Guidance for working with inter-sectoral technical advisors in integrating cross-sectoral priorities, operational modalities and partnerships in emergency response.

Guidance developed by the Asia Pacific Emergency Preparedness Working Group (EPWG)
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PURPOSE

This guidance is designed to support in-country humanitarian leadership and coordination personnel in integrating cross-sectoral priorities, operational modalities and partnerships in an emergency response through mobilizing the support of technical advisors at the inter-sectoral coordination level.

The document is intended to provide (a) an accessible overview of typical deliverable (outputs) which coordination personnel can expect from technical advisors at the inter-sectoral coordination level, and (b) an outline of the typical activities which the technical advisor may undertake to deliver these outputs throughout the humanitarian programme cycle.

Furthermore, this guidance will inform country Emergency Response Preparedness (ERP) minimum and advanced preparedness actions (MPA and APAs) so that there is a common awareness of priorities, modalities and partnerships prior to a response by international and national humanitarian actors including, but not limited to, the Humanitarian Country Team. It can assist in developing country profiles of specific risks and capacities and inform the make-up of subsequent requests for technical advisory surge support if required during large scale responses.

CROSS-SECTORAL PRIORITIES, MODALITIES AND PARTNERSHIPS

Built around effective community engagement, it is essential that humanitarian action addresses the needs and capacities of all groups in an affected community. This requires programming and coordination to be based on the analysis of all factors including cross sectoral priorities, operational modalities and partnerships. This document enables humanitarian leadership and coordination staff to de-bundle them while maintaining their prominence and visibly as a collection of cross sectoral elements which play a critical role in humanitarian action.

Cross sectoral priorities relate to relevant factors which affect and influence the level of vulnerability and capacity of crisis affected people. Approaches to these recognize the difference in needs, capacities and roles; identify different perceptions, voices and coping capacities. This results in different impacts from any given crisis on each person differently.

Being cross-sectoral, each priority requires a degree of coordination. Some thematic areas such as protection, child protection, gender-based violence, are both a sector/cluster on its own within the humanitarian structure and also are mainstreamed across other sectors. Yet other thematic areas, require additional visibility and promotion, based on the context, given their specific approach to be a priority across all other sectors/clusters. It is extremely important to note that these work streams are not mutually exclusive.

The Inter-Agency Standing Committee (IASC) recognize a number of areas of important complementarity, particularly, work streams within the existing humanitarian architecture that focus on cross sectoral priorities:

- Gender and age
- HIV/AIDS
- Environment

Operational modalities, are not defined by the IASC as ‘cross-cutting issues’ however in the most practical sense, they are a set of cross-sectoral programmatic approaches that responders can use based on an analysis of their appropriateness and capacity to implement. Like all response modalities, these shall be guided by the needs and capacities of the affected communities. From a inter-cluster/sector perspective, the local context and degree of application will determine the level of parallel or additional coordination and advisory support required at the inter-cluster/sector level. Work streams within the existing humanitarian architecture that focus on operational modalities include (but not limited to):

- Accountability to affected populations (AAP)
- Protection from sexual exploitation and abuse (PSEA)
- Cash transfer programming (CTP)
- Communicating with communities (CwC)
- Disability and mental health and psychosocial support

Operational partnerships provide an opportunity to engage with communities through a variety of partners (or actors) that go beyond sectors/clusters and enable those with a comparative advantage to ensure the cross sectoral priorities of the community are met and their various needs and capacities are targeted and supported.

The number and diversity of private sector, military, civil society, academic/research and other community based actors means that the facilitation of potentially transformative partnerships is critical in a response. Recognizing the increasing importance of engaging a more diverse and inclusive set of actors in response, and understanding the local context and degree of application will determine the level of parallel or additional coordination and advisory support required at the inter-cluster/sector level. Work streams within the existing humanitarian architecture that focus on operational partnerships include (but not limited to):

- Civil Society Organizations (CSO) engagement
- Private sector engagement
- Humanitarian civil/military coordination (HCMCoord)

Monitoring and evaluation of all cross-sectoral priorities, modalities and partnerships should be clearly integrated at the project design stage with an associated budget and always contributing towards documenting best practices and lessons learned.

2. Gender and age are universal determinants, which must be addressed across all sectors/clusters despite context.

NOTE: Thematic advisors’ deliverables in humanitarian response should be clearly articulated in the respective advisor’s Terms of Reference (ToR) for a response and as such, this guidance should be read as an accessible summary or outline of these more detailed tools, designed to rapidly inform humanitarian leadership and general coordination staff. For more information on the deliverables and activities of each advisor if deployed, refer specifically to the relevant ToR.
Community Engagement Advisor

SUMMARY

For the purpose of this guidance, advisory services that support a common service approach to accountability and communicating with communities initiatives fall under the overarching term of community engagement.

Accountability to Affected Populations (AAP) is concerned with respecting the rights, dignity and safety of people affected by crises, identifying their unique needs by gender, age, disability and diversity, and ensuring that all segments of affected communities can equally access and benefit from humanitarian assistance. Communicating with Communities (CwC) is a programmatic field of work that strengthens the ability of affected people to actively engage in their own response by re-establishing two-way communication channels – promoting essential operational modalities for improving response accountability and linking this where feasible, to common advocacy approaches.

