

**INTER-AGENCY STANDING COMMITTEE WORKING GROUP
59th MEETING**

**22-23 November 2004
UNHCR - Geneva**

**Follow-up to the IASC External Review:
Status of Implementation of the IASC Implementation Plan**

This document outlines in the matrix format the areas in which progress has been made in implementing action points of the IASC Implementation Plan, which was developed based on the recommendations of the External Review of the IASC and endorsed by the IASC-WG in February 2004. The progress was discussed in the meeting of IASC members on 18-19 October 2004

The External Review of the IASC proposed 43 recommendations to increase the relevance, value-added, effectiveness and sustainability of the IASC. The final report of the External Review was discussed among the IASC members at the working level in three meetings held on 19 December 2003, 13 January 2004 and 26 January 2004. Some of the recommendations included in the review were considered already implemented. All other recommendations were reviewed and discussed by the IASC agencies in terms of their relevance and follow-up. The following document is the result of the review process and proposes the appropriate follow-up by the IASC members to the principal recommendations of the review.

In addition to the actual action points reflected in the matrix, the IASC members opted to highlight a number of core issues as part of a preamble to the Implementation Plan. The Core issues are in the following areas: strengthening the IASC by defining better the relationships with other bodies; reasserting the ownership of the IASC by its respective members; acknowledging that it was the responsibility of IASC members to ensure that coordination works; reinforcing the capacity for impartial action through advocacy and policy development; supporting inclusive field coordination; and improving the effectiveness of the IASC through strengthening its procedures.

Preamble:

The IASC members:

- Agreed on the need to further invest in their own capacities for participating in and supporting the IASC both in the field and at headquarters level. Emphasized the need to implement policies and guidelines developed by the IASC. Underlined the importance of mutual cooperation between all members of the Country Team and the critical role of the Humanitarian Coordinator. The IASC members encouraged the ERC to ensure that OCHA provides adequate support to the Humanitarian Coordinators for the implementation of the Terms of Reference.
- Underlined the need to ensure full understanding by all actors at the field and headquarters level of the relationship between OCHA offices in the field and the Humanitarian Coordinator as specified in the terms of reference of the OCHA offices.
- Recognised that the IASC should propose practical solutions to identified mandate and capacity gaps which remain unresolved.

- Stressed the importance of accountability, and the need for enhanced mechanisms to support the Humanitarian Coordinators, and encouraged the ERC to communicate to all Humanitarian Coordinators that one of his top priorities was the performance and accountability.
- Welcomed the efforts of the ERC to engage with regional humanitarian organizations as part of a strategy to achieve a more representative geographical image of humanitarian action.
- Encouraged increased linkages between the IASC members at the level of the operational sections/desks and called for continued proactive role by OCHA to ensure this.
- Reaffirmed the impartiality of the IASC Secretariat

Proposed Action by the IASC	Responsible for execution	Timeframe	Status
I: Role of the IASC and its relationship with other coordination mechanisms			
Defining responsibility for addressing mandate gaps at field and HQ			
<ul style="list-style-type: none"> • Cognizant of the work already undertaken, an action plan for revitalizing the collaborative approach should be prepared for approval by the IASC Principals. [Refers to Recommendation No. 06] • Promote inter-agency joint evaluations and lessons learned as a means to identify structural gaps and capacity issues. [Refers to Recommendation No. 13] • Promote practical solutions to identified mandate and capacity gaps for the ERC and IASC Principals' consideration. 	IDP Unit Senior Network	April 2004	Completed
	IASC Members	Ongoing	e.g. Humanitarian response review
	IASC Members	Ongoing	
Relationship between IASC and other coordination mechanisms			
<ul style="list-style-type: none"> • The ERC should ensure improved complementarity between IASC and ECHA, utilising the respective committees' different membership, in particular the participation of non-UN Agencies in the IASC [Refers to Recommendations 36, 37, 42] • The non-IASC members (e.g. UNSECOORD on security, DPA/DPKO on political and military related issues) should be invited to contribute to issues under discussion in the IASC requiring their input and expertise. [Refers to Recommendations 38, 39, 40] 	ERC	May 2004	Requires further work
	IASC members	N/A	Study on integrated missions; UNSECOORD part of the IASC TF on Humanitarian Security

