ToRs for interagency AAP Coordinator/ Senior Adviser/ Technical Adviser

These generic Terms of Reference for a) interagency AAP Coordinator b) interagency Senior Adviser c) interagency Technical Adviser provide indicative activities and responsibilities based on the most common accountability to affected population (AAP)/ communication and community engagement (CCE) support needs during a crisis. Their content must be contextualized based on leadership structure, practical needs and realities on the ground, as well as in-country accountability and community engagement developments already in place.

Job title: Coordinator, AAP/Communication and Community Engagement

Level: P3

Summary: The AAP/CCE Coordinator is responsible for coordinating AAP/CCE activities across the response, through the facilitation of an AAP/CCE Working Group and associated workplan. The Coordinator will also represent the Working Group in relevant coordination fora, advocate for the integration of AAP/CCE approaches across humanitarian operations and facilitate the development of joint planning, fundraising and common advocacy.

Background: It is necessary to include the people affected by humanitarian crises and their communities in decision-making to be certain that the humanitarian response is relevant, timely, effective and efficient. To do so, it is important to provide accessible information, ensure that an effective process for participation and feedback is in place and that design and management decisions are responsive to the views of affected communities and people. Donors and aid organisations should work to ensure that the voices of the most vulnerable groups considering gender, age, ethnicity, language and special needs are heard and acted upon. This will create an environment of greater trust, transparency and accountability (IASC).

The Grand Bargain is an agreement between more than 30 of the biggest donors and aid providers, including a participation revolution: to properly include people receiving aid in the decisions that affect their lives.

The Core Humanitarian Standard on Quality and Accountability sets out nine commitments, including that communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them, and can raise complaints that will be addressed.

The IASC Commitments on Accountability to Affected People and Protection from Sexual Exploitation and Abuse similarly commit responders to inform, as well as solicit, hear and act upon the voices, priorities and feedback of affected people (including sexual exploitation and abuse-related complaints) and ensure people can play an active role in decision-making.

Responsibilities

1. **Coordination**

   - Working with government partners (where feasible), local civil society, CDAC Network members and other relevant humanitarian and non-humanitarian actors (e.g. mobile network operators, media etc), initiate, convene, facilitate and coordinate an AAP/CCE Working Group, ensuring it is well managed and results-oriented, through an agreed workplan and the production of relevant information products informed by community perspectives where possible and required.

   - Represent the Working Group and the priority AAP/CCE issues during inter-cluster/sector coordination group meetings, and provide a summary of key issues/concerns and solutions. Actions taken based on these summaries should be documented and communicated back to the communities, where possible.

   - Conduct a desk review of AAP documentation relating to the response and, in the absence of a current assessment, conduct an assessment into AAP/CCE.

   - Facilitate a self-assessment by clusters/sectors, using the IASC Commitment on Accountability to Affected Populations (CAAP) and the Core Humanitarian Standard as a basis, to measure AAP/CCE performance, identify gaps and capacity building needs.

   - Develop 4Ws ('Who does what, where, when') matrix on AAP/CCE activities with input from each of the clusters/sectors. Focus on activities which have an impact beyond a specific project/programme and are of concern to other organisations and need to be coordinated.

- Identify, document and share best practices around AAP/CCE to enable replication.
- Identify priority areas for collaboration with PSEA Networks – these could include aspects relating to community sensitisation, awareness-raising on codes of conduct, and supporting the improvement of agency and collective feedback mechanisms to include context appropriate sexual exploitation and abuse (SEA) referrals and ensure PSEA community outreach activities are coordinated with other community engagement activities
- Coordinate with other cross-cutting/people-centred issues e.g. PSEA, gender, inclusion etc. and harmonise training, approaches and advocacy.
- Engage global stakeholders to support and mobilise appropriate resources, providing regular updates – this could include but is not limited to, the IASC Results Group 2: Accountability and Inclusion, the CDAC Network, the Communication and Community Engagement Initiative and the CHS Alliance.

