  - establishing PSEA complaints mechanisms for FAO personnel;
  - ensuring investigation procedures on SEA are in place;
  - raising awareness of community members on PSEA and FAO policies and procedures to deal with it; and
  - establishing community based complaints mechanisms (CBCM).

## IN PRACTICE: FAO HEADQUARTERS

In 2012, FAO established a work plan on PSEA. Activities include mainstreaming PSEA in the revised Project Cycle Guidelines, building the capacity of FAO staff and providing them with technical guidance on community based complaints mechanisms (CBCM), establishing mechanisms to regularly monitor partner accountability and adherence to the agreed standards, and setting up procedures for FAO internal complaints mechanisms.

→ PROTECTION AGAINST SEXUAL EXPLOITATION AND ABUSE

## ● COMMITMENT 7:

### WORKING WITH PARTNERS AND OTHER STAKEHOLDERS

When working with (or funding) partners for the delivery of services to affected communities, an agency's commitments on AAP cannot end at the partner's door. Rather, the chain of accountability to affected populations ideally travels from the funding source to the end recipient. This requires agencies to discuss and negotiate with their partners on how commitments to AAP will be met. FAO's Strategy on Partnerships with Civil Society acknowledges several important principles for civil society organisations (CSOs) that are consistent with an accountable approach to partnerships: autonomy, self-organization, and independence; a commitment to equity and empowerment of its stakeholders; knowledge and expertise; transparency and accountability, and; consensus-orientation and representativeness. In humanitarian responses, FAO is committed to coordinating and collaborating with other key actors such as host governments and local authorities, civil society and donors. FAO is in a unique position to work closely with government partners to encourage, advocate and build capacity to embed AAP at a national level.

#### FAO is committed to:

- ✎ Incorporating explicit reference to accountability and quality commitments in partnership agreements. Agreements are developed through a collaborative process whereby agreement is reached on:
  - the commitments of both FAO and their partners to the people they aim to assist and how these commitments will be met;
  - the knowledge, skills, behaviours and attitudes that a partner's staff need to meet agreed commitments, how that capacity will be built, and to ensure these are reflected in a staff code of conduct;
  - how and when they will share information to affected populations;
  - how the people they aim to assist will participate in different stages of the project;
  - how they will raise and handle complaints against each other in a safe and accessible way, and ways in which they will enable the people they aim to assist to raise complaints regarding each of the partners; and
  - how they will jointly monitor and evaluate programmes, the quality of the partnership, and each other's agreed performance<sup>14</sup>.
- ✎ Plan and work in coordination with UN, non-government, relevant authorities and civil society organisations engaged in impartial humanitarian action, facilitating working together for maximum efficiency, coverage and effectiveness, and to support local capacity. Whenever possible or relevant, FAO participates in multisectoral, joint or inter-agency assessments, with an aim to improve the quality of assessments, ensure they consist of two-way dialogue, and to reduce the burden on affected communities at the onset of an emergency.
- ✎ Engaging in dialogue with donors to ensure partnership, flexibility and collaboration with regard to accountability.

## IN PRACTICE: FAO CAMBODIA

FAO Cambodia collaborates with partners to tailor the content of LoAs and engages in open dialogue to allow ongoing adjustments to agreements or budgets. Discussions were held with a partner to ensure the partner was clear about how to establish and carry out participatory and transparent targeting. Adherence to targeting criteria was included in the agreement and FAO monitored implementation through visits to the partner and interviews with communities.

→ WORKING WITH PARTNERS AND OTHER STAKEHOLDERS



## INTEGRATING AAP IN EMERGENCY AND REHABILITATION PROGRAMMING - A CHECKLIST TO GET STARTED

A number of tools exist to assist to review AAP in a programme. Based on the IASC draft Operational Framework and the CAAP (Commitments on Accountability to Affected Populations) analysis and assessment tools<sup>15</sup>, some very preliminary checklist questions to give a practical, programme focussed, starting point are as follows:

### 1. Leadership, Governance and Staff Competencies

Are the resources, human and financial, needed to improve and ensure accountability during a response routinely incorporated into project plans and proposals?

Is accountability integrated into ToRs? Into the sector/ cluster plan in the CAP?

Do job descriptions outline each person's role in meeting FAO's commitments on accountability?

### 2. Transparency, Communication and Information Provision

Do the programme staff routinely engage in two-way communication with affected communities?

Are they provided with training and support to do so?

Does the office have dedicated communications expertise to provide programme staff with the technical support they need in communicating with affected communities?

Do the communities get asked what kind of information they require and in what formats?