The IASC AAP commitments highlight the importance of coordinated community engagement through leadership, having efficient communications and feedback processes that inform assessment and planning processes, being transparent about the response, and having meaningful community participation in designing, monitoring and evaluation of the response (ensuring that the most marginalized and affected are represented and have influence). The role of the Community Engagement Advisor is to support response leadership and coordination personnel to integrate the above mentioned approaches into the response as well as lead on the Protection from Sexual Exploitation and Abuse (PSEA) where appropriate expertise exists (otherwise, to work closely with other Advisors such as the Gender Based Violence (GBV) or Gender Advisor to ensure adequate leadership). The Advisor is accountable to the Humanitarian Coordinator (HC) through the most appropriate function for coordination. In almost all cases, this will be the Inter-cluster Coordination Group (ICCG) or comparable coordination fora.

TYPICAL DELIVERABLES

Leadership and coordination:
Two-way communication, community feedback and their participation are included as standing agenda items in HCT/ICC meetings.

Needs assessment and analysis:
Developed needs assessment questions relating to information and communication preferences and recommend to the joint needs assessment team [work with AAP, gender and protection focal points for example to ensure no overlap]. Findings to be collated and shared with affected communities, CSOs, NGOs, UN agencies, government and donors.

Information and communications:
Activities related to community engagement are mapped and shared (consider consolidated feedback mechanisms, public broadcasting, etc). Ensure a package of information products, tools and resources are made available that directly target the audiences of various stakeholders such as affected communities, CSOs, NGOs, UN agencies, government and donors.

Strategic planning:
Information as a form of assistance, community feedback and participation are integrated into Humanitarian Programme Cycle (HPC) products such as Humanitarian Needs Overview (HNO) and Strategic Response Plan (SRP) then shared with partners including affected communities.

Monitoring and evaluation:
Inter-cluster Coordination Group is supported in developing and operating a systematic and common approach to engaging communities using relevant feedback and two-way communication mechanisms which in turn is built into monitoring and evaluation frameworks.
Humanitarian action should address the needs and capacities of all people in an affected community. This requires programming and coordination to be based on the analysis of all cross sectoral needs and capacities coupled by an analysis of the operational modalities and partnerships that are available and appropriate. All coordination staff have this responsibility, however technical advisors can support through a range of activities.

**TYPICAL ACTIVITIES**

**Assessment and analysis**
Support Inter-Cluster (IC) Coordinators to integrate information/communications questions into joint needs assessment.

Work with AAP/CwC Working Group (if established as part of coordination support - see ‘coordination’) to ensure as many actors’ needs assessment data is shared freely.

Support, or lead with the IC Coordinator, on the analysis of relevant community feedback ensure this informs situational awareness.

**Strategic planning and resource mobilization**
Support the ICCG in designing the process and aggregating data from community consultations, complaints and feedback mechanisms.

Support inclusion of two-way information, community feedback and participation indicators in cluster plans.

Ensure synergies and collaborative approaches to information, community feedback and participation between clusters.

**Implementation**
Work with and build capacity of stakeholders to raise awareness among the affected communities of their rights to information, active engagement in decisions on relief and recovery and the right to raise concerns.

Provide technical input to Protection from Sexual Exploitation and Abuse (PSEA) reporting and investigation mechanisms, and to communication plans for raising awareness among affected population. There is also a need to consider HIV-sensitive approaches and linkages.

**Monitoring and evaluation**
Assist in the design of approaches to systematically monitor affected people’s perception of the humanitarian response, information provision, responsiveness to concerns and complaints, and engagement in decision making.

Provide input to reporting on the extent to which clusters are meeting the IASC AAP global commitments (CAAP).

Ensure monitoring takes into account feedback from affected people thereby allowing for adaptation of programs (closing the loop) before escalating into more serious complaints.

Support the design of ToR for program evaluations to ensure two-way communication, community feedback and their participation are integrated.

**Coordination**
Support coordination staff by providing a conduit for information to clusters, donors and the IASC community and link with the inter-agency gender network, if it has been established.

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**“More information is more widely available than ever before; making better use of this information will reap rewards. On offer is a better way of designing humanitarian response, whereby people determine their own priorities and communicate them to those who would assist.”**
- OCHA, Humanitarianism in the Network Age - Including World Humanitarian Data and Trends 2012

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**GUIDANCE TOOLS AND LINKS**

- [IASC Commitments to AAP](#)
- [Emergency Response Preparedness (ERP) Guidance](#)
- [Core Humanitarian Standard (CHS)](#)
- [HAP Standard in Accountability](#)
- [Good Enough Guide](#)
- [PSEA Task Force Tools](#)
- [CDAC Network](#)
- [CDACN / ACAPS Needs Assessment Guidance](#)
- [WASH Accountability Handbook](#)
- [Rapid Information, Communication and Accountability Assessment Guidance](#)
- [HAP/OCHA Participative Evaluation Methodology Monitoring Guidance](#)
- [HAP/OCHA Participative Evaluation Methodology Operational Peer Review (OPR) Guidance](#)
- [IASC Guidelines for Addressing HIV in Humanitarian Settings](#)
SUMMARY

CSO’s engagement focuses on creating an enabling environment for effective coordination between the formal humanitarian system and civil society organizations, in order to realize an inclusive and streamlined humanitarian response. CSOs play a crucial role as first responders, equipped with the local knowledge (i.e. lay of the land, logistical insights and other ground intelligence) and community links essential to guaranteeing accountability to affected populations. Despite this, there is very limited mutual awareness, understanding and interoperability between them and the formal humanitarian system particularly its coordination mechanisms.