2. Facilitation

- Facilitate the Working Group meetings and all activities undertaken by the group, initiating them when necessary, including needs assessments, multi-agency/sector information campaigns and collective advocacy, with a view to building a coherent multi-sector strategy and network of partners working in this area.
- Identify key stakeholders within local civil society working on AAP/CCE and support partnerships with international responders.
- Coordinate the inclusion of appropriate AAP/CCE indicators in joint needs assessments as well as standalone AAP/CCE assessments.
- Support interagency contingency planning, through the facilitation of an AAP/CCE contingency plan and the integration of AAP/CCE approaches into the contingency planning of other sectors/clusters.
- In partnership with the government (where feasible), work on the design of appropriate transition strategies for the group including how coordination mechanisms and membership will change during the transition from the emergency to recovery, and develop and implement an exit strategy.
- Manage the production of strategic fundraising documents (e.g. flash appeals) and monitor the appropriate channelling and spending of donor contributions.
- Undertake a baseline analysis with data provided by focus groups (inclusive of agency staff, IDPs and surrounding residents) on current AAP/CCE activities preferred activities, and potential gaps.
- Prepare or oversee preparation of a diverse range of information/communications products and in support of priority community engagement strategies.
- Evaluate the results and impact of community engagement activities and share learning.
- Ensure working group activities are reflected in HNO and HRP workshops and planning processes.

3. Representation

- Serve as a primary focal point on AAP/CCE related issues and the latest developments in the crisis.
- Attend government coordination meetings and the inter-cluster/sector meetings to ensure feedback from communities is discussed, acted upon and that information to communities is produced and disseminated.
- Serve as the main entry point for government (where feasible) and national partners, private sector and telecommunication groups to all international actors working on AAP/CCE.
- Participate in relevant humanitarian coordination fora, identify gaps and strategize with partners on how to address critical information sharing gaps.
- Advocate, educate, and forge consensus among all those involved in the emergency response (i.e. local government, civil society, donors, INGOs, military/peacekeepers and private sector) on tools and approaches for establishing effective two-way communication with local communities.
- Provide advice and expertise to UN and partner organisation managers, senior officers and other public information staff on a range of AAP/CCE issues, methods, and approaches for community engagement to raise awareness of humanitarian activities and share key messages in a timely and coordinated manner.

Experience

- 3-5 years' experience in the humanitarian sector with significant experience working in community settings.
- Demonstrable experience in coordinating multi-stakeholder working groups to achieve common goals in humanitarian settings, in particular in developing and implementing community engagement strategies in humanitarian contexts.
- Experience in building consensus and establishing partnerships.
- Ability to work collaboratively as part of a team in a challenging and highly fluid environment, flexibility and the ability to handle constant change
- Proven ability to live and work in challenging physical conditions
- Fluency in English is required, and local language skills are highly desirable.
- Advanced university degree (Master's degree or equivalent) in political science, social science, international studies or a related field is required. A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Competencies

- Integrity - Demonstrates the values of the United Nations in daily activities and behaviours. Acts without consideration of personal gain. Resists undue political pressure in decision-making. Does not abuse power or authority. Stands by decisions that are in the Organization's interest, even if they are unpopular. Takes prompt action in cases of unprofessional or unethical behaviour.

- Professionalism - Knowledge of wide range of humanitarian assistance, emergency relief issues with a focus on community engagement and accountability to affected populations (AAP). Conceptual and strategic analytical capacity, including ability to analyse and articulate the humanitarian dimension of complex issues that require a coordinated UN response. Demonstrated problem-solving skills and judgment in applying technical expertise to resolve a wide range of complex issues/problems. Knowledge of region or country of assignment, including the political, economic and social dimensions. Ability to negotiate and to influence others to reach agreement. Ability to work under extreme pressure, on occasion in a highly stressful environment (e.g. civil strife, natural disasters and human misery). Knowledge of institutional mandates, policies and guidelines pertaining to humanitarian affairs and knowledge of the institutions of the UN system. Demonstrated ability to complete in-depth studies and to formulate conclusions/recommendations. Ability to relate humanitarian affairs issues and perspectives, including gender issues, to political.

