MYANMAR

COLLECTIVE ACCOUNTABILITY TO AFFECTED POPULATIONS

February 2020

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This report was finalised through reviews and feedback from actors/organisations involved in the consultation.

Background

Humanitarian needs in Myanmar are driven by multiple factors including armed conflict, inter-communal violence, and vulnerability to natural hazards. The situation is aggravated by chronic poverty, protracted displacement, food insecurity, limited social support networks, and underlying inequalities including statelessness, segregation, discrimination, and gender disparities that exacerbate the needs, vulnerabilities and marginalisation of people in many parts of the country. As of end of 2019, more than 273,000 displaced people remain in camps or camp-like situations across Kachin, Shan, Rakhine, Chin and Kayin states.[1]

In response to these conditions, the Humanitarian Country Team (HCT) in Myanmar has made the humanitarian response operations to be accountable to affected populations (AAP) as a priority. This commitment is articulated in the 2019 Humanitarian Response Plan (HRP) through seeking collective accountability system to ensure the affected people have access to aid services and life-saving information, and have adequate means to participate in the decision-making process. In particular, two AAP indicators in the 2019 HRP include:

- Percentage of affected people who feel informed about the different services available to them.
- Percentage of affected people who know how to and feel comfortable to make suggestions or complaints (including report on abuse, mistreatment or harassment) to aid providers.[2]

These indicators are aligned with the global standards on collective accountability as outlined in the Inter-Agency Standing Committee (IASC) Commitments on Accountability to Affected Populations, Protection from Sexual Exploitation, Abuse and Harassment (PSEAH), Core Humanitarian Standard (CHS) on Quality and Accountability, and the 'Participation Revolution' workstream within the Grand Bargain.

Against these commitments, the HCT in Myanmar strives to improve the collectivised approach of community engagement/AAP to ensure response-wide course corrections in real time. In this light, this document presents a suggested joint approach/model to AAP based on a wide consultation with various stakeholders working on humanitarian response in Myanmar, along with a list of key priorities for immediate actions.[3]

Methodology

In exploring the approaches for improving collective AAP within the response, consultations were conducted with a wide range of stakeholders working on humanitarian response in Myanmar from 13 to 24 January 2020. Some 46 participants from 25 organisations including national NGOs, INGOs, Red Cross Movements, UN agencies in Yangon (national level) and Myitkyina (sub-national level) were interviewed; 15 organisations were consulted bilaterally and

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[1] Humanitarian Needs Overview in Myanmar, 2020: https://reliefweb.int/report/myanmar/myanmar-humanitarian-response-plan-2020-december-2019

[2] Humanitarian Response Plan in Myanmar, 2019: https://reliefweb.int/report/myanmar/2019-myanmar-humanitarian-response-plan-january-december-2019

[3] See Annex 1.

10 organisations via one Focus Group Discussion facilitated by INGO Forum.[4] The average time for interview was between 60 to 90 minutes. These consultations particularly explored the following areas: current community engagement practices at the national and sub-national level, context-specific challenges, the dimension of inter-agency coordination, to suggest the harmonisation of and building on the existing modalities for joined-up approach. Additionally, as Myanmar has a long history of AAP in protracted crisis, several key documents and reports from OCHA and other organisations such as 2015 and 2016 'Accountability Review' reports were reviewed to complement the views from aid agencies when formulating the recommendations.