The role of the CSO Engagement Advisor is to support response leadership and general coordination personnel to coordinate effectively with CSOs in a way that will minimize duplication and ensure the complementarity of humanitarian assistance. The CSO Engagement Advisor is accountable to the HC through the most appropriate function for coordination. In almost all cases, this will be the Inter-cluster Coordination Group (ICCG) or comparable coordination fora.

TYPICAL DELIVERABLES

Leadership and coordination:
Established a sufficient level of mutual awareness and understanding with CSOs. Where appropriate, ensured interoperability between CSO and formal coordination mechanisms (including Government) in order to prevent duplication and leverage existing local capacities towards more effective humanitarian response.

Information and communications:
Established practical two-way information sharing tool which ensured CSO 4W information was shared with coordination mechanisms including the cluster system and vice versa. Ensured that information products were effectively communicated (i.e. appropriate content and language) in order to enable active two-information sharing with CSOs.

Needs assessment and analysis:
Consultations conducted with CSO representatives in order to share and validate needs assessments and analyses. This ensured inclusive engagement and coordination around needs assessments including rapid assessments. When appropriate, involved representatives of key CSOs in joint assessments to leverage on their local knowledge.

Strategic planning:
CSO activities and capacities are incorporated into strategic and operational planning (i.e. cluster plans, response plans), including through active participation of key CSOs. Guidance is provided to both response leadership and CSOs in organizing their respective responses to facilitate alignment of activities and inter-operability.

Monitoring and evaluation:
International agencies are aware of the Principles of Partnerships (PoP) and advocate these are incorporated as appropriate into monitoring and evaluation frameworks. CSOs are consulted and their opinions included in inter-cluster monitoring and evaluation processes.

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1. For the purpose of this document, CSO is a wide-ranging term inclusive of non-government and non-profit civic organizations that are involved in a humanitarian response regardless of focus area during non-crisis situations (i.e. development CSOs that respond to disasters). This could range from formal and well-established organizations to ad-hoc volunteer groups. National CSO networks are recommended as entry points to the wider civil society.
TYPICAL ACTIVITIES

The CSO Engagement Advisor will demonstrate knowledge on how CSOs operate and have an ability to work collaboratively with civil society in a culturally sensitive and non-intrusive way. It is recommended that prior to deployment, the Advisor learns about the level of engagement of the civil society with the formal humanitarian system in-country in order to provide support accordingly.

Leadership and coordination

Perform CSO mapping to produce 4W for response leadership and general coordination personnel use. Information gathered must include relevant CSO networks, coordination mechanisms, activities, areas of responsibility (AOR) and capacities to effectively inform coordination efforts.

Provide guidance to both response leadership and CSOs on how to coordinate with each other including through regular meetings or consultations, guidance tools and trainings.

Make certain that coordination tools and mechanisms such as OSOCC and cluster system welcome active CSO participation. These must not appear to operate exclusively for international agencies.

Ensure that CSO coordination mechanisms are inter-operable with cluster system.

Facilitate inclusion of CSOs in coordination mechanisms where appropriate.

Information and communication

Support Information Management Officers (IMOs) in creating a two-way information sharing tool that is user-friendly for CSOs to coordinate their response with. Ideally, the tool can be linked to that used with the NDMA and private sector.

Ensure the tool is used for proactive two-way sharing of news, alerts and other information that can expedite humanitarian response coordination.

Support IMOs in ensuring effective communication of information products and in maintaining CSO 4W.

Needs assessments and analysis

Use CSO 4W to identify representatives to participate in consultations on validating needs assessments and analyses.

Where appropriate, incorporate CSOs’ own needs assessment data and analyses into joint assessments.

Strategic planning

Support relevant coordination personnel in reaching out to CSOs and familiarizing them to strategic and operational planning processes, so that CSOs can share information and provide inputs accordingly.

If necessary, conduct consultations to ensure HC and ICC dialogue with CSOs in order to organize their respective responses, facilitate activity alignment and maintain inter-operability.

Monitoring and evaluation

Ensure agencies in the formal humanitarian system operate based on the Principles of Partnership (PoP) while coordinating with CSOs, including through establishing M&E processes that guarantee it.

Provide guidance to agencies to ensure CSOs are consulted and their opinions included in inter-cluster monitoring and evaluation processes.

“...The role of community leaders, community forums and local CSOs should be made central to planning, delivering and evaluating humanitarian response.”

- World Humanitarian Summit, NSEA Stakeholder Consultation

GUIDANCE AND TOOLS

Collective Responsibility  
A Networked Response?  
Working with Civil Society in Foreign Aid  
IASC Transformative Agenda Chapeau and Compendium of Actions  
IASC Guideline on Emergency Response Preparedness Common Framework for Preparedness  
Reference Module for the Implementation of the HPC Version 1.0  
IASC Reference Module for Cluster Coordination at the Country Level  
Principles of Partnership  
Missed Opportunities: The Case for Strengthening National and Local Partnership-Based Humanitarian Responses  
IASC Guidelines for Addressing HIV in Humanitarian Settings  
Core Humanitarian Standard (CHS)
Environmental Field Advisor

SUMMARY

Environment and Humanitarian Action is concerned with ensuring that analysis of a humanitarian crisis includes environment and climate risks and that these are integrated throughout the Humanitarian Programme Cycle (HPC) in adherence to humanitarian standards and both international and national legislation. The overall objective of deploying an Environmental Field Advisor (EFA) is to ensure the active, timely and systematic inclusion of environmental concerns as an inter-sectoral issue at all stages of humanitarian action with the aim to protect lives, livelihoods, and sustainable resource management. The EFA supports humanitarian leadership and coordination personnel to integrate environmental friendly related approaches into response. The EFA is accountable to the Humanitarian Coordinator (HC) through the Inter Cluster Coordination group (ICC) or comparable and appropriate coordination fora.

