IASC
Inter-Agency
Standing Committee

WORK PLAN 2019–2020

Endorsed by: IASC Principals
31 January 2019

FIVE STRATEGIC PRIORITIES (SP)

STRATEGIC PRIORITY 1:

OPERATIONAL RESPONSE

Through maximizing timeliness, appropriateness, transparency and cost effectiveness

STRATEGIC PRIORITY 2:

ACCOUNTABILITY AND INCLUSION

Through proactively eradicating abuse and systematically including feedback and representation

STRATEGIC PRIORITY 3:

COLLECTIVE ADVOCACY

Through maximizing the influence and credibility of targeted, informed and collective leadership

STRATEGIC PRIORITY 4:

HUMANITARIAN-DEVELOPMENT COLLABORATION

Through maximizing long-term impact, while safeguarding humanitarian space and principles

STRATEGIC PRIORITY 5:

HUMANITARIAN FINANCING

Through focusing on addressing specific gaps with transparent collective funding supported by sound evidence

NOTE: Work towards these strategic priorities will be reinforced by a concerted effort to diversify IASC engagements and partnerships at international, regional and national levels to ensure our operational, normative and advocacy efforts are inclusive, better shaped and informed.

STRATEGIC PRIORITY (SP1):
OPERATIONAL RESPONSE
Lead: Co-chairs of Results Group[1] 1
OCHA and **InterAction**

OUTCOME	ACTION
(SP 1.1): Centrality of protection is strengthened and upheld in all aspects of humanitarian action and across the Humanitarian Programme Cycle (HPC).	**Ensure implementation of the IASC Protection Policy and the centrality of protection, including through the strengthening of the accountability framework of Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs).** Examples of supporting actions[2]: • HCTs agree on, adopt and rollout context specific protection strategy. • Humanitarian Response Plans (HRPs) include a specific strategic objective and/or collective outcome focusing on how the centrality of protection can be achieved. • Protection is mainstreamed throughout the humanitarian response, beyond the actions taken by the protection cluster. Agreed, specific and measurable indicators are included within the cluster response and are reviewed within the midterm review process.
(SP 1.2): Humanitarian system-wide emergency activation arrangements are optimized.	**Revise humanitarian system-wide emergency activation and deactivation to ensure an appropriate, effective and efficient response in all contexts.** Examples of supporting actions: • Produce and roll-out 'SCALE-UP activation' protocols and supporting documents. • Develop the "SUSTAIN" designation concept to address needs in the most acute protracted crises. Produce and test the required protocols. • Collective support and management of responses to crises, including providing advice to Principals on activation and deactivation of humanitarian system-wide emergency measures, is in place[3]. • Light review, finalization and implementation of infectious events protocols and supporting documents.
(SP 1.3): Coordination arrangements are fit for purpose.	**Review coordination structures, particularly in protracted crisis situations, to ensure that they are relevant, effective and inclusive.** Examples of supporting actions: • Conduct a light review of coordination structures in IDP settings and ensure a swift implementation of the recommendations. • Review the coordination element of preparedness and response guidance to ensure they are appropriate to all assistance modalities.

[1] The role of the Results Groups is to support the normative/policy efforts of the IASC. Direct support to field operations (including through the HC and the HCT) will be carried out by the relevant IASC structures.

[2] "Examples of supporting actions" are possible areas of work for consideration by the Operational Policy and Advocacy Group (OPAG) and Results Groups.

[3] This action will specifically be carried out by the IASC Emergency Directors Group (EDG). Other relevant activities under SP1 which involve direct field support should be done in close consultation with the EDG.

OPERATIONAL RESPONSE

Lead: Co-chairs of Results Group 1
OCHA and **InterAction**

(SP 1.3): Coordination arrangements are fit for purpose.	• Support efforts to operationalize localization, including representation of relevant national and local organizations in coordination structures. • Implement and test the '*Guidance Note for Coordination in Urban Crises*' to support country teams and operational partners in decisions on urban and area-based coordination approaches. • Review Humanitarian Programme Cycle tools and monitor field compliance.
(SP 1.4): Humanitarian leadership is strengthened and better supported.	**Ensure that adequate and appropriate leadership is in place to coordinate the community's response to humanitarian crises.** Examples of supporting actions: • Pursue activities to strengthen humanitarian leadership for a more effective and inclusive humanitarian response, while fostering synergies and complementarity with the reinvigorated Resident Coordinator (RC) system. • Review and strengthen the collective accountability framework, particularly between the Humanitarian Coordinator (HC) and Emergency Relief Coordinator (ERC) as well as between the HC and Humanitarian Country Team (HCT) respectively, with a particular focus on the four 'mandatory' areas previously agreed by the IASC (namely, Gender- Based Violence, PSEA, AAP and the centrality of protection). • Support the selection of candidates with the right set of skills and experience, including by promoting and strengthening inter-agency talent identification, development, and management, with a specific focus on improving gender balance and diversity.
(SP 1.5): Investment in early warning and preparedness results in more timely, efficient and effective response.	**Strengthen joint IASC early warning and readiness analysis to support system-wide preparedness and early action.** Examples of supporting action: • Strengthen the IASC early warning-early action report and review the frequency of its production, and its dissemination (including linkages with non-IASC mechanisms, e.g. UNHQ Regional Monthly Reviews) to ensure it meets strategic, operational and prevention requirements and efforts. • Improve the Index for Risk Management (INFORM) to support decisions about prevention, preparedness and response and follow up with relevant actors at global and local levels. • Pursue investment in Emergency Response Preparedness (ERP) to promote implementation of inter-agency preparedness in the field. • Implement the El Nino Southern Oscillation Standard Operating Procedure (ENSO SOP), as approved by the IASC in 2018.