Participants by organisation

UN 11
RCRC 6
INGO 22
NNGO 7

■ UN ■ RCRC ■ INGO ■ NNGO
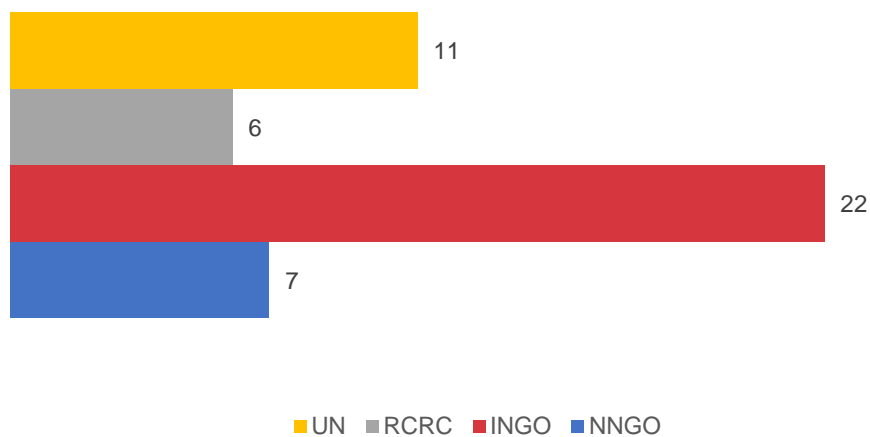
Key Finding

Accountability to affected populations in Myanmar

In general, there is a high awareness of community engagement/AAP in humanitarian action across Myanmar. Almost all organisations consulted in this research explained that they have internal policies, standard operating procedures, guidelines on community engagement and accountability – established for specific context of Myanmar or following the global standards/policies (from their headquarters). Some 14 organisations participating in the discussions have dedicated staff to oversee the AAP work, meanwhile others appoint focal persons to ensure the community engagement and accountability component in their programme and response cycle.

At a collective level, AAP is well-positioned in the humanitarian response operations in Myanmar – this is indicated by the Myanmar HCT commitment through inserting two main AAP indicators in the 2019 HRP to systematically enable community-driven response. However, the HCT acknowledges that there are challenges to produce meaningful community participation in the

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[4] See Annex 3.

response operations due to various factors including inconsistent inter-agency approach to AAP at the national level and a lack of technical knowledge and expertise within the cluster system. Following these challenges, the HCT has further made serious attempts to scale up the collective accountability mechanism by requesting an Inter-Agency AAP Senior Adviser (P4 level) for 6 months to lead in establishing joint strategies and approaches and support the roll out of inter-agency initiatives.

At sub-national level, establishing and/or enhancing AAP network is strongly suggested by the humanitarian responders to ensure the provision of direct support to programme implementation as well as improve the quality of services to affected and host communities. In Rakhine State the collective action to AAP has existed, whereas in Kachin State there is a strong appetite to form a network to make the humanitarian response operations more accountable to communities they seek to assist. Below is the overview of the status of AAP approaches in both States.[5]

Rakhine State

In early 2018, UNHCR formed an inter-agency AAP mechanism, namely Communication with Communities Working Group (CwC WG), in Sittwe, the capital of Rakhine State. Led by UNHCR, this group has a membership of more than 20 organisations including the cluster coordinators which meet monthly. CwC WG also shares co-chairship – currently facilitated by UNHCR (Protection Unit) and Danish Refugee Council (DRC).

CwC working group primarily focuses on information sharing with IDP communities mostly on topics relating to aid services as well as cyclone and floods preparedness. In this light, the working group creates the repository of information in various formats and languages including Rakhine, Rohingya and Myanmar in collaboration with sectorial teams (CwC WG workplan, 2020). However, this approach is not consistently and systematically followed by meaningful dialogues between affected communities and aid providers – an important aspect of accountability to ensure the response is informed by the community views. Since its inception, community feedback mechanism is often treated as one-off activity[6] instead of regular system for channeling concerns, feedback among affected people. This further poses significant challenge to enable community perspectives into response operations.

There are opportunities that can be explored to strengthen community participation building on the current modality of information sharing and awareness raising with communities such as consider injecting a simple feedback system in the messaging platforms to allow communities to reach out to aid providers in a timely manner. However, within CwC WG 2020 workplan, the community feedback mechanism is highlighted as gaps that need to be addressed. This might be associated with the lack of technical expertise in the areas of data collection and analysis. It is recommended that CwC working group to consider a revitalisation in order to align with the global standards on accountability to affected populations.

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[5] This study examines the approaches in both Rakhine and Kachin States due to the presence of humanitarian network in the areas.
[6] This is mostly done via questionnaires in collaboration with sectors.

<u>Kachin State</u>

The collective accountability system currently does not exist in Kachin State. However, some organisations based in Myitkyina (the capital of Kachin State) consulted in this research explained that there is a strong appetite to establish a sub-national AAP network – this similar interest also comes from the national level where a few organisations indicate the will to support more filed level initiatives. Several organisations including UN, INGOs, NGOs and Red Cross Movements (ICRC) are present in Myitkyina and have some AAP capacity that can support accountability work in the response operations. However, in considering the sub-national platform for AAP in Kachin State further, it is important to take into account the amount of on-going coordination systems within the sub-national humanitarian coordination architecture to avoid overwhelming the current coordination structure and to strategise for the sustainability of the approach. One alternate option can be inserting AAP agenda and objectives under Area HCT and aid agencies will support the roll out.

