IASC | Inter-Agency Standing Committee

IASC Task Team on Principled Humanitarian Action
Work Plan
January 2014-December 2015

January 2014

NB: This Work Plan should be read in conjunction with the description on the IASC priority ("one-pager") and the Task Team's Terms of Reference.

Work-stream A: Humanitarian implications of UN integration policy implementation

Relevance:

This work stream focuses on safeguarding the ability of (UN and non-UN) humanitarian partners to access people and respond to humanitarian need in an impartial manner in the context of UN integration. This will be done by supporting implementation of the IAP policy and the IASC paper on integration, actively developing and promoting effective messaging, good practice and viable approaches to UN integration, including measures to mitigate possible risks for humanitarian operations, and by maintaining ongoing analysis of key developments, particularly as UN political and peacekeeping mandates continue to evolve. This work will inform, and be informed by, engagement on these considerations with the UN Secretariat, in particular DPKO and DPA, UN Member States, the Emergency Director's Group, the IASC WG , the IASC Principals, HCs and HCTs as well by individual IASC members through their respective management lines and consortia networks. Priority attention will be given to the most critical contexts of concern, namely Mali, the DRC and Somalia, as well as anticipated and new UN missions in the CAR and Syria.

Objective 1: Ensure support to HCs and HCTs to implement IAP Policy and actions set out in IASC integration paper

Tasks / activities / deliverable	Expected outcome	timeline	Focal Point(s)	Contributors/Resources
1. Foster dialogue with HCs, HCTs and other humanitarian partners in key operations regarding support needed for the effective implementation of the IAP policy and IASC paper on UN integration.	Establish and agree key issues, steps to be undertaken and any support needs for each operational context, including for the establishment of integration coordination mechanisms	Initiate in Q1 with key countries (e.g. Mali, Somalia, DRC) and as required thereafter	OCHA, UNHCR and InterAction	WVI
2. Contribute to and / or initiate as	identify good practice, lessons	On-going	OCHA	Oxfam

required stock-taking and action points developed through review on the occasion of key milestones and opportunities (e.g. After Action Reviews and one-year anniversaries of Mali, DRC and Somalia mandates)	learned and mobilise any corrective action required	Milestones/opportunities in the near term may include: • Mali – AAR – Q1 2014 • DRC – one year since adoption of new mandate (March 2014) • Somalia – 6 months or one year from launch of new UN integration arrangements (June 2014; January 2015)		InterAction
3. Disseminate a short communiqué to HCs and HCTs to alert them to key and relevant components of the IAP Handbook (once disseminated). Prepare and disseminate tailored guidance for humanitarian personnel	Awareness of relevant policies, tools and materials	Q2 2014 (upon completion and dissemination of the UN IAP handbook)	OCHA	

Objective 2: Facilitate up to date analysis, improved integration proposals and messaging addressing humanitarian concerns.

Tasks / activities / deliverable	Expected outcome	Timeline	Focal Point(s)	Contributors/Resources
1. Develop and disseminate good practice, lessons learned – different models of integration arrangements, mitigation measures	The EDG, HCs and HCTs and individual IASC members are equipped to actively promote alternative models and arrangements and to undertake corrective and mitigation measures which safeguard humanitarian	Q4 2014	OCHA, UNHCR and InterAction	Oxfam WFP NRC

		operations			
2.	Collect qualitative and quantitative information/data/concrete examples that can help reach out to and sensitize DPA/DPKO/Member States/Security Council/IAP Cell/ISG about humanitarian concerns in UN integrated settings (the potential to survey community perceptions be explored in this work).	Materials produced reflecting quantitative information/data/concrete examples.	Q3 2014	WFP OCHA	Oxfam InterAction
3.	Development of improved messaging, including addressing common criticisms and challenges coming from non-humanitarian actors, for use with different audiences	Critical humanitarian considerations and alternative models/integration arrangements are considered in IAP Cell/UN (field and HQ) decision-making on integration and SG recommendations to the Security Council	Begin Q1 2014 and then periodically update based on dialogue with HCs, HCTs and other relevant stakeholders, the results of monitoring and the identification of good practice	OCHA, UNHCR and InterAction	IRC Oxfam
4.	Panel discussion on humanitarian implications arising out of UN integration arrangements in combination with new kinds of political and peacekeeping mandates	Identification of key issues for follow up and recommendations on UN integration based on analysis of recent developments (Mali, DRC, Somalia)	Q1 2014 (proposed)	BOND and InterAction	Travel costs for speakers ODI is being approached as a convenor and venue (alternative: IPI) NRC WVI

Work-stream B: Civil-Military Relations

Relevance:

Effective Civil-Military Relations are essential to the implementation of principled humanitarian action. Despite advances, humanitarian civil-military coordination continues to face a number of major and interconnected challenges. These challenges include among others: increasingly integrated international interventions in fragile and conflict affected states, a rise in natural disasters occurring in the midst of complex emergencies or otherwise insecure environments, continuing politicization of humanitarian assistance, and counter-insurgency campaigns. The surge and impact of state and non-state armed actors, including national militaries and police, as well as private security companies, on humanitarian action is likely to increase. As a result, this IASC Task Team will contribute to the improvement of humanitarian civil-military coordination through convening informed discussions, providing in-depth analysis and developing policy, guidance and standards that support the delivery of principled humanitarian action.

