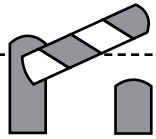# Empower to Enable (E2E) Toolkit

Practical tools that empower frontline staff to enable the participation of affected people in humanitarian programs

April 2024

E2E Toolkit Map

The E2E Toolkit contains 7 tools to help humanitarian organizations empower their frontline staff to enable the participation of affected people. The tools support the implementation of the strategic changes necessary to overcome the barriers identified in the E2E Learning Report. Lessons learned and best practice from the E2E Toolkit pilot by IRC Iraq and Democratic Republic of Congo (DRC) together with their local partners is documented in the E2E Case Study.

Click or scan the QR codes to access the links and tools

E2E Learning Report   *E2E Case Study*

What are the barriers at your organization/ team to empower frontline staff to enable the participation of crisis affected people?
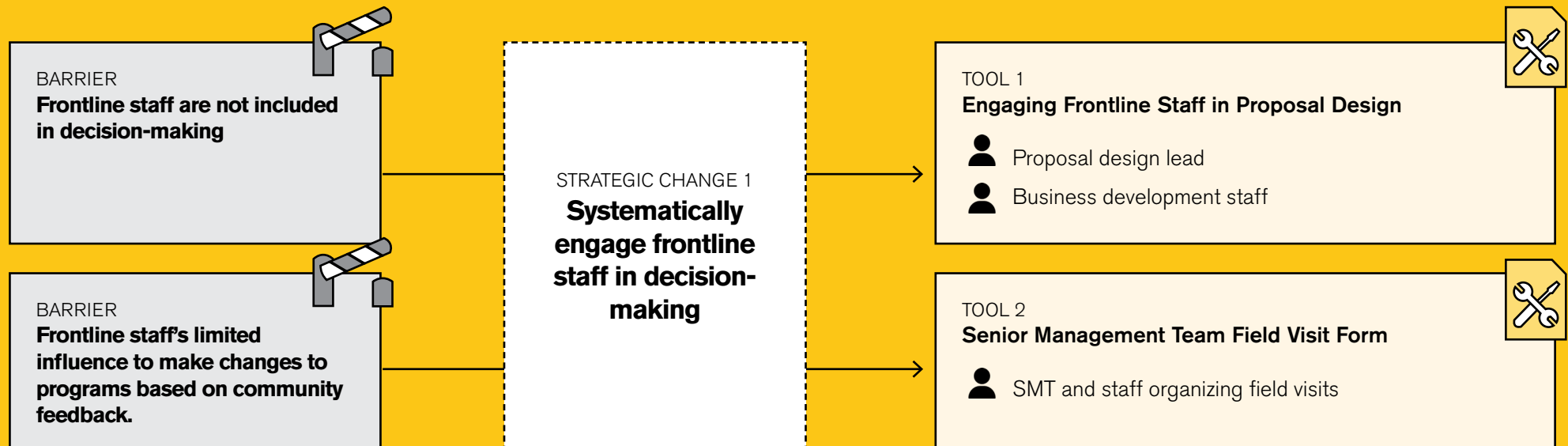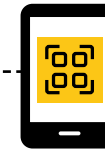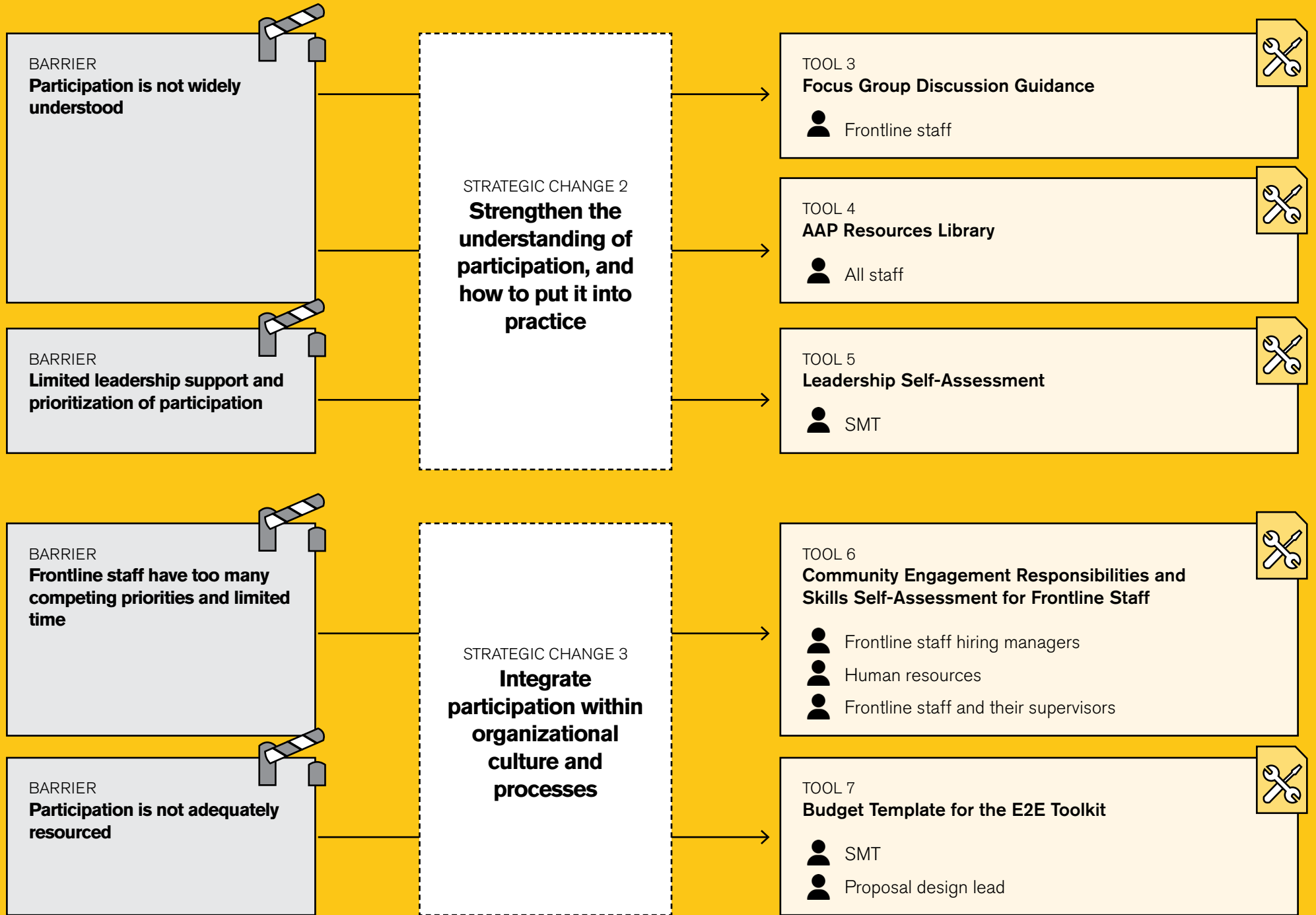
There's a tool that addresses each barrier by helping enact a strategic change. By deciding which barriers your organization or team most needs to address, you can decide which of the tools you most need to use.