Information and communication ecosystem

In general, there is a lack of formal and detailed assessment on preferences of information and communication channels among the affected people and overall accountability systems in various locations. The modalities to communicate and engage with communities have relied on the secondary data and informal observation on the ground by humanitarian/field staff working in the response. The top three media channels actively used by most organisations include hotline, suggestion box, face to face dialogue – these approaches seem to be homogenous within the operations. While these channels have advantages and challenges in the roll-out, there are other aspects requiring further exploration such as literacy rate, language, messaging format, trust, confidentiality, to ensure effective function of the approaches.

Information sharing

Information sharing on humanitarian services, principles and life-saving messages to affected people is a major gap in the overall response. When asked about how information about services in general disseminated to affected communities, the organisations focused the response more on the promotion of feedback and complaints channels via printed materials. This indicates the barriers to provide relevant and timely information to communities which, consequently, reduces the level of trust to aid agencies. However, very few organisations were able to elaborate that information sharing is particularly challenging due to the following factors:

- Language is complex. Only one organisation demonstrated the efforts of information dissemination in the communities. In some instances, the messages are delivered in English, Burmese, Burmese-spoken language (via audio-devices).
- Security issue. Some humanitarian actors explained that the messages did not reach communities due to safety and security issues they were facing in delivering humanitarian assistance.
- Messaging format. Informal observation by various organisations noted that pictorial communication is the most effective way to convey the messages to communities.

The findings from the Accountability Review (2015) conducted by OCHA featuring the voices from affected communities seem to be similar issues the operation is now facing. For instance, there are still questions on selection criteria, different mandates of organisations from the community members in the different camps. This further demands a strong collective approach to enable communities access adequate information about humanitarian aid.

Participation and Feedback

The stakeholders have established a myriad of feedback and complaints systems within the response. The top five media channels currently operating in the affected areas include:

- Hotline
- Suggestion box
- Face to face dialogue
- Helpdesk
- Digital messaging app: Facebook messenger, Viber

However, the first two channels, hotline and suggestion box, are popularly used by aid agencies and multiply installed in the camps, featured with signs/logos from different organisations. These two systems seem to be "work by default" approach for accountability mechanism within the response and represent homogenous approach – these further overlook the local community tradition and context on their communication preferences. Most humanitarian actors noted that while there is a good intention to improve accountability with communities through numerous feedback systems in the camps, these also present enourmous barriers on enabling communities to voice their concerns to aid agencies when there are too many systems in place and the loops are not properly closed. There are instances where community trust has been reduced due to lack of responses from aid agencies, this can be viewed from many organisations reported that their feedback systems are often not reached by the community members. Especially in the event where a wide range of options to feedback to aid agencies provided, but there is lack of response given back to the communities, even only in form of message, if assistance is not possible. Additionally, at the agency level, there are various feedback and complaints channels established, for example, one agency has multiple hotlines across the sectors and often they do not communicate each other on response.

Aid providers also noted that there is a need to improve the confidentiality within the ongoing tools used for two-way dialogues. Reportedly, there were occasions where the suggestion boxes were opened in public and the communities feared that their information/complaints seen by others. There were also instances where negative comments from the communities were dropped and not considered for response. Some humanitarian actors explained that this mismanagement of community feedback and information was the main reason why the current approaches not functioning well. They also suggested addressing a training to humanitarian actors for improving the current practices for a better operationalisation on the ground.

Further, a local culture and tradition is another challenge for collecting information from the affected people as observed by the field staff. Community members consider impolite for complaining and raising their concerns after receiving gifts/supports from aid agencies. This could translate into no adequate information provided by aid agencies on what feedback and complaints mean and the mechanisms for people to raise their concerns in a safe and confidential manner. In tackling the similar issue, PSEA Network (Protection from Sexual

Exploitation and Abuse), at the national level, builds more investment on informal system such as through women and girls systems – this operates well on collecting sensitive information such as sexual exploitation, abuse, harassment (SEAH) and gender-based violence (GBV).

On logging and analysing the feedback, concerns and complaints from the community, aid agencies have their own approaches to do this – some link this work with Monitoring, Evaluation, Accountability and Learning (MEAL). The collective approach should benefit from learning the various existing systems within the humanitarian organisations to build a standardised/harmonised information management system. However, on responding back to communities, almost all aid agencies involved in the discussions explained a common problem – there is lack of response and communication back to the communities after receiving their inputs. This further deteriorates the trust from the community members to humanitarian organisations. One potential solution to avoid this from happening in the long run is to make a collective IM system a priority in the response where the data from aid agencies and sectors/clusters can be compiled for visualisation of trends (including urgent issues to follow up) to support closing the feedback loops in a timely manner and advocate the community voices on behalf of humanitarian response operations. This method will take the data protection policy into account.