Leadership and coordination:
Environmental and climate related issues are included as a standing agenda item in HCT/ICC meetings (consider consolidating with other issues such as protection, health, livelihoods, camp management, water and sanitation and gender if appropriate). Identify key partners / stakeholders working on environmental issues and have regular collaboration mechanisms (informal working group or similar as relevant).

Needs assessment and analysis:
Environmental and climate issues are included in assessment methodologies (quantitative and qualitative) and recommended to the joint needs assessment team. Findings of the assessment are collated and ensure that the final analysis includes environmental issues and it is shared with communities, donors, UN Agencies, NGOs, and the private sector. When appropriate support a Rapid Environmental Assessment process.

Information and communications:
Activities related to the Environment are mapped and shared through information products (4W). A package of Environmental tools are made available, including an “environmental orientation package” and ‘fact sheet’ materials developed targeting various stakeholders such as clusters’ partners; agencies, communities, host government, local and international media and donors.

Strategic planning:
Environment and climate risks are integrated, through the appropriate narrative, into the HPC including in such products as the Humanitarian Needs Overview, Flash Appeal and Strategic Response Plan, and shared with relevant actors.

Monitoring and Evaluation:
ICCG is supported in developing and operating a systematic approach to monitor environmental issues throughout the HPC and to systematically collect feedback from partners.
TYPICAL ACTIVITIES

The Environmental Field Advisor ensures that the HCT and the ICCG are provided with the most accurate and comprehensive environmental analysis of the humanitarian crisis. The EFA supports the ICCG and partners’ cluster in integrating environmental concerns into their operations through the HPC. The EFA plays a pivotal role in ensuring environmental coordination with national counterparts and supports environmental advocacy and communication initiatives as well as resources mobilization.

Assessment and analysis
Ensure that the HCT is provided with up to date and comprehensive, yet succinct, report on the environmental profile, including existing national legal frameworks, of the affected country and ensure the environment is timely taken into account by supporting response leadership and general coordination personnel in integrating environment in assessment approaches/methodologies by using available Environmental Assessment tools.

Ensure the affected population has a chance to be involved in environmental valuation, where sensitive issues potentially leading to conflict are likely to arise and analyze the conflict potential, when it relates to environmental issues, of a particular humanitarian activity involving one or more humanitarian actors.

Support IC coordinators to integrate information/communications questions into joint needs assessment, both in Rapid Assessments (e.g. MIRA) HNO and further in Early Recovery and/or sectoral assessment elaborated within clusters in collaboration with national counterparts where applicable.

Strategic planning and resource mobilization
Sensitize on and support the ICCG to address the underlying environmental issues that may have contributed to the crises or disaster in the first place as well as reducing the risk of reoccurrence.

Provide guidance and practical support to IC coordinators, clusters partners and national counterparts in formulating response projects (within SRP) which integrate environmental concerns and minimize the impact of humanitarian operations on the environment and provide guidance on how to enhance the environmental/livelihood nexus of projects by devising synergies with protection and promotion of livelihoods and provide guidance on how to articulate environment, DRR and Resilience in Strategic Response Plan.

Participate in the ERP process and support identifying and addressing environment related preparedness gaps at cluster and HCT levels and advocate with Donors.

Implementation
After assessing the need, determine if a working group on specific environmental issues could be established.

Follow up with project activities and regularly provide technical input during clusters meetings.

Participate in Cluster working groups on the harmonization of practices for delivery of humanitarian assistance (cash coordination and gender working groups for example) and identify entry points for integration of environmental concerns including in Early Recovery cluster and/or network.

Monitoring and evaluation
Assist in the design of approaches to systematically monitor the implementation of environmental mitigation measures of the humanitarian response by supporting the development of SMART indicators and means of verification tools.

Provide input to reporting on the extent to which clusters are meeting/following environmental guidelines or agreed objectives.

Identify, collect and disseminate best practices in the integration of environmental concerns.

Early application of the Environment Marker will support monitoring and evaluation processes.

Coordination
Support IC Coordinators by both providing and collecting information on environmental issues, liaise with donors and the IASC community and link with the/an inter-agency Early Recovery network if established.

Ensure national counterparts are engaged, involved and always informed on environmental issues addressed within the humanitarian operation.

GUIDANCE AND TOOLS

Mainstreaming environment and climate change into humanitarian action
Environmental Marker
Rapid Environmental Assessment
Clusters Specific Environmental Resources
IASC Humanitarian Programme Cycle Guidance
Environment and Humanitarian Action (EHA) Reference Group
Core Humanitarian Standard (CHS)
### SUMMARY

Humanitarian Civil-Military Coordination (UN-CMCoord) facilitates dialogue and interaction between civilian and military actors, essential to protect and promote humanitarian principles, avoid competition, minimize inconsistency and, when appropriate, pursue common goals. UN-CMCoord is a framework that enhances a broad understanding of humanitarian action and guides political and military actors on how best to support that action.