- Respect for Diversity - Works effectively with people from all backgrounds. Treats all people with dignity and respect. Treats men and women equally. Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making. Examines own biases and behaviours to avoid stereotypical responses. Does not discriminate against any individual or group.

- Communication - Speaks and writes clearly and effectively. Listens to others, correctly interprets messages from others and responds appropriately. Asks questions to clarify, and exhibits interest in having two-way communication. Tailors language, tone, style and format to match the audience. Demonstrates openness in sharing information and keeping people informed.

- Planning & Organizing - Develops clear goals that are consistent with agreed strategies. Identifies priority activities and assignments; adjusts priorities as required. Allocates appropriate amount of time and resources for completing work. Foresees risks and allows for contingencies when planning. Monitors and adjusts plans and actions as necessary. Uses time efficiently.

- Client Orientation - Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view. Establishes and maintains productive partnerships with clients by gaining their trust and respect. Identifies clients' needs and matches them to appropriate solutions. Monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems. Keeps clients informed of progress or setbacks in projects. Meets timeline for delivery of products or services to client.

Job title: Senior Advisor, AAP/Communication and Community Engagement

Level: P4/P5

Summary: The Senior Coordinator is the key focal point for technical advice, capacity building and coordination of AAP/CCE in the humanitarian response. The Senior Coordinator will be responsible for developing a collective approach to AAP/CCE[1], ensuring this is reflected throughout the humanitarian programme cycle, including leading resource mobilisation efforts (if required).

Background: It is necessary to include the people affected by humanitarian crises and their communities in decision-making to be certain that the humanitarian response is relevant, timely, effective and efficient. To do so, it is important to provide accessible information, ensure that an effective process for participation and feedback is in place and that design and management decisions are responsive to the views of affected communities and people. Donors and aid organisations should work to ensure that the voices of the most vulnerable groups considering gender, age, ethnicity, language and special needs are heard and acted upon. This will create an environment of greater trust, transparency and accountability (IASC).

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The IASC Commitments on Accountability to Affected People and Protection from Sexual Exploitation and Abuse similarly commit responders to inform, as well as solicit, hear and act upon the voices, priorities and feedback of affected people (including sexual exploitation and abuse-related complaints) and ensure people can play an active role in decision-making.

Responsibilities:

1. **Advisory and technical support**

    - Conduct a rapid desk review of documentation on AAP/CCE produced by the response and/or coordinate an assessment of current AAP/CCE practice, if it doesn't already exist.

    - Provide technical leadership and support on AAP/CCE programming and approaches to the Humanitarian and Deputy Humanitarian Coordinator, cluster/sector leads and HCT members. This should include developing and implementing a senior stakeholder engagement strategy to provide support and advocate for integrating AAP/CCE in operations.

    - Advise the inter-cluster/sector coordination group and the HCT of the highest priority and collective accountability issues within the response and the most effective and strategic means to address them.

    - Advise or lead on the consolidation of community feedback and regularly present in coordination fora to inform strategic decision-making.

    - Advocate for, and advise on, the integration of AAP/CCE approaches into the Humanitarian Programme Cycle. Ensuring that a costed multi-year (if required) collective approach sits within the Humanitarian Response Plan (HRP) and the subsequent monitoring framework, or alternative joint planning process depending on coordination modality.

    - Advise on the formulation of AAP/CCE indicators within the joint planning and monitoring frameworks to enable measurement of performance against agreed metrics.

    - Through engaging key stakeholders, including government where appropriate, develop a collective approach to AAP/CCE for the humanitarian operation, building on existing activities and capacities and linked to overall response priorities - clearly integrated into the HRP and the monitoring framework.

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[1] Collective AAP/CCE approaches focus on the views, feedback, and complaints of people across the totality of the response, including those who may not be receiving assistance or protection. For HCs and HCTs, collective AAP approaches are critical for understanding the overall needs and preferences of affected people across the response, identifying where gaps exist, and guiding the prioritization.

2. **Coordination**

- Facilitate a self-assessment by clusters/sectors, using the IASC Commitment on Accountability to Affected Populations / Protection from Sexual Exploitation and Abuse (CAAP) and the Core Humanitarian Standard on Quality and Accountability (CHS) as a basis, to measure AAP/CCE performance, identify gaps and capacity building needs.

