

Generic Terms of Reference: Senior Advisor, AAP/Communication and Community Engagement – P4/P5

Note: this terms of reference provides indicative activities and responsibilities based on the most common accountability to affected populations (AAP)/communication and community engagement (CCE)¹ support needs during a crisis. Before recruiting against this TOR, the content must be contextualised based on leadership structure, practical needs and realities on the ground, and in-country accountability and community engagement developments already in place.

- Job title: **Senior Advisor, AAP/Communication and Community Engagement**
- Level: **P4/P5** (or equivalent)
- Summary: The Senior Advisor is the key focal point for technical advice, capacity building and coordination of AAP/CCE in the humanitarian response. The Senior Advisor is responsible for developing a collective approach to AAP/CCE² ensuring this is reflected throughout the humanitarian programme cycle, including leading resource mobilisation.
- Reports to: RC/HC and HCT, or equivalent designated authority.
- Engages with: HCT, ICCG, clusters/sectors, donors, and national, regional and global stakeholders, including government partners. Collaborating closely with AAP/CCE working group (or other platform) coordinator, the protection cluster/sector, PSEA coordinator, gender and inclusion focal points and other cross-cutting issues.

Responsibilities

Advisory and technical support:

- **Conduct a desk review of AAP/CCE documentation (including assessments, plans, monitoring reports, evaluations, etc.) relating to the response**, if one is not currently available.
- **Facilitate a rapid self-assessment by collective decision-making bodies** (i.e. clusters/sectors, ICCG, HCT etc.) **and their delivery on AAP commitments** throughout the HPC.
- **Advise coordination fora** (e.g. clusters/sectors, ICCG, HCT, etc.) **of the highest priority AAP/CCE issues and potential collective solutions** – advocating for response-wide programme changes based on consolidated trend analysis of community feedback.

¹ This field of work has many different titles e.g. ‘accountability to affected populations’, ‘communication and community engagement’, etc. However, regardless of the terminology, it refers to a set of activities that help put communities at the centre of humanitarian response, by integrating communication and participation throughout the programme cycle.

² 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 prioritisation.

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- **In the absence of a functioning WG, advise on the establishment of an AAP/CCE WG**, or equivalent and oversee its function and/or advocate for necessary resourcing to do so.
- **Provide technical leadership and support on AAP/CCE programming and approaches** to the humanitarian and deputy humanitarian coordinators, 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.
- **Advocate for, and advise on, the integration of AAP/CCE approaches into the humanitarian programme cycle.** Provide advice on the tools and approaches needed to ensure that each stage of the HPC is integrating global good practice to deliver on the global commitments on AAP. For example, supporting the Joint Needs Assessment/Multi-Sector Needs Assessments to ensure questions are suitable to provide actionable information to guide decision-making, and that the findings of these assessments are reflected in the Humanitarian Needs Overview and the Humanitarian Response Plans, or equivalent planning documents, and the cluster/sector operational plans that are developed from these.
- **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 capacity and resource requirements for the successful integration of AAP/CCE** collective approach (coordination, information management, etc.) and support the recruitment of additional capacity if required

Coordination:

- In the absence of relevant secondary data, or a functioning AAP/CCE coordination platform, **lead in the development, resourcing and implementation of a community engagement needs assessment** to understand community information needs, languages spoken and understood, communications preferences, community dynamics, social norms, cultural beliefs, superstitions and other anthropological factors that could impact programmes. Questions can be adapted from the [IASC-endorsed menu of AAP questions](#).
- **Identify, document and share context-specific best practices around collective AAP/CCE**, including producing AAP/CCE 4Ws (who does what, where and when) as necessary.
- **Develop a collective approach to AAP/CCE for the humanitarian operation.** This should be informed by the needs assessment, and carried out through a participatory planning process that engages key stakeholders, including government where appropriate, building on existing activities and capacities and linked to overall response priorities – clearly integrated into the HRP and the monitoring framework.
- **Actively participate in inter-sector fora** (e.g. ICCG, HCT etc.) to provide the community perspective and consolidated analysis of AAP/CCE issues and priorities.

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- **Support national and sub-national AAP/CCE working groups** and coordination structures to integrate AAP/CCE approaches.
- **Identify local organisations to be leaders in community engagement processes** and proactively support collaborations/partnerships with international actors.
- **Advise or lead on the consolidation of community feedback analysis from agencies**, to produce an overall trend analysis to inform decision-making. Advocate for the necessary information management support to enable the timely flow of data and its protection.
- **Coordinate and collaborate with other cross-cutting issues** (e.g. gender, inclusion, etc.) to develop harmonised approaches to capacity building, etc.
- **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](#).

Information management

In close consultation with the AAP/CCE WG coordinator to harmonise efforts and minimise reporting burdens on partners:

- **Support the development of a process of aggregating the analysis of community feedback provided by organisations to deliver an overview of priority concerns and issues of the community.** Seek inputs from cluster/sector leads and other decision-makers to ensure the output reflects their information needs. Ensure an engaging reporting product is designed and produced, which can be shared within coordination platforms (e.g. HCT and ICCG) to regularly update them as to the priority concerns and issues of the community.
- **Develop a process to enable partners to regularly feed into a *collective* AAP/CCE 4Ws (who does what, where and when) matrix** - focusing on activities which have an impact beyond a specific project/programme, are of concern to other organisations and need to be coordinated.
- **In the absence of a WG Coordinator, provide advice and support to enable a predictable approach to how partners are collecting, protecting, analysing, sharing and aggregating data** about community preferences priorities, feedback and participation.