ACCOUNTABILITY AND INCLUSION

Lead: Co-chairs of Results Group 2
UNICEF and **UNHCR**

OUTCOME	ACTION
(SP 2.1): Accountability to affected populations[4] (AAP) is enhanced.	**Adapt the humanitarian response based on the specific feedback and needs of affected populations.** Examples of supporting action: • Include affected people's views and priorities into Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs), with particular reference to age, gender, disability, mental health and psychosocial support, to ensure appropriate inclusion in the process and output. • • Collective accountability to affected populations is strengthened, including through communication and community engagement systems (also through coordinated population feedback systems) to better inform the response, and prevent and safely address fundamental breaches of accountability (including Sexual Exploitation and Abuse). • • Improve engagement with and enhance capacity of local responders on Accountability to Affected People (AAP).
(SP 2.2): Sexual exploitation and abuse (SEA) of affected people, as well as sexual harassment and abuse (SHA) against aid workers, are prevented, survivors protected and supported, and awareness is raised.	**Empower humanitarian officials and teams at all levels within the IASC system to detect, address and prevent sexual exploitation and abuse (SEA) and sexual harassment and abuse (SHA).** Examples of supporting action: • Support victims, survivors and affected populations in recognising and reporting SEA and SHA, address barriers to reporting and promote a "speak-up" culture. • Provide quality, survivor-centred and multifunctional assistance and protection measures for victims, survivors, witnesses and affected populations. • Strengthen the capacity and collaboration of IASC members, at all levels, on vetting, reference-checking, investigation processes and disciplinary measures. • Support the IASC Principals, the ERC, the IASC Champion for PSEA/SHA and propose actions that support a cohesive and inclusive humanitarian approach, as well as long • term culture and attitudinal change towards all forms of sexual misconduct.

ACCOUNTABILITY AND INCLUSION
Lead: Co-chairs of Results Group 2
UNICEF and **UNHCR**

(SP 2.3): Humanitarian action is more responsive to specific needs of affected people[4].	**Support operational response with the required guidance in age, disability, mental health and psychosocial support, to ensure that the special needs of these groups are addressed.** Examples of supporting action: • Ensure Mental Health and Psychosocial Support (MHPSS) is mainstreamed within relevant clusters, HNOs and HRPs, and in refugee and migration contexts. • Finalize and disseminate the guidelines on disability inclusion.
(SP 2.4): Gender equality and the empowerment of women and girls is achieved in all IASC coordinated humanitarian strategies.	**All structures and representation of the IASC are supported to meet the specific needs of women, girls, men and boys in all their diversity, promote and protect their human rights, and redress gender inequalities.** Examples of supporting action: • Support the roll out of the *2017 IASC Gender Equality and the Empowerment of Women and Girls in Humanitarian Action* Policy and the set-up of the endorsed accountability framework. • Champion and communicate the Gender Policy and its Accountability Framework to all IASC Bodies, Members and Standing Invitees, and support their implementation. • All IASC Bodies, Members and Standing Invitees, Global Clusters and HCs are made aware of the policy and their prescribed roles and responsibilities contained therein.

[4] Affected people/affected populations, where it occurs in this document, refers to all groups and communities, including those focused on age, gender, disability, mental health and Psychosocial support.