Coordination structure

In exploring the opportunities for joint approach for AAP, this research examines the existing coordination mechanism in-country. There are many ongoing coordination systems to support humanitarian and development work at the national and field level. While the Government of Myanmar (GoM) has its own structure for coordination among the ministries, there is a Humanitarian Country Team (HCT) that coordinates the humanitarian functions which also supports the GoM. Under the HCT, various coordinating structures have been established, from Inter-Cluster Coordination Group (ICCG), Clusters/Sectors, Task Forces, Technical Working Groups to Sub-Working Groups.

Towards a collective approach to community engagement/AAP

During the research, most organisations (bilaterally and collectively through an FGD) strongly recommended to move forward the joined-up approach for improving the accountability to affected populations in the response. This is also recommended in one internal report of an aid agency where collective effort was explored to conduct among its partner organisations. With this strong appetite among various actors, a collective initiative at the national level is proposed – this will be the forum to actively support the sub-national coordination mechanisms.

Building on the existing mechanism: Accountability and Learning Working Group

An AAP similar platform namely Accountability and Learning Working Group (ALWG) has existed in Yangon for some years. Formed in the aftermath of Cyclone Nargis in 2009, the ALWG aims to promote institutionalisation of accountability practices among civil society organisations in attempt to strengthen good governance in Myanmar. The ALWG has around 40 memberships and works through raising awareness on humanitarian and development

accountability and to enhance the accountability practices among the stakeholders including local civil societies and international communities.

The strategic objectives of ALWG include:

1. ADVOCACY: Create an enabling environment to promote accountability and learning practices and to ensure that civil society, humanitarian and development organisations take the leading role in facilitating the processes across the development work in Myanmar.
2. TECHNICAL ASSISTANCE: Provide technical assistance to enhance capacity to plan, design, facilitate and implement effective accountability and learning processes which not only empowers communities to proactively engage in development programmes but also to influence policy development and ownership of the programme.
3. RESEARCH AND LEARNING: Establish a system and platform to promote ongoing research and learning mechanism.
4. NETWORKING AND PARTNERSHIP: Strengthen networking and partnership among civil society groups, NGOs, INGOs, UN agencies and government institutions.

Additionally, the ALWG is experienced in implementing community feedback mechanism, do no harm approach (linked to PSEA), Core Humanitarian Standards (CHS) and Sphere Standards. However, the working group has not been dormant in the past year but the membership meeting takes place on ad hoc basis. Further, the board members of ALWG suggested that the group needs a revitalisation and could be considered as a collective approach to AAP at the national level.

Recommendation

Collective approach: Building on Accountability and Learning Working Group

> In an attempt to suggesting a joint approach, the use of terminology for community engagement and accountability was investigated during the research. Aid providers use various internal terms to refer to humanitarian accountability system, however accountability to affected populations (AAP) is widely spoken and accepted among the humanitarian actors across the country. This is aligned with the language used in the HRP – CE/AAP – in Myanmar. Despite the existence of Communication with Communities Working Group (CwC WG) in Rakhine operations, some aid agencies recommended to use the term AAP to represent the accountability part within the response.

After intensive consultation with a wide range of aid providers and assessing the existing coordination modalities at the national level, it is recommended that the collective approach to AAP to consider building on the Accountability and Learning Working Group. This is in line with the suggestions from most agencies to explore building on the on-going initiatives to avoid overwhelming the coordination systems. With more than a decade of experience and expertise in the area of accountability, ALWG is a good forum to improve the quality of humanitarian programming. In this light, some adaptations to HCT systems are required such as setting up

the specific objectives and outputs/outcomes. Here are some examples of objectives which could meet the purposes of the working group:

1. Bring together key stakeholders to develop an effective and coordinated approach for accessible sharing of information with people before, during and after emergencies and ensure communities' meaningful participation in the process.

2. Provide technical support to humanitarian responders to improve community engagement strategies and practices in preparedness and response.

3. Advocate for inclusive engagement strategies across all humanitarian action including supporting humanitarian responders to prepare for and integrate the views of affected communities into programme decision making.

