

Terms of Reference

MOVEMENT COORDINATION IN OPERATIONS' ADVISOR

Part of the Strengthening Movement Coordination and Cooperation (SMCC) initiative

Introduction

The need for efficient and timely Movement coordination is at its greatest at the onset of a large-scale emergency when a number of factors, like the growing number of Movement actors, the complexity of the situation, the focus on life-saving activities, external pressure, etc., require successful interaction between Movement components.

The responsibility of coordinating and of accepting to be coordinated remains with the in-country-management of each Movement component; one of the main challenges faced by managers of a large-scale emergency operation is to be able to coordinate the response with the Movement partners while planning for the next phases of the operation and at the same time carrying out their day-to-day operational responsibilities. Consistent with many real-time reviews of operations, managers from all components of the Movement should benefit from receiving the support of an independent and neutral resource with the role of advising the Movement partners, and the Movement Strategic Coordination Platform in the first place, on the conduct of the coordination process.

The 2013, 2015, 2017 and 2019 Council of Delegates (CoD) Resolutions tasked the International Federation and the ICRC to work with National Societies to find ways and means to Strengthen Movement Coordination and Cooperation (SMCC). In order to reinforce trust between Movement partners and ensure a well-coordinated response to large-scale emergencies from the onset, the SMCC Plan of Action (subsequently adopted at the CoD 2015 under Resolution 1), requested the Movement to conceptualize and test the deployment of Movement Coordination in Operations' Advisor (MCO).

A pilot deployment took place in Mozambique in 2019. It proved successful and allowed increasing not only the predictability of Movement coordination in the context but also to improve the collective impact of the Movement. Subsequently, 25 MCOs from across the Movement were identified and a training was organised in Vienna in 2019. Though several MCO deployments could not materialise during the Covid period (2020-2022), a first official deployment took place in Ukraine in March 2022. As a follow-up an evaluation was conducted by an external consultant resulting early 2023 in the revival of the pool and in the adoption of a no-regret approach for the deployment of MCO, meaning that in future large-scale emergencies a MCO will be deployed unless the deployment is expressly and with strong arguments not considered necessary by the Movement Strategic Coordination Platform. In the meantime, the MCO role is referenced in the Sevilla Agreement 2.0, which was adopted at the 2022 CoD.

The present document defines the purpose, responsibilities, and profile of the MCO. This has been the base to identify individuals who have the required skills and competencies to be part of a Movement Coordination in Operations' Advisor roster/pool.

Purpose of the position

The purpose of the position, as described in the SMCC Plan of Action, is to serve the common interests of the Movement in large-scale emergencies. The role of the MCOs is not to substitute management and take the responsibility to coordinate the humanitarian response in the emergency, but is limited to providing support to the Movement, especially the Movement Strategic Coordination Platform, in helping to build an environment that is conducive to efficient and timely coordination of the Movement's activities.

The MCO must therefore be understood as a mediator, a facilitator and an adviser who supports the managers leading the coordination process. The MCO is not a supra-institutional “entity”, and as such doesn’t have any decision-taking authority.

The deployment of MCO is expected to last only during the emergency phase of the operation, ideally for a short period of time (few weeks or months) until coordination is well anchored and can be assumed by the components in the context.

In order to optimize the Movement’s humanitarian response, the MCO supports the managers in charge of the coordination (i.e., the Movement Strategic Coordination Platform) as well as the Movement components’ representatives that are being coordinated, independently of their Movement components’ affiliation. This means s/he helps ensuring that Movement resources are used in the most effective and efficient way and that the Movement’s humanitarian intervention is coherent and aligned with the regulatory framework, the principles, and the policies of the Movement.

While the minimum required set of skills will be constant for such a position, it is the personal background and professional experience of each MCO that will determine in which type of emergencies (i.e., disaster, armed conflict, regional, etc.) s/he is best suited to be deployed.

Concretely, the Movement Coordination in Operations’ Advisor provides support to the Movement Strategic Coordination Platform on:

- creating and fostering a working environment in which Movement coordination response to the large-scale emergency is transparent, effective, and impartial while planning is inclusive, information-sharing is participatory, decision-making is appropriate and problem-solving is timely.
- ensuring that coordination mechanisms and tools are in place at the technical, operational and strategic levels. Making sure that these are used in the most efficient manner, enabling the best possible and most coherent Movement response across the board.
- ensuring effective participation of all Movement components to the coordination process.
- seizing on-the-job opportunities to develop the Host National Society coordination skills.