- If not already completed, lead in the development, resourcing and implementation of a communication needs assessment through existing assessment channels or as standalone, depending on the context.

- Develop 4Ws ('Who does what, where, when') matrix on AAP/CCE activities with input from clusters/sectors/agencies. Focus on activities which have an impact beyond a specific project/programme and are of concern to other organisations and need to be coordinated.

- Identify, document and share best practices around AAP/CCE to enable replication.

- Identify priority areas for collaboration with PSEA Networks – these could include aspects relating to community sensitisation, awareness-raising on codes of conduct, and supporting the improvement of agency and collective feedback mechanisms to include context appropriate sexual exploitation and abuse (SEA) referrals and ensure PSEA community outreach activities are coordinated with other community engagement activities.

- Coordinate on other complementary thematic areas (e.g. PSEA, gender, inclusion etc.) and harmonise guidance, training and advocacy.

- Engage global stakeholders to support and mobilise appropriate resources, providing regular updates – this could include but is not limited to, the IASC Results Group 2: Accountability and Inclusion, the CDAC Network, the Communication and Community Engagement Initiative and the CHS Alliance

- Support sub-national AAP/CCE working groups or coordination structures to integrate AAP/CCE approaches.

- Advise the key coordination body/bodies on capacity and resource requirements for the successful integration of AAP/CCE (coordination, information management, etc) and support the recruitment of additional capacity if required.

3. **Representation**

- Engage relevant government departments/de facto authorities (as appropriate) on AAP/CCE, identifying their community engagement approaches, raising awareness and advocating for the inclusion of community perspectives in decision-making processes.

- Represent the CCE/AAP working group (or equivalent coordination structure) in Cluster, Inter-Cluster and HCT meetings ensuring key accountabilities issues are adequately discussed and acted upon.

- Identify key stakeholders within local civil society working on AAP/CCE and support brokering partnerships with international responders.

- Build and maintain strong partnerships with key stakeholders from major INGOs, the Red Cross Movement, UN agencies, and relevant global alliances and networks working on AAP/CCE.

- Regularly brief donor community on AAP/CCE issues relating to the response, identify solutions and resource needs.

- Advocate on the importance of collective and coordinated approaches to AAP/CCE in the humanitarian response, identifying advocacy champions, sharing best practices and linking this experience to overall response priorities. Ensure coherence amongst other initiatives in the sector.

4. **Capacity building**

- Assess priority learning needs relating to AAP/CCE at different levels within the response (senior management, programme managers front line staff etc.) and develop appropriate awareness raising and skill building approaches.

- Integrate tailored AAP/CCE training modules into existing cluster/sector training plans.

- Work with government and other national level stakeholders to ensure a common understanding of the value of AAP/CCE and build relevant capacity.

Experience

- At least eight years of progressive experience in the humanitarian sector with significant experience working on AAP/CCE.
- Proven coordination, advocacy and strategic engagement/negotiation skills, including donor relations.
- Ability to work collaboratively as part of a team in a challenging and highly fluid environment, flexibility and the ability to handle constant change.
- Proven ability to live and work in challenging physical conditions.
- Fluency in English/French is required, and local language skills are highly desirable.
- Advanced university degree (Master's degree or equivalent degree) in political science, social science, international studies or a related field is required. A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Competencies

- Integrity - Demonstrates the values of the United Nations in daily activities and behaviours. Acts without consideration of personal gain. Resists undue political pressure in decision-making. Does not abuse power or authority. Stands by decisions that are in the Organization's interest, even if they are unpopular. Takes prompt action in cases of unprofessional or unethical behaviour.