Critical sectoral areas for humanitarian civil-military coordination include security, logistics, medical, and communications. The UN-CMCoord Advisor is accountable to the Humanitarian Coordinator (HC) through the most appropriate mechanism for coordination. Depending on the context of the operating environment, this will be the Inter-cluster Coordination Group (ICCG) or a dedicated humanitarian-military operations and coordination center (HuMOCC), with the participation of key representatives from the humanitarian community, such as the Logistics Cluster (WFP) for their role in the coordination of logistics Military and Civil Defence Assets (MCDA).

The overarching deliverable of the CMCoord function is to facilitate the right assistance to the right people at the right time in the most appropriate way.

### TYPICAL DELIVERABLES

**Leadership and coordination:**

Developed a civil-military coordination strategy and action plan that is appropriate to the operational environment to ensure that representatives of humanitarian organizations and military forces can share information, agree on tasks and, as appropriate, engage in coordinated or joint planning.

**Needs assessment and analysis:**

Developed a detailed estimation of required CMCoord resources (personnel, material and financial) that assists the RC/HC, HCT and ICC with determining civil-military coordination requirements. Monitor activity of military forces and ensure positive impact on humanitarian communities.

**Strategic planning:**

A coherent and consistent humanitarian approach to civil-military interaction within the humanitarian community is implemented. Prepared a list of operational civil-military coordination issues that have been resolved, remain outstanding or other issues to be anticipated. Indicate the factors that helped or hindered the resolution of such issues and/or the likely factors that might trigger future issues (impact of continued use of military assets, drawdown of military forces, transitional planning). Ensure that the OCHA Regional Office for Asia and the Pacific is informed of these issues.

**Information and communications:**

Established a mechanism for information exchange and humanitarian action with military forces and other armed groups. Information sharing between humanitarian and military actors contribute to having a common situational awareness as the response operation progresses. Assist in negotiations in critical areas of humanitarian-military interaction.

**Monitoring and evaluation:**

Civil-military coordination after action reviews (AAR) are organized as part of the monitoring and evaluation framework of disaster response operations. Related civil-military coordination lessons learned and good practices inform the work of the Regional Consultative Group on Humanitarian Civil-Military Coordination for Asia and the Pacific.
TYPICAL ACTIVITIES

In different settings, the interaction between humanitarian and military actors ranges from close cooperation to sheer co-existence. The dialogue between humanitarian and military actors at all levels is essential – and the basis for effective humanitarian action on the ground. All humanitarian staff have a role to play in and a responsibility to be conversant with CMCoord. Activities should be conducted by trained and competent staff; this can be a dedicated CMCoord Officer, or, where appropriate, a designated and properly trained, generalist Humanitarian Affairs Officer. The following list is indicative of some of the activities a CMCoord Advisor might engage in.

Leadership and coordination
Conduct an assessment of the civil-military operating environment immediately from the time of deployment (map actors, identify overlap and possible areas of cooperation, as well as risks) and ensure that this is followed by timely updates and reviews, in line with changes identified in the context.

Actively participate in the humanitarian-military operation and coordination center (HuMOCC) or other humanitarian civil-military coordination mechanism that might be established as outlined in the CMCoord Strategy and Action Plan.

Integrate national coordination mechanisms created at main points of entry (i.e. air space management cell; sea ports) to allow for coordination at operational and tactical levels.

Participate in military to military coordination structures and provide regular humanitarian updates.

Actively participate in HCT /ICC meetings and provide an update on civil-military coordination issues.

Needs Assessment and analysis
Establish a request for assistance (RFA) and request for information (RFI) process flows that will guide humanitarian actors in prioritizing requests for the use of foreign military assets in support of humanitarian activities, where there are no comparable civilian alternatives.

Monitor the civil-military environment in terms of the mission, size and capability of military actors, geographic areas they cover, the likely duration of their operation, liaison arrangements and key contacts and be ready to advise.

Observe and analyze the need for longer-term CMCoord capacity. Validate the key tasks and deliverables with the other Humanitarian Affairs/CMCoord Officers.

Information and communications
Establish and maintain dialogue with humanitarian actors and clusters in the area of responsibility to provide information channels, and raise issues and concerns with relevant military/paramilitary organizations.

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Conduct an assessment of the civil-military operating environment immediately from the time of deployment (map actors, identify overlap and possible areas of cooperation, as well as risks) and ensure that this is followed by timely updates and reviews, in line with changes identified in the context.

Actively participate in the humanitarian-military operation and coordination center (HuMOCC) or other humanitarian civil-military coordination mechanism that might be established as outlined in the CMCoord Strategy and Action Plan.

Integrate national coordination mechanisms created at main points of entry (i.e. air space management cell; sea ports) to allow for coordination at operational and tactical levels.

Participate in military to military coordination structures and provide regular humanitarian updates.

Actively participate in HCT /ICC meetings and provide an update on civil-military coordination issues.

Needs Assessment and analysis
Establish a request for assistance (RFA) and request for information (RFI) process flows that will guide humanitarian actors in prioritizing requests for the use of foreign military assets in support of humanitarian activities, where there are no comparable civilian alternatives.

Monitor the civil-military environment in terms of the mission, size and capability of military actors, geographic areas they cover, the likely duration of their operation, liaison arrangements and key contacts and be ready to advise.