Proposed Action by the IASC	Responsible for execution	Timeframe	Status
<p>Advocacy and Outreach</p> <ul style="list-style-type: none"> • Strengthen the effectiveness of advocacy through better clarification of key concerns and priorities. The IASC will support the ERC to develop an advocacy strategy addressing two main target audiences: political level (Security Council, GA, ECOSOC, groupings of member states) and field level (for public awareness of humanitarian objectives, principles and activities). In addition an outreach strategy should be developed for extended partnerships (research institutions, academia, local actors etc.) [Refers to Recommendation No. 07] • Increase the awareness of the IASC mechanism and products, especially among the Humanitarian Coordinators, Country Teams and OCHA offices by the following actions: <ol style="list-style-type: none"> 1. Set a prominent link to the IASC website from the websites of ALL IASC members own websites; 2. ReliefWeb and all IASC members to distribute systematically IASC policies and outputs; 3. OCHA to reinforce the importance of OCHA’s field offices in the dissemination and implementation of IASC policies in the field. 4. Agencies to ensure that IASC information/products is/are consistently shared with and explained to their field offices [Refers to Recommendation No. 18] • Create an outreach mechanism for enhanced dialogue with other operational humanitarian actors to (a) discuss key policy issues relating to humanitarian principles, standards, etc; (b) introduce a wider audience to key mechanisms such as the HC system and the CHAP; and (c) listen to the concerns of these actors about members’ performance and policies [Refers to Recommendation No. 33] 	<p>OCHA IASC members</p> <p>IASC members OCHA</p> <p>IASC members IASC Secretariat</p>	<p>December 2004</p> <p>May 2004</p> <p>September 2004</p>	<p>Effective advocacy measures have been taken by the ERC and by IASC; no development of a strategy as such</p> <p>Some progress but not complete. WFP has included all IASC policies as links in their programme guide.</p> <p>Examples of outreach: High-Level Humanitarian Forum 31 March 2004; HLWG engagement; Dialogue with islamic NGOs</p>

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<ul style="list-style-type: none"> Policy development involving outside actors should be structured through the establishment of a mechanism for interaction with those actors – either through a co-chaired group, interaction with an existing body such as the HLWG, use of the ECOSOC report, or similar; [Refers to Recommendation No. 04a] 	IASC-WG	N/A	Further work is needed including engagement of regional and academic institutions; IASC subsidiary bodies the main instrument

Proposed Action by the IASC	Responsible for execution	Timeframe	Status
II: Enhance Inclusive Field Coordination Mechanisms and Support to the Field			

Proposed Action by the IASC	Responsible for execution	Timeframe	Status
<p>Field Coordination Mechanisms</p> <ul style="list-style-type: none"> • Support the Humanitarian Coordinator in the implementation of the Terms of Reference including ensuring inclusive coordination process by consulting with the broader humanitarian community in the field. • Continue efforts to develop field-based or field-oriented coordination mechanisms, principally through the sub-working groups on the CAP and Contingency Planning; IASC-WG to recognize the importance of moving contingency planning past the stage of scenario planning and into real operational planning, and provide the necessary support to the SWG on Contingency Planning [Refers to Recommendation No. 1] • Encourage the use of regional offices or regional processes where they add value • Make greater use of inter-agency missions to tackle field-based problems. Refine the process, by limiting the number of participants and by ensuring relevance of participants by using criteria of operational presence. Humanitarian Coordinators should have a stronger role in deciding on the relevance, the terms of reference, and the timing of the missions [Refers to Recommendation No. 09] 	<p>OCHA IASC members</p>	<p>Ongoing</p>	<p>ERC issued a letter to all HCs sharing the revised TOR and encouraging inclusive coordination mechanisms</p>
	<p>IASC-WG IASC SWG on Preparedness and Contingency Planning IASC SWG on CAP</p>	<p>Ongoing</p>	<p>Early warning Early Action reports to the IASC-WG institutionalized. SWG to provide their requirements for support</p>
	<p>IASC members</p>	<p>Ongoing</p>	<p>N/A</p>
	<p>OCHA IASC members</p>	<p>September 2004</p>	<p>DPRK Inter-agency mission IASC SWG on Preparedness and Contingency Planning mission to Nepal</p>