Main Responsibilities

The main tasks of MCO are multiple and can encompass all or part of the following:

- foster a collaborative working environment between Movement colleagues
- advise leaders on the use of coordination mechanisms and coordination tools, that are grouped in the Movement coordination toolkit, in a contextualised manner and in line with the Movement regulatory framework.
- ensure that coordination takes place in an environment that is conducive to trust building between partners and with a focus on providing the best possible response to the needs of beneficiaries.

- establish and maintain common coordination mechanisms including meetings, forums, database/platforms, Information Management tools also ensuring all relevant documents, templates and meeting minutes are available to all partners.
- ensure smooth and efficient contact, communication, exchange of data and information between Movement partners in relation to the common response
- support Movement-wide decision taking and conducting joint reviews of operation among the components of the Movement
- create and maintain a unified Country Movement Coordination mailing list, to ensure a single-point management of contact lists and inclusion of all partners present.
- support the organisation of regular coordination mechanisms at the various levels to allow appropriate decision-taking and overall relevance and coherence of the conduct of activities
- identify issues/problems arising from established coordination processes and possibly propose corrective measures, notably to ensure effectiveness and efficiency of the Movement's coordinated response.
- map all Movement components operationally active in the affected country and region, including their ongoing projects, current human resources and contact details.
- map the practices, capacities and needs of Movement partners in terms of coordination and support the managers to update or develop the required tools, working modalities or capacity building strategies.
- accompany effective implementation of decisions taken through coordination mechanisms, alert on shortcomings or misunderstandings and propose appropriate corrective measures.
- set up a system to monitor compliance issues and propose a mechanism to document and report any non-compliance, including escalation to the body or mechanism best able to take appropriate course of action.
- monitor communication activities of the various Movement components to ensure and possibly propose alignment with a view to ensure appropriate visibility and clarity of the Movement in the context.
- ensure that the development of post-emergency activities of the Movement integrates actions that aim at strengthening the long-term development of the Host National Society
- contribute to the complementary and non-competitive resource mobilization for the coherent and credible Movement operation, by ensuring regular knowledge-sharing and up-to-date coordination tools that are fit for the purpose of the operation.
- provide regular information updates and briefings as required on coordination trends, innovations and emerging best practices.
- encourage documentation and reporting on the lessons learned of the Movement cooperation and coordination, including the use of the SMCC post-emergency questionnaire and the production of Movement-wide reporting, supporting provision of recommendations and promoting institutionalization of the learning.
- promote the development of, and in some case develop, an exit strategy for the position of MCO in the context, so that the benefits from the deployment are maintained on the long run, once the deployment is over.

Profile

Like all International Red Cross and Red Crescent Movement staff, a Movement Coordination in Operations' Advisor must have demonstrated willingness to abide by the Movement's Fundamental Principles and to work with other Movement actors towards

the overall success of a humanitarian operation. He/she can maintain an overview of the environment so as to spot relevant issues, is practical and flexible and can facilitate change as necessary. He/she can quickly acquire a practical and strategic understanding of the response and its future direction.

Qualifications

- A University degree in a relevant field (e.g., international relations, development studies, political science, public administration) or relevant experience
- A wide knowledge and deep understanding of Movement policies and regulations, notably the SMCC process
- Proven experience of working in emergency- response to large-scale emergency for a Movement component
- Recognized interpersonal skills, possibly supported by academic background on negotiation, team motivation, trust building, problem solving, Etc.
- Ability to work in a stressful and demanding environment while keeping a consistent, courteous and positive attitude towards others
- An excellent command of English and strong written communication skills
- Demonstrated analytical and conceptual skills

Assets

- Working experience at senior level within the Movement
- Good command of other useful languages (French, Spanish, Arabic, Russian, etc...)
- Ability to take initiatives and work with minimal supervision
- Proven ability to work in a team and in a multicultural environment
- Good computer literacy and knowledge of Microsoft Office and internet-based tools

Administrative parameters

- All parameters surrounding the deployment of MCOs are addressed in a separate document named the MCO deployment parameters.