- Professionalism - Knowledge of wide range of humanitarian assistance, emergency relief issues with a focus on community engagement and accountability to affected populations (AAP). Conceptual and strategic analytical capacity, including ability to analyse and articulate the humanitarian dimension of complex issues that require a coordinated UN response. Demonstrated problem-solving skills and judgment in applying technical expertise to resolve a wide range of complex issues/problems. Knowledge of region or country of assignment, including the political, economic and social dimensions. Ability to negotiate and to influence others to reach agreement. Ability to work under extreme pressure, on occasion in a highly stressful environment (e.g. civil strife, natural disasters and human misery). Knowledge of institutional mandates, policies and guidelines pertaining to humanitarian affairs and knowledge of the institutions of the UN system. Demonstrated ability to complete in-depth studies and to formulate conclusions/recommendations. Ability to relate humanitarian affairs issues and perspectives, including gender issues, to political.

- Respect for Diversity - Works effectively with people from all backgrounds. Treats all people with dignity and respect. Treats men and women equally. Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making. Examines own biases and behaviours to avoid stereotypical responses. Does not discriminate against any individual or group.

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- Planning & Organizing - Develops clear goals that are consistent with agreed strategies. Identifies priority activities and assignments; adjusts priorities as required. Allocates appropriate amount of time and resources for completing work. Foresees risks and allows for contingencies when planning. Monitors and adjusts plans and actions as necessary. Uses time efficiently.

- Client Orientation - Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view. Establishes and maintains productive partnerships with clients by gaining their trust and respect. Identifies clients' needs and matches them to appropriate solutions. Monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems. Keeps clients informed of progress or setbacks in projects. Meets timeline for delivery of products or services to client.

Job title: Technical Advisor, AAP/Communication and Community Engagement

Level: P2/P3

Summary: The AAP/CCE Technical Advisor provides support assessing current practices and developing as well as implementing AAP/CCE strategies within agencies and across the humanitarian operation. This will include both standalone initiatives and campaigns, as well as integrating AAP/CCE as an approach within the agency's humanitarian operations, and external coordination with relevant actors and coordination bodies.

Background: It is necessary to include the people affected by humanitarian crises and their communities in decision-making to be certain that the humanitarian response is relevant, timely, effective and efficient. To do so, it is important to provide accessible information, ensure that an effective process for participation and feedback is in place and that design and management decisions are responsive to the views of affected communities and people. Donors and aid organisations should work to ensure that the voices of the most vulnerable groups considering gender, age, ethnicity, language and special needs are heard and acted upon. This will create an environment of greater trust, transparency and accountability (IASC).

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Responsibilities:

1. **Advisory and technical support**

   - Conduct a rapid assessment of current AAP/CCE practices in the agency, to measure current performance against global commitments (for both programmes and operations). Depending on the operational modality and context, the performance of implementing partners could also be assessed. This process could use the IASC Commitments on Accountability to Affected Populations, the Core Humanitarian Standard, our agencies' own internal frameworks as benchmarks.

   - Assess the impact of the current accountability performance from the community's perspective through focus group discussions and interviews where possible, depending on access to the communities; otherwise other remote methods. Particular attention should be paid to vulnerable, or traditionally marginalised groups.

   - Provide technical guidance and advice to all agency staff and partners, including recommending and supporting practical solutions and adjustments for improving AAP/CCE throughout the Humanitarian Programme Cycle (HPC) and developing or contributing to country office standard operating procedures and AAP/CCE tools.

   - Participate in agency planning processes and provide recommendations for how to integrate AAP/CCE approaches.

   - Coordinate on complementary thematic areas (e.g. PSEA, gender, inclusion etc.) and harmonise guidance, training and advocacy.

   - Ensure that minimum standards relating to data protection, data privacy and safeguarding are adhered to.

2. **Planning**

   - In coordination with other agencies or existing assessment processes, assess the affected community's preferences in terms of communications channels and content, ensuring to have representative feedback from a range of different groups of people within the community. This data may have been collected by the agency or partners, so it is worth conducting a review of existing assessments before engaging the community to avoid overburdening them.

   - Facilitate a strategic planning process to identify ways to improve the AAP/CCE performance within the agency to better achieve programme goals.

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- Identify additional resources (human, financial, technical etc.) needed to implement the AAP/CCE plan and explore options to mobilise these.

- Monitor the implementation of the plan to enable necessary course-correction.