Proposed Action by the IASC	Responsible for execution	Timeframe	Status
<p>Selection and Appointment of and Support to the Humanitarian Coordinators</p> <p>Renew efforts to improve the Humanitarian Coordinator system – in particular:</p> <ul style="list-style-type: none"> • Recognizing the relationship between Resident Coordinator selection process and the appointment of the Humanitarian Coordinators, encourage members to forward names from non-UN IASC members for RC assessment using the existing mechanism; and encourage OCHA to consult with and request the views of the broader IASC membership on the RC selection process. This should assist in ensuring that the consultation process regarding the selection and appointment of Humanitarian Coordinators is meaningful and fully takes into account the views provided by the IASC members. • Identify appropriate mechanisms for accountability for Humanitarian Coordinators. [Refers to Recommendation No. 02] • Develop mechanisms to support Humanitarian Coordinators in discharging their Terms of Reference, through for example the creation of a peer support mechanism (e.g. roving team of 2-3 former HCs or field directors, to meet with HCs and country teams and provide suggestions for application of policy, improvement of coordination mechanisms with NGOs and donors, etc.). This could also be used to provide ‘surge capacity’ at HC level when departure of RC/HC creates a vacuum. [Refers to Recommendation No. 03b] 	<p>IASC members OCHA</p> <p>OCHA</p> <p>OCHA</p>	<p>Ongoing</p> <p>May 2004</p> <p>September 2004</p>	<p>N/A</p> <p>N/A</p> <p>Proposed for further discussion in the HC retreat. Mission to Haiti by the Deputy Director of UNICEF Emergency Programmes one example of surge capacity support.</p>

Proposed Action by the IASC	Responsible for execution	Timeframe	Status
<p>Improve Dissemination, Awareness and Policy Application of IASC Decisions and Policies at the Field Level</p> <ul style="list-style-type: none"> Require any subsidiary body to include in its plan of action (i) identification of 1-2 countries of particular salience for the policy issue, (ii) a distribution plan, including possible inclusion of the policy outcome in the CAP, and harmonized with field planning and training time frames; and (iii) a follow-up mechanism, either through country reporting, independent assessment, etc. [Refers to Recommendation No. 11a] Make consistent use of Humanitarian Coordinators, IASC members at the field level and OCHA Offices as instruments for the distribution and in-country application of policy instruments; Make more consistent use of the CAP workshop as a mechanism through which to introduce policy outputs; [Refers to Recommendation No. 11b] Provide support to the field, as necessary, in the implementation of guidelines. Establish a mechanism to monitor the application of agreed policies and guidelines and identify bottlenecks and problem areas in the application [Refers to Recommendation No.11c] 	<p>IASC Subsidiary Bodies IASC Secretariat</p> <p>OCHA IASC members</p> <p>OCHA IASC members</p>	<p>May 2004</p> <p>June 2004</p> <p>September 2004</p>	<p>Dissemination strategies developed by all subsidiary bodies as appropriate</p> <p>N/A</p> <p>All IASC policies to be included into one CD-Rom in addition to making them available on the website</p>

III: IASC Procedures	Responsible for execution	Timeframe	Status
<p><u>IASC Membership:</u></p> <ul style="list-style-type: none"> • Membership criteria should be established, which would provide a basis for determining whether applicants should be invited to join the IASC. • The IASC should consider the membership of and/links with regional humanitarian organizations as a vehicle for ensuring more balanced geographical representation, including from the South. [Refers to Recommendation No. 30/31/32/35] • Encouraged the ERC to have a dialogue with the World Bank about their membership in the IASC. <p><u>IASC Meetings:</u></p> <ul style="list-style-type: none"> • The IASC Principals Meetings should focus on providing guidance on strategic orientation and to review core policy issues; [Refers to Recommendation No. 19d] • Regular and ad-hoc IASC WG meetings should consider coordination mechanisms, operational challenges and application of policy to specific country contexts • Encourage all IASC members to be represented also by operational people in country specific discussions in the IASC-WG meetings <p>[Refers to Recommendation No. 12/15/16]</p>	IASC Secretariat	November 2004	Not yet accomplished
	IASC members	May 2004	Dialogue on extending partnerships has been initiated
	ERC	July 2004	Pending
	ERC IASC Secretariat	Ongoing	Continues to be implemented
	IASC members IASC Secretariat	Ongoing	Continues to be implemented
	IASC members	Ongoing	Being implemented depending on organizational structures

<p>IASC Subsidiary bodies</p> <p>The IASC Secretariat to refine the mechanisms for managing the subsidiary body process as it relates to policy issues, by flexibly applying the proposed guidelines. The IASC Secretariat to produce a separate guide on all IASC procedures.</p> <p>[Refers to Recommendation No. 10]</p>	<p>IASC Secretariat</p>	<p>June 2004</p>	<p>Standard Operating procedures expected to be developed by January 2005</p>
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