BARRIER
Frontline staff are not included in decision-making

BARRIER
Frontline staff's limited influence to make changes to programs based on community feedback.

STRATEGIC CHANGE 1
Systematically engage frontline staff in decision-making

TOOL 1
Engaging Frontline Staff in Proposal Design
- Proposal design lead
- Business development staff

TOOL 2
Senior Management Team Field Visit Form
- SMT and staff organizing field visits

BARRIER
Participation is not widely understood

BARRIER
Limited leadership support and prioritization of participation

STRATEGIC CHANGE 2
Strengthen the understanding of participation, and how to put it into practice

TOOL 3
Focus Group Discussion Guidance

👤 Frontline staff

TOOL 4
AAP Resources Library

👤 All staff

TOOL 5
Leadership Self-Assessment

👤 SMT

BARRIER
Frontline staff have too many competing priorities and limited time

BARRIER
Participation is not adequately resourced

STRATEGIC CHANGE 3
Integrate participation within organizational culture and processes

TOOL 6
Community Engagement Responsibilities and Skills Self-Assessment for Frontline Staff

👤 Frontline staff hiring managers

👤 Human resources

👤 Frontline staff and their supervisors

TOOL 7
Budget Template for the E2E Toolkit

👤 SMT

👤 Proposal design lead

Introduction and definitions

This toolkit has been developed to empower frontline staff to better enable the participation of affected people in humanitarian action. The tools it contains address the barriers to frontline staff empowerment, identified by the Empower to Enable (E2E) Learning Report.

It acknowledges that while engagement of the frontline staff does not replace direct community engagement, it can be a useful proxy, and help to build an organizational culture of inclusion and valuing community feedback to inform humanitarian work.

ACCOUNTABILITY TO AFFECTED PEOPLE (AAP)

An active commitment by humanitarian organizations to use power responsibly, by taking account of, giving account to, and being held to account by the people they seek to assist.

- Taking account means ensuring humanitarian organizations' decisions are informed by the views and priorities of affected communities.
- Giving account means providing accessible information to affected communities about the activities of humanitarian organizations, codes of conduct and feedback mechanisms.
- Being held to account means ensuring affected communities can assess and comment on the performance, staff behavior, activities of humanitarian organizations. And, that this community feedback is acted upon by the organization.

Client Responsive/ Client Centered Programming is the IRC's approach to institutionalize AAP.

COMMUNITY ENGAGEMENT

The process of empowering the affected community to play a role in improving the quality and impact of humanitarian activities in their community. This is done through open and honest two-way communication, creating opportunities to listen to the diversity of community insights and feedback, and enabling community participation.

FRONTLINE STAFF

Staff and volunteers from humanitarian organizations who directly interact with affected people.

PARTICIPATION

People's voluntary involvement in the processes and activities led by humanitarian organizations. Participation takes many forms, depending on the context, but will always lead to establishing ownership among the affected community. Participation is a spectrum, understanding where your programmes are on the spectrum can help identify areas of improvement:

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
The community receives information to help them understand who you are, the problem and the solutions.	The community is asked about their needs and priorities, provides feedback and is kept informed.	The community works directly with your organization, provides input to key decisions and receives feedback.	The community and your organization enter into a partnership, planning and deciding things together.	The community has final decision-making power and implements their plans.

PROPOSAL DESIGN LEAD

The person responsible for the preparation and facilitation of a proposal design.

SENIOR MANAGEMENT TEAM (SMT)

Typically includes the leaders of an organization's country program operation, e.g. Country Director, Director of Programs, Director of Finance, Director of Human Resources, or equivalents. The purpose is high-level strategic decision-making and coordination of activities between functional departments.

TOOL 1
Engaging Frontline Staff in Proposal Design

USERS

Proposal design leads (PDLs) or business development staff.

SCOPE

This guidance supports PDLs to enable the meaningful engagement of frontline staff (of either the organization or local partner organizations) in the proposal design process to ensure projects are contextually relevant, effective, and responsive to the needs and preferences of affected people.

WHEN TO USE IT

When designing a proposal, or a new project or program.

Click or scan to access the tool

TOOL 2
Senior Management Team Field Visit Form

USERS

Members of the Senior Management Team (SMT) of a country program.

SCOPE

This guidance will help the SMT facilitate structured engagement with frontline staff ensuring their valuable inputs are integrated into program design and delivery.

WHEN TO USE IT

This guidance can be used before, during, and after a field visit. Wherever possible visits to program sites should always include discussions with frontline staff at all stages of the program cycle.

Click or scan to access the tool

TOOL 3
Focus Group Discussion Guidance for Frontline Staff

USERS

Frontline staff conducting a focus group discussion (FGD) with communities.

SCOPE

This tool offers summary guidance on how frontline staff can conduct FGDs. It includes instructions, a bank of questions for the frontline staff to select from, a form with demographic information to complete before/during the FGD, and a Follow Up Action table to share findings with the field office and program management for action. There is an Annex with more detailed guidance.