4. Facilitate innovations amongst stakeholders through cross sector/multi sector knowledge sharing.

5. Ensure consistency and clarity in providing information and advice to affected communities by working with relevant government agencies and stakeholders, to ensure the voices of affected communities are accessible to policy and decision makers.

The ALWG should also be supported with technical support and human resources to start with. See recommendation on surge and national staff below.

Inter-agency technical support

Surge capacity – Senior AAP Adviser (P4 level, 6 months)

The HCT has requested an additional support for collective AAP through a Standby Partner Programme (SBP) to bring a technical expert to Myanmar.[7] Attempts to contact SBP roasters have been made, however there were challenges to identify the candidates with strong competencies on both aspects of technical AAP and inter-agency coordination. Other options currently explored include negotiating with donors on consultancy contract to ensure the right profile for this role. Communications with donors/supporters are progressing at the time of this writing. Additionally, UNICEF in Myanmar has agreed to support/fund a consultancy contract for this collective action for three months. If this is rolled out, this requires finding a host organisation in Myanmar.[8]

This role is expected to be filled immediately. In the absence of this function, an ad hoc role/support is required due to a high demand of support and strong appetite to commence the collective work by aid agencies. Options for support can be explored through OCHA regional Office for Asia and the Pacific or capacity in country i.e. temporary rotational co-chairs by particular organisations to facilitate the working group for a period of time (if the latter works out, this could be supported by OCHA AAP Adviser in Asia Pacific for technical advice).

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[7] See the ToR in annex 2.
[8] Aid agencies suggest an inter-agency coordinator should sit with an organisation that is neutral or not implementing projects if possible.

Localisation – National AAP Inter-Agency Coordinator (24 months)

To ensure the sustainability and localised approach, a 24-month national role for inter-agency AAP is strongly recommended. This role should be assigned at the same time of the Senior Adviser or even earlier to help run the working group. The national role is particularly encouraged by aid agencies during the discussions following the efforts to scale up meaningful community participation in the long run and localisation agenda. This role is also demanded due to complex coordination system and the issue of neutrality in country as to accommodate the joint voices of humanitarian actors. Further, it needs careful consideration of hosting system, reporting structure and funding model[9] – all need to be discussed participatorily with the members of the working group.[10]

Another option for national role is to explore from current OCHA national staff to consider assisting AAP for up to 75 per cent of her/his dedicated time. This percentage is analysed based on intensive demand from aid agencies for improving collective AAP.

Co-chairing system

With a strong in-house capacity on AAP in Myanmar, co-chairing system is recommended to deploy from the initial stage to ensure and increase the ownership of the working group. The system can be done through rotational basis – there are interests from some organisations to co-chair the working group – with the support of inter-agency coordinators.

Common platform: harmonisation of the approaches

Common platform, in this context, is to be read as a mechanism that coordinates various approaches used by aid providers. This platform does not exclusively prevent nor stop the individual organisations from setting up their community participation systems. It is understood that aid providers need to implement their own accountability practices as a part of their organisational performance. However, due to the rise of community trust issue identified during the discussions, an overarching collective initiative needs to be developed in a flexible manner. Below are some potential opportunities to consider:

- Map out the AAP capacity of aid agencies working in the humanitarian response operations by location in Myanmar to understand current practices and resources in detail.[11]
- Increase 'face to face' dialogue with affected communities in various forms; home visit, FGD, community meeting and more. All organisations should leverage this method and if possible share data/information with the WG.

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[9] There are potential funding supports from INGOs in Myanmar, yet requiring further discussions.
[10] The ToR for this role will be developed in consultation with the WG members.
[11] At the time of this writing, AAP survey tool has been developed and shared with some key organisations for improvement.

- Refurbish the current operationalisation of hotline and suggestion box as indicated by many actors, the current systems are not working properly. A suggested approach to this includes selecting and deciding a few preferred media channels by communities and share responsibilities among aid agencies by locations.
- Decide the standardisation of information management system for collective need and come up with a common tool to visualise the community feedback and complaints to influence decision-making process within the response.

Build a strong linkage with the PSEA Network to share the best practices and challenges on community based complaints mechanism, as well as inter-agency referral systems. Where necessary, harmonise the systems with the PSEA actors.