STRATEGIC PRIORITY (SP3):

COLLECTIVE ADVOCACY

Lead: Co-chairs of Results Group 3
UNFPA and **Save the Children**

OUTCOME	ACTION
(SP 3.1): International Humanitarian Law (IHL), International Human Rights Law (IHRL) and core protection frameworks are more effectively promoted.	**Mobilize collective advocacy, focused on respect for IHL, IHRL and core protection frameworks, to minimize the impact of conflict on human life.** Examples of supporting action: • Mobilize collective advocacy (public and private) to enhance respect for IHL, IHRL, humanitarian principles and core protection frameworks in a number of country-specific contexts with a sustained record of breaching IHL, IHRL, humanitarian principles and core protection frameworks.
(SP 3.2): Humanitarian access is enhanced.	**Mobilize collective advocacy focused on respect for principled humanitarian action to promote humanitarian access and humanitarian space.** Examples of supporting action: • Provide an overview of operational challenges and emerging good practices, as well as recommendations on enhancing a coherent inter-agency approach to access to support collective advocacy. • Mobilize collective advocacy to the Good Humanitarian Donorship (GHD) and key Member States to improve access in areas/contexts with no/ limited humanitarian access and/or high-risk environments. • Establish a platform enabling collection and promotion of tools, guidelines, and training on humanitarian principles for humanitarian workers to improve acceptance. • Develop and disseminate policies/guidance for engaging with non-state actors at the operational level.
(SP 3.3): Security of aid workers is enhanced.	**Mobilize collective advocacy to provide greater protection for aid workers operating in accordance with humanitarian principles.** Examples of supporting action: • Greater collaboration on security information, training and asset sharing within the '*Saving Lives Together Framework*' to enhance the security of aid workers.

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[4] Affected people/affected populations, where it occurs in this document, refers to all groups and communities, including those focused on age, gender, disability, mental health and Psychosocial support.

STRATEGIC PRIORITY (SP4):

HUMANITARIAN – DEVELOPMENT COLLABORATION AND LINKAGES TO PEACE

Lead: Co-chairs of Results Group 4
Oxfam and **UNDP**

OUTCOME	ACTION
(SP 4.1): Reduce risks and vulnerabilities to affected populations by working towards collective outcomes with all relevant stakeholders.	**Optimise engagement within the IASC on humanitarian-development collaboration to contribute to advance collective outcomes, and other relevant development actors, including multilateral development banks, International Financial Institutions and organizations, including the World Bank (WB), through a strengthened partnership.** Examples of supporting action: • Strengthen collaboration among IASC members, including the WB, in fragile contexts to deepen shared analysis, funding/ financing strategies and coordinated initiatives. • Strengthen the sharing of data and analysis and enable the adaptation of planning tools to support better alignment between country-based humanitarian and development plans. • Reduce risks and vulnerabilities to affected populations through stronger linkages with development5 and peacebuilding actors to maximize long-term impact while safeguarding humanitarian space and principles.
(SP 4.2): Support understanding and implementation of the Humanitarian-Development Nexus and its linkages to peace, consistent with humanitarian principles, in close collaboration with the UN Joint Steering Committee.	**Provide best practices and lessons learnt on how IASC members implement the humanitarian-development nexus and its linkages to peace.** Examples of supporting action: • Capture and disseminate good practices on humanitarian and development collaboration within the IASC and in close coordination with the Principal-level Joint Steering Committee to advance Humanitarian and Development Collaboration. • Contribute to the development of an inter-agency guidance on the humanitarian-development nexus and its linkages to peace, while safeguarding humanitarian principles.

STRATEGIC PRIORITY (SP5):

HUMANITARIAN FINANCING

Lead: Co-chairs of Results Group 5
OCHA and **ICVA**

OUTCOME	ACTION
(SP 5.1): The funding gap is reduced by deepening and widening the resource base in support of a better humanitarian response[6].	**Reduce the resourcing gap through the application of innovative financing, reaching a wider donor base through new partnerships, and strengthened collaboration across sectors.** Examples of supporting action: • Map and promote financing instruments supporting humanitarian interventions with development co-benefits. • Enable greater use of innovative financing, including pre-agreed contingency financing windows, Islamic social financing, disaster risk insurance.
(SP 5.2): Multi-year funding and planning is effectively implemented.	**Undertake robust advocacy with donors using empirical research to highlight the efficiencies and effectiveness of collaborative humanitarian multi-year planning and enabling unearmarked funding.** Examples of supporting action: • Strengthen the efficiency and effectiveness of the existing humanitarian financing system and action, e.g., through advocacy with donors that the most appropriate assistance modality is being used, multi-year planning and funding, unearmarked contributions, and advocacy for preparedness funding. • Produce a business case showing the contribution of collaborative multi-year humanitarian planning and unearmarked funding to more cost-efficient and effective humanitarian assistance. • Coordinate IASC and Grand Bargain workplans and workstreams.
(SP 5.3): Donor support to humanitarian action is more coherent and predictable.	**Strengthen dialogue with donor countries, including the Good Humanitarian Donorship Group (GHD), for more effective humanitarian action.** Examples of supporting action: • Contribute to aid effectiveness by improved decision-making, including through transparency of funding data. • Strengthen engagement with donor countries, including the OECD and GHD, including on issues such as predictable financing.

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[5] as well as the Task Team on Recovery and Transition of the UN-Sustainable Development Goals (SDG) Results Group on SDG Implementation to ensure coherence in work.

[6] To be informed by SP 4.1.

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