IASC engagement is necessary to have an accurate understanding of what humanitarian issues are influenced/impacted by civil-military relations, and to determine how a coherent approach to civil-military coordination at the headquarters and field levels can be achieved.

Objective 1: Improve support and assistance to the humanitarian community in their interactions with national security forces (military/police) and national disaster management authorities (NDMA) in complex emergencies and natural disasters.

Tasks / activities / deliverable	Expected outcome	timeline	Owner	Resources
1. Evaluate the roles and responsibilities of national security forces/NDMA and the application of existing policy and guidelines on the use of MCDA and civil-military interaction.	2-3 case studies on humanitarian interaction with national security forces/NDMA in complex security environments and natural disaster settings.	January to June 2014	OCHA/CMCS	WVI, WFP, NRC, InterAction and CARE to provide support. Utilise outcomes of the EDG.
2. Identify lessons learned/good practices and produce recommendations to improve humanitarian interaction with national security forces and NDMA.	Guidance paper on mechanisms/relations with national security forces and NDMA to assist humanitarian actors to interact effectively and appropriately with host nation emergency response architecture.	September 2014	OCHA/CMCS	WVI and InterAction to provide support.

Objective 2: Improved understanding and implementation of the IASC Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys.

Tasks / activities / deliverable	Expected outcome	Timeline	Owner	Resources
1. Gather feedback from the 17 February 2013 version of the Guidelines.	Consolidated summary of feedback and identification of adherence.	December 2013	WVI OCHA/CMCS InterAction	Feedback from IASC TT organisations.
2. Focused distribution and direct assistance to field implementation (e.g. training).	Understanding of, and adherence to, the guidelines.	February 2013	WVI OCHA/CMCS InterAction	WFP to actively contribute.
3. Update Guidelines, where necessary.	Finalisation, acceptance and systematic implementation of the Guidelines.	April 2014	OCHA/CMCS WVI InterAction	

Objective 3: Improved coordination of messaging and representation from the IASC Task Team into humanitarian and military platforms/forums.

Tasks / activities / deliverable	Expected outcome	timeline	Owner	Resources
1. Map the various humanitarian and military platforms/forums where civil-military engagement is necessary.	Visibility of current engagement and identification of communication gaps.	May to July 2014	OCHA/CMCS	All IASC TT members required to provide support. InterAction to specifically support.
2. Coordinate TT roles and responsibilities to effectively engage in humanitarian and military platforms/forums.	Strategic and coordinated civil-military engagement from TT members.	August 2014	OCHA/CMCS	All IASC TT members required to provide support.
3. Produce guiding paper on humanitarian organisation participation in military exercises, training and doctrine development.	Coherent, coordinated and efficient engagement by IASC members with military organisations, ensuring consistent humanitarian messaging and sharing of	September 2014	OCHA/CMCS (first guiding paper on humanitarian participation in military exercises)	InterAction to provide support.

	information.			

Work-stream C: Counterterrorism (COTER) and humanitarian action

Relevance:

Some COTER measures can have consequences which can impede principled humanitarian action. While the publication of the OCHA/NRC independent study on the impact of donor COTER measures on principled humanitarian action has helped to raise awareness and build momentum toward achieving some of its recommendations, there remains need for further outreach to relevant stakeholders and coordination with respect to the humanitarian community's collective response to COTER measures. The Task Team's ('TT') COTER work-stream is intended to help IASC members in this outreach and coordination by providing tools both for advocacy and for improving risk management and due diligence practices with respect to COTER measures. In this way, the Risk Management work-stream should complement the ongoing work in the COTER work-stream, and strengthen the evidence-base in support of principled humanitarian action.

Objective 1: **coordination and operational improvements: to assist IASC members**

(a) to build a better understanding of applicable COTER measures and the scope and nature of CT restrictions and options to address them', and

(b) to strengthen risk management and due diligence practices of IASC members with respect to COTER measures. This is intended to support advocacy with governments/donors to find balanced solutions to the challenges posed for principled humanitarian action, whilst enhancing humanitarian actors' operational risk management and due diligence associated with aid diversion and COTER..