Monitoring 2019 HRP indicators on AAP

On measuring the impacts of 2019 HRP indicators on (1) percentage of affected people who feel informed about the different services available to them, and (2) percentage of affected people who know how to and feel comfortable to make suggestions or complaints (including report on abuse, mistreatment or harassment) to aid providers, a response-wide community perception survey should be considered. The survey/questionnaires should be designed collectively through assessing the current components of AAP (linked with PSEA) to gauge response-wide programme quality and accountability. Further, another means of monitoring includes suggesting the community perception survey types of questions in the sectorial monitoring tools within the clusters.

Generally, the surveys should be short and cover the following aspects (but not limited to these):

- Do aid workers treat people with respect? (Relationships)
- Do people have the information they need to access relief services? (Services)
- Is aid distributed in a fair and orderly way? (Services)
- Are people's priority needs met? (Services)
- Are they able to contribute to relief efforts? (Agency)
- Do people feel safe where they are living? (Services/agency)
- Overall, is the relief effort making progress? (Outcomes)

Annex 1: Action plan

Key priorities	Actions needed	Timeframe
Present the findings and recommendations of the consultations with the stakeholders.	• Share the report with the relevant stakeholders. • Conduct a 60-90 minute meeting/workshop with relevant stakeholders, as a follow up, for further discussions and agreeing the ways forwards.	Quarter 1
Adapt, agree and endorse a ToR of ALWG in a participatory manner.	• Draft a ToR and disseminate it to technical people (Steering Committee) for feedback/inputs. • After consolidating the inputs, ensure the members agree the ToR and further endorse it as necessary. • Translate the ToR into Burmese for national and local actors.	Quarter 1
Conduct mapping exercise to understand current practices and resources of AAP.[12]	• Finalise the survey form through consolidating all inputs from aid agencies. • Translate the form into Burmese to ease national NGOs participating in the survey. • Launch the survey using potential platforms. Suggested platforms are: (1) MIMU (similar to the PSEA survey – this enables the filter of information), however it is important to ensure all relevant stakeholders are participating in the survey, (2) Google form – this can be done through sharing the link with all relevant stakeholders.	Quarter 1

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[12] The survey form is currently being consulted with a wide range of stakeholders.

Convene the first ALWG meeting to discuss the objectives collectively (as well as agreeing the ToR).	• Invite relevant stakeholders to the meeting. • Develop action plans for ALWG. • Agree the regular meetings.	Quarter 1
Develop, agree and endorse the ToR for National Coordinator – Inter-Agency AAP.	• Draft the ToR and share with technical people (Steering Committee). • Agree and endorse the ToR.	Quarter 1
Recruit surge capacity (6 months) and national coordinator (24 months).	• Continue communications with donors on consultancy contract and on funding the national role (at least the first 12 months).	Quarter 1
Develop minimum guideline of AAP – this intends for harmonisation of approaches on the ground.	• Select key technical experts to draft the guideline/pack. • Disseminate to all relevant stakeholders (including GoM).	Quarter 1 and 2
Develop a standardised information management system for collective AAP.	• Develop and agree the format for recording and analysing the information from communities to improve response and course correction. • This is followed with developing/agreeing a common tool to visualise the trends to further advocate the voices of communities to decision-makers.	Quarter 1 and 2
Monitor AAP indicators in the 2019 HRP.	• Develop a methodology for monitoring (potentially response-wide community perception survey). • Agree the key questions for the survey. • Launch the survey widely.	Immediately

Address capacity building as needed by CoP members.	• Identify areas for improvement on AAP among aid agencies to enhance the AAP roll-out, following the IASC RG2 standard. • Conduct and facilitate learnings via exchanges, peer-to-peer networks, mentoring, trainings, webinar etc.	Quarter 1 to 4

Annex 2: Terms of reference AAP Senior Adviser

Job title: **Senior Advisor on Accountability to Affected Population (AAP)/Community Engagement (CE)**

Level: **P4**

Summary: The Senior Advisor will provide technical advice to the Humanitarian Coordinator (HC) and the Humanitarian Country Team (HCT), review coordination mechanisms in place, assess gaps and capacity building needs for enhancing AAP/CE and PSEA in the humanitarian response, in close coordination with the PSEA coordinator, identify best practice and develop an AAP action plan for ICCG. The Senior Advisor will provide advice to the HCT on how to improve the collective approach to AAP/CE[13] and ensure it is integrated throughout the Humanitarian Programme Cycle (HPC).

Background

People affected by humanitarian crises and their communities must receive the most timely and highest quality assistance and protection possible. Given that they are in the best position to determine the type of assistance they require, their views must inform the decision-making and planning processes and a systematic two-way feedback loop between crisis-affected communities and humanitarian organizations must be put in place to monitor the relevance, timeliness, effectiveness and efficiency of the humanitarian response and take corrective action as required.