Observe and analyze the need for longer-term CMCoord capacity. Validate the key tasks and deliverables with the other Humanitarian Affairs/CMCoord Officers.

Information and communications
Establish and maintain dialogue with humanitarian actors and clusters in the area of responsibility to provide information channels, and raise issues and concerns with relevant military/paramilitary organizations.

GUIDANCE AND TOOLS

APC Madro: Asia-Pacific Regional Guidelines for the Use of Foreign Military Assets in Natural Disaster Response Operations

Oslo Guidelines: Guidelines on the use of Foreign Military and Civil Defence Assets in Disaster Relief

UN-CMCoord Field Handbook
Girls, boys, women and men experience humanitarian crises in different ways. When their distinct needs are not taken into account, humanitarian assistance may fail to reach the most vulnerable and, in some cases, may actually lead to further harm by perpetuating pre-existing gender inequalities or exposure to new threats during the crises. At the same time, responding to and recovering from humanitarian crises may create new opportunities for gender equality.

The role of the Gender Technical Advisor is to support response leadership and general coordination personnel to integrate gender equality actions and approaches into the response. The Gender Advisor is accountable to the Humanitarian Coordinator (HC) through the most appropriate function for coordination such as the Inter-Cluster Coordination Group (ICCG) or comparable coordination fora.

**SUMMARY**

Leadership and Coordination:
Gender Equality is included as a standing agenda item in HCT/ICC meetings (consider collaborating with other cross-sectoral issues for joint presentations such as Protection, CwC, and AAP if appropriate). Coordination mechanism that draws gender focal points or equivalent from partner agencies and responding organizations together to share information, practices, resources and hard data and to do joint strategizing is formed based on need.

Needs Assessment and Analysis:
Developed appropriate gender related needs assessment questions and recommended to the joint needs assessment team. Ensured that respondents as well as assessment teams are gender balanced and that analysis of data uses secondary data provided by country gender profiles. Assessments teams’ capacity on gender is built if necessary.

Supported and compiled gender analysis specific to the context taking into account gendered impact of the disaster - identifying opportunities for enhancing gender equity and empowerment of women.

**TYPICAL DELIVERABLES**

Information and Communications:
Activities related to gender equality and gender-based violence are mapped and shared through information products (4W) – for example innovative and good practices for inclusion, participation and safety of women and girls. Coordinate SADD reports from partner organizations to inform Sitreps, snapshots and bulletins to provide more nuanced overviews from a gender perspective.

Strategic Planning:
Gender concerns are integrated (through appropriate narrative) into the Humanitarian Programme Cycle (HPC) products such as HNO, PRP and SRP, then shared with relevant staff.

Supported Clusters:
Provided and promoted use of sector-specific guidance on gender dynamics and issues to be considered in designing responses with a view to enhancing gender equality and empowerment of women.

Provide sectoral support through the cluster system for using the gender marker for project design in the funding appeals and to the gender focal points of each sector for integrating gender into their response plans and projects.
**TYPICAL ACTIVITIES**

Humanitarian action needs to address the needs and capacities of all groups in an affected community. This requires programming and coordination to be based on the analysis of all cross sectoral needs and capacities coupled by an analysis of the operational modalities and partnerships that are available and appropriate. All coordination staff have this responsibly, however technical advisors can support through a range of activities. The following list is indicative of some of the activities a gender advisor might engage in.

**Gender mainstreaming & accountability**

Support and compile gender analysis specific to the context taking into account gendered impact of the disaster - identifying opportunities for enhancing gender equity and empowerment of women.

Supporting OCHA on coordination and providing technical advice to ensure that consideration of gender issues and opportunities are integrated into the work of the clusters and the HCT as a whole;

Facilitating and supporting the integration of gender perspectives in the rapid needs assessments, overall strategic planning, design, programming, monitoring of the response and identification of gaps in various sectors/clusters, primarily the Humanitarian Programming Cycle (HPC), as well as other appeal processes and documents;

Review and ensure gender is integrated in humanitarian projects, provide feedback/comments on accurate Gender Marker coding and implementation;

Monitor and report on implementation of humanitarian projects to highlight impact of gendered approaches and targeted activities and to identify any programming gaps.

Providing (and/or facilitating) training/orientation sessions to increase inter-agency capacities and understanding on gender aspects of the response and promoting the use of the IASC Guidelines in all sectors/clusters; to increase the awareness and engagement of women’s civil society organizations in the HCT and cluster system;

When available, strengthening response to GBV in humanitarian response, in collaboration with the GBV Sub-Cluster and the UN Inter-Agency Gender Task Force. There is also a need to consider HIV-sensitive approaches and linkages.

**Information Management & needs assessment**

Support to humanitarian actors on inclusion of gender dimensions in rapid needs assessments and data collection.

Ensure the collection and analysis of sex- and age-disaggregated data (quantitative, qualitative and anecdotal), for future better-informed decision-making, coordinated planning and programming of emergency response.

Provide support in ensuring HCT reports/documents are gender sensitive, as well as include gender perspectives in the response.

**Knowledge management & advocacy**

Participating in meetings of the HCT and HCT Advocacy Working Group (AWG) in order to introduce and maintain gender perspectives in their work.

Facilitating the dissemination of relevant information and data on the gendered impact of humanitarian crises and humanitarian response.

Providing technical support to and identify opportunities for the development of relevant advocacy and communication/information materials to address gender (in)equality issues, including support to HC/RC advocacy efforts.