Tasks / activities / deliverable	Expected outcome	Timeline	Focal point	Support/Resources
1. Practical COTER 'good practice' due diligence toolkit/guidance for humanitarian actors	Toolkit/guidance: (a) to raise awareness of COTER measures and (b) improve IASC members' organisational responses to COTER measures, including improving quality and consistency in risk management and due diligence practices, (c) provide bases of outreach and advocacy under Objective 2. This will be a substantial output for this work-stream	April 2014: Harvard to provide results of initial research NRC to lead development of toolkit/guidance with engagement of External Advisory Group and the TT through webinars, workshops and the like November 2014: target completion of toolkit/guidance	NRC (linking to the Counterterrorism and Humanitarian Engagement ('**CHE**') Project at Harvard University)	NRC Harvard CHE project lead and researchers Support as required and appropriate: • IRC • WFP • OCHA • InterAction • External Advisory Group (membership TBC) • ICRC

2.	Independent study on *host state* COTER measures	A study on the impact of host state COTER measures on principled humanitarian action. This will build on the initial evidence-base provided by the OCHA/NRC study on donor COTER measures, published in July 2013	March 2014: Geneva Academy to provide results of initial research for input from the TT through webinars and a workshop in Geneva Q1 2014: completion of research Q2 2014: publication	OCHA
3.	COTER information note for IASC members	A short note for the TT members to circulate across organisations and networks covering (a) COTER-related developments affecting humanitarian action, and (b) the progress of internal work being done by this work-stream, and (c) an explanation of the Harvard study and tool-kit, etc	An information note prepared by mid-January 2013, and subsequently as significant developments come to light	[NRC]
4.	IASC Principals' statement (possible)	An IASC Principals statement expressing concern with impact of COTER measures on principled humanitarian action and recommendations for change, whilst also referencing the tool kit	Q4 2014	NRC

Resources column:

2.	OCHA Geneva Academy researchers Support as required: • NRC • IRC
3.	Support as required: • IRC • SCHR
4.	IASC Secretariat Support as required and appropriate: • IRC • OCHA • Interaction • ICRC?

Objective 2: outreach and targeted advocacy:

to assist the IASC and its members in their outreach and advocacy to governments, donors and other relevant stakeholders (a) to mitigate the impact of existing COTER measures on operations, and (b) promote inclusion of humanitarian considerations within the design of COTER measures.

Tasks / activities / deliverable	Expected outcome	Timeline	Focal point	Resources
1. A workshop on the strategy utilised to develop and promote the US	A note on the US HAFA strategy including challenges and lessons	Q1 - 2013	InterAction	NRC

Humanitarian Assistance Facilitation Act ('**HAFA**') bill, including challenges and lessons learned which can be used by other IASC TT members in engagement with different stakeholders	learned, which provides a basis for other national platforms involving IASC members to engage			BOND Muslim Charities Network RI
2. Engagement with non-humanitarian COTER bodies to raise awareness and promote humanitarian friendly approaches	Task Team members engage with the key non-humanitarian COTER bodies (such as **UNCTED** and **UNCITIF**) to raise awareness and promote positive approaches towards humanitarian actors	[On-going]	[Coordinated by Co-Chairs – OCHA and NRC]	
3. Engagement with Humanitarian Financing Task Team	TT Co-Chairs engage the Humanitarian Financing TT on COTER measures, humanitarian action and financing to promote consistency of approach	Briefing at last meeting of 2012 and ongoing	TT Co-Chairs	

Work-stream D: Risk Management

Relevance:

Risk assessment methodologies, techniques and tools are essential for supporting coordinated adherence to the humanitarian principles, access to affected populations and cooperation towards common humanitarian goals. This work stream is intended to assist IASC members to explore areas of collaboration in the area of risk assessment and risk management, as risk Management is a shared responsibility among key humanitarian actors which requires collaborative and coordinated mitigation actions. The intention is to enhance common approaches between all IASC members and identify bestz practice and gaps, whilst also supporting guidance on implementation of joint risk management tools, structures and processes (taking into consideration existing initiatives such as Stay and Deliver and Saving Lives Together). The Work-stream is new and whilst currently broad in scope, as the mapping and activities detailed below are taken forward in 2014, it is expected that the scope will narrow.

Objective 1: Enhanced understanding and strengthened approaches towards Risk Management across humanitarian actors

Tasks / activities / deliverable	Expected outcome	timeline	Focal Points	Contributors

1. IASC member framework analysis: Gather a compendium of Risk Management structures, framework, principles and practices of each member organisation and identify focus areas.	Overview of risk management structures and frameworks amongst humanitarian community to allow for narrowing of focus areas, with an emphasis on common areas of interest.	April 2014	UNICEF /WFP	Information provided by workstream members
2. Analysis of existing structures in common areas of interest: Review of existing joint risk management structures (e.g. the Risk Management Unit in Somalia) and identify recommendations for the IASC.	Recommendations of potential models for more effective risk management structures and guidance on implementation across all IASC members. (e.g. using a common approach to respond/mitigate aid diversion/misuse using a common approach, to vet cooperating partners)	September 2014	CARE/UNICEF /WFP/NRC	1. Outline of current structures (coordinated by workstream); 2. Identification of gaps by work stream members; 3. Agreement of common recommendations
3. Joint Risk Management initiatives & analysis: Review and link to the joint risk management initiatives under other inter-agency task teams and work groups (i.e. Counter-terrorism work stream under TT on PHA, AAP Task Team, Humanitarian Financing TT, etc.)	Overview of the inter-agency risk management initiatives and how the joint mechanisms previously identified can be implemented into the existing structures.	December 2014	UNICEF /WFP/NRC	Information provided by works tream members