In 2014, the Core Humanitarian Standard on Quality and Accountability (CHS)was launched setting out nine commitments for humanitarian and development actors to measure and improve the quality and effectiveness of the assistance, 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.

At the World Humanitarian Summit in 2016, 30 of the biggest donors and aid providers agreed to improve the effectiveness and efficiency of humanitarian action launching the Grand Bargain through nine commitments that includes the Participation Revolution: people receiving aid to be included in making the decisions that affect their lives.

In 2017, the Inter-Agency Standing Committee (IASC) Commitments on Accountability to Affected People and Protection from Sexual Exploitation and Abuse ensures to integrate these approaches in the Humanitarian Programme Cycle (HPC) and strategic planning processes at country level and by establishing appropriate management systems to solicit, hear and act upon

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[13] Collective AAP/CE 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. 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.

the voices and priorities of affected people in a coordinated manner[14]. This commitment includes the following measures:

- Adopting agency mechanisms that support coordinated people-centred approaches enabling women, girls, boys, and men, including the most marginalised and at-risk people among affected communities, to participate in and play an active role in decisions that will impact their lives, well-being, dignity and protection. These mechanisms include partnerships with local actors to build upon their long-term relationships and trust with communities;
- Adopting agency mechanisms that support collective and participatory approaches that inform and listen to communities, address feedback and lead to corrective action,
- Establishing appropriate mechanisms for reporting and handling of SEA-related complaints;
- Planning, designing and managing protection and assistance programmes that are responsive to the diversity and expressed views of affected communities,
- Measuring AAP and PSEA-related results at the agency and collective level, including through standards such as the Core Humanitarian Standard and the Minimum Operating Standards on PSEA; the Best Practice Guide to establish Inter-Agency Community-Based Complaint Mechanisms (CBCM) and its accompanying Standard Operating Procedures.

In 2019, several donors expressed support for enhancing the quality of the Humanitarian Programme Cycle (HPC) and welcomed the revised 2020 Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP) approach, highlighting AAP as one of the seven improvements to be strengthened. Increased participation of affected populations, incorporating AAP objectives (measured by indicators) in the HRP, and promoting a collective approach to accountability are channels to enhance AAP throughout the Humanitarian Project Cycle.

Furthermore, AAP is one of the four mandatory areas of responsibility of HCTs, along with Protection, PSEA, and SGBV. HCs and HCTs are expected to put in place a system to ensure that two-way communication exists between the humanitarian community and people affected by a crisis, to ensure that the views of crisis-affected people are listened to and are central to strategic decision-making processes, and that the humanitarian community is accountable to communities for the quality and timeliness of the services it collectively delivers.

Being accountable to people affected by crises is a priority of the HCT in Myanmar. Humanitarian actors are exploring optimal ways of communicating with affected people to ensure high quality, principled and accountable humanitarian action. While efforts have been made in 2019 to strengthen collective channels of communication with communities at all stages of the programme cycle, and the ICCG committed to monitor two AAP indicators throughout the year, efforts must be stepped up to achieve a more coordinated and consistent approach amongst humanitarian partners at national and sub-national levels.

Responsibilities
Advisory and technical support

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[14] https://interagencystandingcommittee.org/system/files/iasc_caap_endorsed_nov_2017.pdf

- **Conduct or coordinate** an assessment of current AAP/CE and PSEA practices at national and sub-national levels and identify best practice that could be built upon or replicated;
- **Provide technical leadership and support on AAP/CE programming and approaches** to the HC, the HCT and cluster/sector coordinators. This should include developing and implementing a strategy to engage senior stakeholders and an action plan to integrate AAP/CE in operations.
- **Advise the Inter-Cluster/sector Coordination Group (ICCG) and the HCT of the highest priority collective accountability issues** within the response and the most effective and strategic means to address them.
- **Advise on the integration of collective AAP/CE approaches into the Humanitarian Programme Cycle**. Ensuring that a costed 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/CE 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/CE** for the humanitarian operation, in close coordination with the PSEA coordinator, building on existing activities and capacities and linked to overall response priorities - clearly integrated into the HRP and the monitoring framework.