Collecting and promoting good practices and lessons learned, contributing to a collection of replicable good practices for gender equality programming.

**GUIDANCE AND TOOLS**

- Gender Guidance
- Gender Marker
- IASC Humanitarian Programme Cycle Guidance
- Emergency Response Preparedness (ERP) Guidance
- HAP Standard in Accountability
- Good Enough Guide
- HAP/OCHA Participative Evaluation Methodology
- Monitoring Guidance
- Operational Peer Review (OPR) Guidance
- PSEA Task Force Tools
- IASC Guidelines for Addressing HIV in Humanitarian Settings
- Core Humanitarian Standard (CHS)
SUMMARY

Gender-based Violence is a widespread international public health and human rights issue. During a humanitarian crisis, many factors can exacerbate GBV-related risks. These include - but are not limited to - increased militarization, lack of community and State protection, displacement and scarcity of essential resources and services.

The IASC guidelines for Integrating GBV Interventions in Humanitarian Action [2015], clearly state that all national and international actors responding to an emergency have a duty to protect those affected by the crisis; this includes protecting them from all forms of sexual and gender based violence. In order to save lives and maximize protection, essential actions must be undertaken from the earliest stages of an emergency to reduce these risks. Essential actions include GBV prevention and mitigation strategies across all clusters/sectors, and strengthening national and community-based systems to address GBV.

GBV technical advisors support to facilitate, coordinate and advocate for the implementation of GBV prevention and response programming. In addition to supporting GBV coordination, the advisors can provide an advisory role to HCTs, Government and clusters/sectors. This role is closely coordinated with Gender advisors, who are to address overall gender equality issues across sectors. The IASC GBV area of responsibility (GBV AoR) has established a Regional mechanism of support through the Interagency Regional GBV Emergency Advisors (REGA), available for surge deployment to humanitarian crisis, this include a dedicated REGA for the Asia and Pacific region.

TYPICAL DELIVERABLES

Leadership and coordination:
GBV prevention, mitigation and - for some clusters/sectors- response is addressed as an immediate life-saving priority in humanitarian action (whether or not data on GBV is available). Establishment of GBV multisectoral coordination under humanitarian coordination structure.

Needs assessment and analysis:
Multi-sector rapid assessments adequately incorporate questions related to protection and safety of women and children related to GBV. Through development of secondary data analysis and assessment tools. Lead humanitarian actors strategically to incorporate assessment findings related to GBV into priority areas of action of response plans.

Strategic planning:
GBV integrated (through appropriate narrative) into the Humanitarian Programme Cycle (HPC) products such as HNO, PRP and SRP, as part of the protection cluster response but also through other clusters/sectors and overarching strategy.

Promote the IASC GBV Guidelines as a tool for all humanitarian actors to design interventions in a way that minimizes GBV related risks.

Information and communications:
GBV related services are mapped and referral pathways are designed and shared with communities, service providers and other sectors/clusters. Clusters/sectors train their partners on how to safely and appropriately provide referrals to services for GBV survivors. Appropriate mechanisms are put in place for the prevention, reporting and follow-up of incidents of sexual exploitation and abuse.

Monitoring and Evaluation:
Monitoring tools and processes adequately incorporate GBV prevention/risk mitigation activities (i.e. WASH monitoring % of latrines with locks, etc.). Monitoring and evaluation processes adequately engage women and girls to ensure their needs, concerns and safety is reflected.
TYPICAL ACTIVITIES

The GBV advisor provides technical leadership and support on mainstreaming of GBV prevention and response actions into Cluster/sector plans, programmes and activities through close collaboration with Cluster/sector coordinators and partners, and building on existing resources in the following main areas of work:

 Assessment and analysis

Work with assessment teams to incorporate GBV related questions, and support analysis of data to adequately reflect GBV related trends and concerns.

Design and implement GBV and protection related assessments as needed.

Strategic planning and resource mobilization

Support development and adequate integration of GBV risk mitigation and response activities in the Strategic and Humanitarian Response plans.

Lead inter-agency GBV prevention and response programming, and coordination.

Support HCTs and clusters/sectors to develop advocacy and resource mobilization efforts related to GBV prevention and response.

Implementation

Lead/support implementation of multi-sectoral GBV related activities through development and contextualization of guidelines and standards.

Lead/support integration of GBV risk mitigation and response activities through the different clusters/sectors in line with the IASC GBV guidelines.

Monitoring and evaluation

Establish/review GBV referral systems and feedback mechanisms for affected communities related to services for GBV response (i.e., health, counselling, safety and protection).

Coordination

Lead/support inter-agency GBV subcluster/sector coordination under the protection cluster/sector.

Closely coordinate with AAP Focal Point to mitigate against SEA by organization staff providing assistance. There is also a need to consider HIV-sensitive approaches and linkages.

Support inter-cluster and other coordination related forums to develop GBV risk mitigation strategies.

Capacity building

Support capacity development initiatives with communities, government, service providers (health, counselling, legal and security), and humanitarian staff to better understand and gain adequate skills related to GBV prevention and response.