Representation:

- **Serve as a primary focal point on AAP/CCE-related issues across the humanitarian operation**, ensuring that decision-makers have access to high-quality data and analysis on the views and perceptions of community members, for ensuring that this is a high agenda item in decision-making fora, and for tracking the results and follow up on this input.

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- **Represent priority AAP/CCE issues in inter-sector fora** (ICCG, HCT, etc.), ensuring key AAP/CCE issues are adequately discussed and acted upon.
- **Engage relevant government departments/de facto authorities on AAP/CCE**, identifying their community engagement approaches, raising awareness and advocating for the inclusion of community perspectives in decision-making processes.
- **Identify local civil society working on AAP/CCE** who could be leaders in collective community engagement processes and support partnerships with international responders.
- **Build and maintain strong partnerships with key stakeholders** from NGOs, INGOs, the Red Cross and Red Crescent 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.

Capacity building:

- **Assess priority learning needs relating to AAP/CCE** at different levels within the response (senior management, programme managers, support staff, front line workers, volunteers, 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.

Collaboration with the PSEA initiative:

Coordinate closely and collaborate with the PSEA coordinator (in the absence of a PSEA coordinator the role should collaborate with the PSEA Network and the co-chairs) to:

- **Ensure the collective approach to AAP/CCE directly supports the collective approach to PSEA.**
- **Identify key areas for collaboration** including relating to capacity building, awareness raising, community engagement and fundraising.
- **Provide joint analysis of trends in community feedback** and propose programme recommendations to resolve issues.
- **Coordinate community-based monitoring of feedback mechanisms** to ensure that they accurately reflect community preferences and the changing context.
- **Provide consolidated feedback on cluster/sector plans** to promote the mainstreaming of PSEA and AAP/CCE issues.

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Potential deliverables (to be contextualised and priority deliverables agreed):

- A desk review of current AAP/CCE practice
- Assessment of current collective accountability practice
- A local/national stakeholder analysis for collective accountability leadership
- Regular briefings on priority AAP/CCE issues, including regular report on consolidated response-wide community feedback trend analysis
- A collective AAP/CCE 4Ws (who does what, where and when) matrix
- Assessment of community engagement needs within the affected population
- A capacity assessment of priority learning needs relating to AAP/CCE at different levels within the response and subsequent capacity building strategy to raise awareness and increase mainstreaming of AAP/CCE
- An agreed collective approach to AAP/CCE, including a costed multi-year collective plan that sits within the HRP and the subsequent monitoring framework
- A senior stakeholder engagement strategy
- Context-specific best practice examples
- Joint work plans with PSEA coordinator and other people-centred, cross-cutting issues

Required experience:

- Eight to ten 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.
- A good understanding of information management (including data flows, protection and analysis), as well as qualitative and quantitative data collection methods.
- Experience facilitating participatory approaches would be highly desirable.
- Proven ability to live and work in challenging physical conditions.
- Fluency in French or English is required, knowledge of local languages is 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.

Required competencies:

Core values:

- Integrity

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- Professionalism
- Respect for diversity

Competencies and behavioural indicators as per Standby Partnership requests:

[use this section if deploying through the Standby Partnership and delete the 'UN Core Competencies' section]

- **Client orientation:** considers all those to whom services are provided to be 'clients' and seeks to see things from clients' point of view. Behavioural indicators could include:
 - ◆ Establishes and maintains productive partnerships with a range of stakeholders by gaining their trust and respect.
 - ◆ Provides timely and strategic technical support to collective decision-making bodies to enable mainstreaming of AAP/CCE.
 - ◆ Monitors ongoing AAP/CCE developments inside and outside the clients' environment to keep informed, anticipates problems and identify potential partnerships or collaboration.
- **Planning and organisation:** able to effectively manage resources to achieve agreed goals. Behavioural indicators could include:
 - ◆ Develops a collective approach to AAP/CCE that support the strategic direction and objectives of the HRP.
 - ◆ Strategically uses resources to enable maximum impact for partners to help improve the mainstreaming of AAP/CCE and the improvement of the effectiveness and efficiency of the response.
 - ◆ Monitors the implementation of the collective approach and makes necessary adjustments to increase impact.
- **Teamwork:** works collaboratively with colleagues to achieve collective goals. Behavioural indicators could include:
 - ◆ Works collaboratively with colleagues to define and achieve collective goals.
 - ◆ Solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others.
 - ◆ Supports and acts in accordance with collective decision, even when such decisions may not entirely reflect own position.

United Nations core competencies:

[use this section if deploying through UN or partners and delete the 'Competencies and behavioural indicators as per Standby Partnership requests' section]

- Communication
- Teamwork
- Planning & organising
- Accountability
- Creativity

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- Client orientation
- Commitment to continuous learning
- Technological awareness

Annex 1

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. Engaging the communities and facilitating their participation enables people, vulnerable to and affected by crises, to lead and shape positive, sustainable change in their own lives, communities and society. 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.