WHEN TO USE IT

This tool can be used throughout the program cycle as a way of engaging with communities on a range of topics to gather their insights.

Click or scan to access the tool

TOOL 4
AAP Resources Library

TOOL 5
Country Program Leadership Self-Assessment Tool

USERS

All staff.

INTRODUCTION

You can use this list of resources to address specific challenge you have identified and/or to strengthen your knowledge and practice on community engagement and participation. Use the + and - buttons on the left of the table to see the hidden tools in column E (Specific Tools).

The courses and toolkits are marked by difficulty as Beginners, Intermediate or Advanced.

Additionally, some tools are also marked based on their target audience, in particular if they are for technical professional or for management staff.

USERS

Senior Management Team (SMT) of a country program.

SCOPE

The self-assessment is an exercise to reflect on how your country program is creating the enabling environment that empowers frontline staff to meaningfully involve communities in programs. The results of the self-assessment serves as a checklist to see what is missing or needs to be strengthened to better support frontline staff, this forms the basis of the Action Plan component of the tool.

WHEN TO USE IT

During a meeting with all members of the country SMT, once per year with a quarterly review of progress.

WHAT DOES THIS TOOL INCLUDE?

The Leadership Self-Assessment and the Action Plan.

WHY USE THIS TOOL?

The Empower to Enable Learning Report identified that when senior leadership do not prioritize participation, then neither do their staff, which prevents frontline staff from meaningfully enabling community participation. The Learning Report stressed the importance of leadership demonstrating an active commitment to community participation. This tool offers a simple assessment of how well a country's SMT is prioritizing the participation of affected people. Using the assessment to identify which of the good practices are being implemented, can also help the SMT create an action plan for strengthening their commitment to participation.

Click or scan to access the tool

Click or scan to access the tool

TOOL 6
Community Engagement Responsibilities and Skills Self-Assessment for Frontline Staff

TOOL 7
Budget Template for the E2E Toolkit

Part 1: Community Engagement Responsibilities for Frontline Staff Job Descriptions

USERS

Hiring managers or supervisors of frontline staff, and/or Human Resources (HR).

SCOPE

This tool provides simple and brief bullet points that can be used to add general community engagement responsibilities to any frontline staff job description.

WHEN TO USE IT

When recruiting frontline staff or revising the job description of existing frontline staff.

WHY THIS TOOL

Frontline staff play a key role in enabling the participation of affected people, but their job descriptions rarely mention community engagement tasks. This tool aims to address this by providing language describing these general community engagement tasks. This language can be added to frontline staff job descriptions regardless of the sector or project they are hired for.

Part 2: Frontline Staff Community Engagement Skills Self-Assessment

USERS

Frontline staff and their supervisors.

SCOPE

This self-assessment is an optional exercise for frontline staff to complete individually and discuss with their supervisors. The self-assessment will allow frontline staff to reflect on their strengths and weaknesses across different community engagement tasks. The self-assessment questions can be uploaded to KoBoCollect or any data collection platform.

WHEN TO USE IT

Before annual performance reviews and at least one additional time per year to assess progress.

USERS

Senior Management Team (SMT) of a country program and Proposal design leads (PDLs).

PURPOSE

The budget template serves as a reference tool to illustrate the costs associated with implementing activities related to the rollout and implementation of the E2E Toolkit. It is designed to help organizations plan for expenses that may be incurred during the use of the toolkit specifically. Please note that this template is not intended to provide an exhaustive budget for an AAP initiative or activities.

We advise using this template more as "an aide" to ensure that all E2E Toolkit related activities are adequately included in project budgets, even if "hidden" or embedded in other budget lines in the overall project budget. You should also plan for the costs of involving local actors, including local authorities, in these activities to increase their impact.

Click or scan to access the tool

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Empower to Enable (E2E) Toolkit

Empowering frontline staff to enable the participation of affected people in humanitarian programs

April 2024