3. **Capacity building**

- Build the knowledge on and commitment to AAP/CCE through designing and conducting different types of trainings and sensitisation for agency staff, NGOs, INGOs and other partners, and beneficiaries. This should also include 'support' staff such as HR, Administration, Security etc who all have a role to play in improving the accountability of the agency.

- Contextualise global and/or national resources to implement the capacity building strategy and monitor feedback from participants to enable adaption where necessary.

- Identify opportunities to integrate AAP/CCE elements into existing training and tailor content to target the specific audiences.

4. **Coordination**

- Convene a cross-sector group within the agency to share AAP/CCE experiences, lessons and plans to help coordinate internally and to collaborate on joint community engagement plans or training.

- Ensure there is a process in place for referring community feedback to relevant sector leads or managers, including reporting back to communities or 'closing the loop'

- Participate in AAP/CCE coordination mechanisms at the sub-national and national levels to avoid duplication and to support collective efforts.

- Share intended information campaigns, findings from AAP/CCE assessments, or monitoring of community engagement strategies with other organisations to enable shared learning. Conversely, use those that already exist from partner agencies where possible, so as not to overburden communities.

- Share context-specific training materials or guidance on AAP/CCE to ensure harmonised approaches to capacity building.

Experience

- 5 years' experience in the humanitarian sector with significant experience working on AAP/CCE in the field.

- Demonstrable experience in developing and implementing community engagement strategies in humanitarian contexts.

- An experienced trainer with experience delivering sensitisation and capacity building sessions at different levels, within diverse multicultural teams.

- Ability to work collaboratively as part of a team in a challenging and highly fluid environment, flexibility and the ability to handle constant change

- Proven ability to live and work in challenging physical conditions

- Fluency in English is required, and local language skills are highly desirable.

- Advanced university degree (Master's degree or equivalent degree) in political science, social science, international studies or a related field is required. A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

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Competencies

- Integrity - Demonstrates the values of the United Nations in daily activities and behaviours. Acts without consideration of personal gain. Resists undue political pressure in decision-making. Does not abuse power or authority. Stands by decisions that are in the Organization's interest, even if they are unpopular. Takes prompt action in cases of unprofessional or unethical behaviour.

- Professionalism - Knowledge of a wide range of humanitarian assistance, emergency relief issues with a focus on community engagement and accountability to affected populations (AAP). Conceptual and strategic analytical capacity, including ability to analyse and articulate the humanitarian dimension of complex issues that require a coordinated UN response. Demonstrated problem-solving skills and judgment in applying technical expertise to resolve a wide range of complex issues/problems. Knowledge of region or country of assignment, including the political, economic and social dimensions. Ability to negotiate and to influence others to reach agreement. Ability to work under extreme pressure, on occasion in a highly stressful environment (e.g. civil strife, natural disasters and human misery). Knowledge of institutional mandates, policies and guidelines pertaining to humanitarian affairs and knowledge of the institutions of the UN system. Demonstrated ability to complete in-depth studies and to formulate conclusions/recommendations. Ability to relate humanitarian affairs issues and perspectives, including gender issues, to political.

- Respect for Diversity - Works effectively with people from all backgrounds. Treats all people with dignity and respect. Treats men and women equally. Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making. Examines own biases and behaviours to avoid stereotypical responses. Does not discriminate against any individual or group.

- Communication - Speaks and writes clearly and effectively. Listens to others, correctly interprets messages from others and responds appropriately. Asks questions to clarify, and exhibits interest in having two-way communication. Tailors language, tone, style and format to match the audience. Demonstrates openness in sharing information and keeping people informed.

- Planning & Organizing - Develops clear goals that are consistent with agreed strategies. Identifies priority activities and assignments; adjusts priorities as required. Allocates appropriate amount of time and resources for completing work. Foresees risks and allows for contingencies when planning. Monitors and adjusts plans and actions as necessary. Uses time efficiently.

- Client Orientation - Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view. Establishes and maintains productive partnerships with clients by gaining their trust and respect. Identifies clients' needs and matches them to appropriate solutions. Monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems. Keeps clients informed of progress or setbacks in projects. Meets timeline for delivery of products or services to client.