Are communication needs and methods assessed during needs assessments?

Do programme participants know about FAO, about the standards of behaviour they can expect from FAO and partner staff, and how to get in contact if they need to?

Is information provided in a variety of comprehensible formats and in relevant languages?

Do all potential participants have access to unbiased and clear information regarding targeting and selection, and a chance to question it?

### 3. Feedback and Complaints

Is feedback actively sought from communities? Is this feedback used?

Do you gather feedback on the quality and accountability of the response/projects?

Do you share and discuss findings from feedback, assessments and evaluations with local communities? Do you let people know what impact their feedback had?

Do the communities you seek to assist have any means by which they can lodge a complaint?

Is there a means by which they could lodge a sensitive complaint in a safe and confidential way?

Are complaints and feedback mechanisms systematically explained so populations understand how to use them and what to expect?

Do people get a response regarding their complaints?

### 4. Participation and Representation

Do all interest groups have a voice, including women, children, the aged, minority cultural groups and people living with disabilities?

Are community representatives truly representative of the communities? Does participation in FAO programmes occur independent of political, governmental, or other power based representation structures?

Do communities or their representatives participate in developing criteria for targeting and selection of those who receive assistance?

#### **5. Design, Monitoring, Evaluation and Learning**

Do you ensure that whenever possible, communities or their representatives are consulted during needs assessment?

Do you involve communities in project design?

How often do you invite local community representatives to take part in monitoring?

Do you evaluate the accountability and quality of the response / project?

Do affected populations participate in evaluations?

Is AAP included in the project design and evaluation documents?

#### **6. Protection against sexual exploitation and abuse (PSEA)**

Are all staff and partners clearly informed about what acts constitute sexual exploitation and abuse (SEA) and are therefore prohibited?

Are staff well informed and educated regarding FAO's commitment to preventing SEA of the people it seeks to assist by anyone associated with the organisation or its partners? Are they aware of the obligations set forth by the SGB Bulletin on PSEA, including the obligation to report?

Are affected populations aware of FAO's commitment to protect them from SEA, and do they know how to hold the organisation and its staff accountable for their conduct?

#### **7. Working with partners and other stakeholders**

Do partnership agreements include reference to AAP?

Do you seek opportunities to work on joint exercises, such as needs assessments or complaints?

Do you make FAO's commitments on AAP clear to partners, and establish minimum expectations with them regarding their own practice?

Do you identify potential partners with a demonstrated commitment to accountability?

Do you support partners to improve the quality and accountability of their work?

## FOOTNOTES



1. (page 1) - FAO PSEA Workplan 2012-2013.
2. (page 2) - <http://www.dfid.gov.uk/Documents/publications1/HERR.pdf>
3. (page 2) - Adapted from HAP International; <http://www.hapinternational.org>
4. (page 2) - Response might include, for e.g. adjusting programmes to the extent possible, investigating allegations, providing supplementary information, explaining limitations, informing communities of the outcomes of their feedback or complaints.
5. (page 2) - Commitments 1 - 5 are in line with the 5 commitments on accountability to affected populations (CAAP) endorsed by the IASC Principals in December 2011, commitment 6 is in line with ST/SGB/2003/13.
6. (page 2) - These commitments compliment and relate to existing commitments outlined in guidance notes on “Supporting displaced people and durable solutions”, and “Striving for gender equality in emergencies”, including Do No Harm, non-discrimination, special consideration to groups with specific needs, community based, participatory approach, and encouraging self-reliance and supporting durable solutions.
7. (page 5) - From the Participation Handbook, Groupe URD and ALNAP: <http://www.urd.org/Participation-Handbook>
8. (page 5) - From the Danish Refugee Council: <http://www.drc.dk/relief-work/how-we-work/operational-principles/participation/>
9. (page 5) - For example, camp committees in Haiti in 2010: <http://www.hapinternational.org/news/story.aspx?id=175>
10. (page 6) - See “Lessons Learned from FAO Project Participants” (link to come)
11. (page 6) - <http://www.fao.org/docrep/015/i2763e/i2763e11.pdf>
12. (page 6) - ST/SGB/2003/13.
13. (page 6) - “United Nations’ staff or related personnel” shall include UN staff members, consultants, United Nations Volunteers, civilian police, military observers, staff officers, and military personnel of peacekeeping contingents, and cooperating partners.
14. (page 7) - Consistent with FAO’s Strategy on Civil Society Partnerships, p.20.
15. (page 8) - These documents will be uploaded on the FAO in Emergencies AAP page.