Coordination

- **Review the coordination mechanisms in place and provide recommendations** to strengthen coordination at national and sub-national levels, as appropriate;
- **Facilitate a self-assessment of performance by clusters/sectors**, using the IASC Commitment on AAP/SEA and the CHS and identify gaps and capacity building needs;
- **Promote synergies and facilitate collaboration** among partners with sector/cluster coordinators at the national level as the main entry point;
- **Develop a 4W ('Who does what, where, when') matrix on AAP/CE and PSEA activities from existing clusters/sectors 4W.** 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 priority areas for collaboration with the PSEA Network** which could include aspects relating to community sensitisation, awareness-raising on codes of conduct, and supporting the improvement of agency reporting 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.

Capacity building

- **Assess priority learning needs relating to AAP/CE** at different levels within the response (senior management, programme managers, front-line staff etc.) and **develop appropriate awareness raising and skill building approaches;**
- Support ICCG and humanitarian agencies to **create a common approach to informing communities on the collective engagement**, what it means, what our responsibilities as humanitarian actors are, etc.

Required experience:
- At least eight years of progressive experience in the humanitarian sector with significant experience working on AAP/CE.
- Proven coordination, advocacy and strategic engagement/negotiation skills.
- Ability to work collaboratively as part of a team in a challenging and highly fluid environment, flexibility and the ability to handle constant change.
- Fluency in English is required.
- Advanced university degree (Master's degree or equivalent degree) in behaviour change communication, humanitarian response, social science, international studies/development 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.

Annex 3: List of organisations consulted

Organisation	Name	Designation
ICRC	Paul Keen	Cooperation Coordinator
ICRC	Albert Madrazo	AAP Delegate
MRCS	Lynn Lynn Thet	Organisational Development Director
MRCS	Aye Thiri	PMER staff
IFRC	Viviane Fluck	Regional CEA Coordinator
UNFPA (inter-agency)	Lian Yi Yong	PSEA Coordinator
UNICEF (inter-agency)	Seng Aung Sein Myint	National PSEA Coordinator
UNHCR	Jolanda Van Dijk	Protection Sector Coordinator
UNHCR	Shaun Scales	Cluster Coordination Officer
UNHCR	Maitreyi Gupta	Assistant Field Officer
WFP	Ni Ni Thaung	AAP and Gender and Protection FP
UNICEF	Jane Strachan	Chief of Emergency and DRR Unit
UNICEF	Alessia Radice	C4D Specialist
UNICEF	Cristina Mena-Lander	Myanmar WASH Cluster Coordinator
Metta	Ja Nu	National Programme Coordinator
HARP Facility	Andrew Wilson	Head of Quality, Impact and Learning
OXFAM	Alison Kent	Director of Advocacy and Comms
OXFAM	Carron Basu Ray	Programme Director
OXFAM	Kaspar Roelle	Humanitarian Programme Advisor
OXFAM	Aung Kyaw Myint	Safeguarding Coordinator
OXFAM	Mary Rose O'Brien	Conflict Techical Programme Advisor
SCI	Vincent Panzani	Programme Director
SCI	Bosco Kasundu	Head of MEAL
SCI	Sheikh Khairul Rahaman	Sr. Hum Preparedness and Response

INGO Forum (FGD):

Organisation	Name	Designation
ACTED	William von Schrater	Programme Director
CARE	Zing Lian Cing	IDME Director
World Concern	Dr. Kyawt Thazin Oo	Senior Programme Manager
IRC	Noami Renhard	
IRC	Kristine Tuban	
TGH	Yuan Grazel	Country Director
Internews	Stijn Albers	Programme Director
Welthungerhilfe	Nathalie Demel	Head of Programs
MA-UK	George Kabo	MEAL Manager
IFRC	Viviane Fluck	Regional CEA Coordinator
INGO Forum	Irene Fraser	Director

Myitkyina:

Organisation	Name	Designation
WHO	Dr. Thet Zaw Htet	National Professional Officer
UNICEF	Khet Mar	Child Protection Officer
Danish Refugee Council	Basma Khorsheed	Area Manager
Danish Refugee Council	Jameson	Livelihood Manager
Danish Refugee Council	Dominic	Livelihood and Protection Officer
Shalom Foundation	Mary Seng Moon	Project Manager
Shalom Foundation	Lazum Khawn Nan	Protection Coordinator
Shalom Foundation	Naw Aung	Project Officer
Shalom Foundation	Lasi Hla Awng	WASH Officer
KBC	Brang Nu	Humanitarian Programme Coordinator
KBC	John Marip La Ju	MEAL Coordinator
ICRC	Charlotte Nicol	Head of Sub-Delegation