“GBV is a life-threatening protection issue primarily affecting women and children. All humanitarian actors have a responsibility to take action from the earliest stages of an emergency to prevent GBV and provide appropriate assistance to survivors”

- IASC Guidelines for Gender-Based Violence Interventions in Humanitarian Settings, 2005

GUIDANCE AND TOOLS

IASC guidelines for Integrating GBV interventions in Humanitarian Action (coming up 2015)
IASC GBV area of responsibility of the global protection cluster (GBV AoR)
IASC GBV Coordination Handbook
GBV Information Management System (GBV IMS)
E-learning course on Managing Gender-based Violence Programmes in Emergencies

Task Force on Prevention from Sexual Exploitation and Abuse (PSEA)
IASC Gender Reference group
Ethical and Safety Recommendations for Documenting and Monitoring Sexual Violence in Emergencies
Core Humanitarian Standard (CHS)
IASC Guidelines for Addressing HIV in Humanitarian Settings
Private Sector Liaison

SUMMARY

Private sector organizations, ranging from small and medium enterprises (SME) to multinational corporations, already play an important role in emergency response, including by providing essential assistance directly to affected communities. Despite this, businesses are not generally represented in government-led planning and preparedness efforts. Information sharing and coordination mechanisms for businesses that support emergency response, whether through restoring critical services or providing relief assistance, make overall response efforts more effective.

The role of the Private Sector Liaison is to support the response leadership and general coordination personnel by functioning as the key focal point for engagement with private companies. The Private Sector Liaison has a key role in coordinating the support of private sector organizations through advising on emergency response needs, facilitating information sharing, identifying where offers of support can be optimally utilized, and connecting private sector entities to the relevant cluster or agency. The Private Sector Liaison should promote better understanding and support coordination mechanisms that bring together business, national disaster management authorities, and humanitarian organizations. They also have a key role in providing guidance on the development of public-private partnerships, and advising, where appropriate on due diligence requirements and relevant principles, including those promulgated by OCHA and the World Economic Forum (WEF). The Private Sector Liaison is accountable to the HC through the most appropriate coordination mechanism; in almost all cases, this will be the Inter-cluster Coordination Group (ICCG) or comparable coordination forum.

TYPICAL DELIVERABLES

Leadership and coordination:
Information sharing and/or clear coordination mechanisms are established and meeting regularly and guidance on engagement – for both private sector organizations and humanitarian organizations – are made available. Private sector resources are used where appropriate to support and enhance response. Inquiries and offers of support from private sector actors are answered and addressed in a systematic way in line with the relevant principles.

Information and communications:
There is effective exchange of information between key private organizations and forums, and humanitarian organizations, including contact lists, tracking of key private sector contributions and ensuring mutual understanding of activities and interests.

Strategic planning:
Activities and capacities of private companies are included in strategic and operational planning, including with the active participation of key organizations. Advice and guidance is provided to private organizations organizing their own response to facilitate alignment of priorities and inter-operability.

Monitoring and evaluation:
Due diligence is conducted and guidance on establishing public-private partnerships, including partnership agreement templates (if relevant) is made available and appropriate for the context. Complaints or concerns around work with private organizations are addressed in a transparent and systematic way.
TYPICAL ACTIVITIES

Leadership and coordination:
Support the Inter-Cluster Coordination Group (or equivalent) in outreach, information sharing and coordination with key private sector partners, including local business associations, e.g. Chambers of Commerce, UN Global Compact local networks, technology or technical partners, industry associations and specific businesses or companies.

Facilitate the inclusion of private sector actors as appropriate in coordination structures and support private sector actors in ensuring that their own coordination mechanisms can be interoperable with the Clusters.

Facilitate activation of appropriate public-private initiatives e.g. DHL logistics support at airports, connectivity agreements with mobile network operators and satellite companies.

Serve as the primary focal point for inquiries or offers of help that come from private sector actors, and liaise with cluster leads and other actors as appropriate to provide appropriate answers or guidance.

Provide training and support for private sector actors engaging in response on the humanitarian system, principles and standards.

Strategic planning
Provide guidance and support (where feasible) to cluster lead agencies and the inter-cluster coordination group on available resources and capacities from the private sector to support humanitarian activities.

Broker agreements between humanitarian organizations and private companies in support of strategic objectives.

Information and communications
Maintain contact lists and 3Ws for key private sector actors.

Facilitate the flow of information between humanitarians and private sector partners, including:
- To support the tracking of private sector contributions to the response and ensure that inter-cluster and inter-agency monitoring and reporting reflects contributions from the private sector.
- Working with private sector to get access to data that may be useful for analysis and response.

Develop and adapt information materials (such as sit reps and appeals) to ensure better understanding by private companies of humanitarian needs and activities.

Identify and promote key advocacy messages which may be amplified through private sector leaders.

Monitoring
Advise on due diligence and good practices on partnerships with private organizations.

Support accountability mechanisms around private sector partnerships, including ensuring that concerns or complaints are referred to the appropriate bodies for actions.

GUIDANCE AND TOOLS

OCHA-WEF Guiding Principles for Public-Private Collaboration for Humanitarian Action
The United Nations and the Private Sector: A Framework for Collaboration
Partnership fundamentals: a 10-step guide for creating effective UN-Business partnerships
Guidelines on Cooperation between the United Nations and the Business Sector
Secretary-General’s Bulletin: Acceptance of pro bono goods and services

IASC Guideline on Emergency Response Preparedness
Common Framework for Preparedness
Reference Module for the Implementation of the HPC Version 1.0
IASC Reference Module for Cluster Coordination at the Country Level
Principles of Partnership
Core Humanitarian Standard (CHS)
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