

## **IASC Second Action Plan for Meeting Humanitarian Challenges in Urban Areas 2015-2017**

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### **I. BACKGROUND**

This Second Action Plan to implement the IASC's Strategy for Meeting Humanitarian Challenges in Urban Areas (MHCUA) for the period 2015-2017 was developed by the IASC Reference Group for MHCUA at the request of the IASC in December 2014. This request reflects the on-going need to better address gaps and weaknesses in current humanitarian interventions to improve leadership, coordination and accountability to affected populations in urban emergencies.

Progress in implementation of the IASC MHCUA Strategy and First Action Plan 2011-2014 was perceived as highly satisfactory by IASC agencies and partners. Most IASC agencies produced results and specific deliverables consistent with the six objectives of the MHCUA Strategy and Action Plan and improving the effectiveness of their responses in urban areas. Some of the key accomplishments include: (1) models and approaches for urban stakeholder partnerships and enhanced coordination, including with host communities; (2) strengthened urban technical capacity among various agencies, including senior urban advisors; (3) new urban humanitarian tools, including for protection; (4) new approaches and coordination mechanisms to address urban livelihoods; and (5) new urban and coordinated approaches to preparedness and resilience strengthening.

However, two gaps remain in the IASC's urban response: (1) inadequate understanding of the risks and complexities of urban areas and populations, while failing to identify effective and game-changing urban approaches through lessons learnt; and (2) inadequate institutional adaptation of agencies' humanitarian responses to urban realities, capacities and opportunities.

### **II. HIGHLIGHTS OF THE REVISED ACTION PLAN**

#### **(1) Adopting Area-based Approaches:**

Higher impacts are possible if activities are designed and coordinated through geographical/spatial, community-city-based and inter-sectoral approaches, which better link where people live and work, markets, basic services and availability of social safety nets.

**(2) Surging IASC Assistance within Local Governments and Partners:** A first response should be to assess gaps that could be viably filled in existing local and national institutions rather than creating parallel systems. The role of the HCT as the primary

interagency coordination platform should be more strategically aligned with the host government. The creation of stand-by multi-stakeholder partnerships and pools of responders before crises is crucial, especially in known high-risk environments.

**(3) Facilitating Affected Communities Direct Engagement for Enhanced Accountability:** Heightened accountability to affected populations could be better achieved by engaging and empowering local communities, including refugees and displaced, in all aspects of the humanitarian response including in the delivery of services and goods through local provider, carrying-out the response and monitoring performance of all humanitarian actors. The numerous community-based organizations and local government actors in urban contexts provide a rich environment to implement the IASC Operational Framework for Enhancing Accountability to Affected Populations.

**(4) Other Priorities:** The Action Plan proposes new initiatives to further address challenges in urban crises including: mitigating urban violence; strengthening resilience; supporting more responsive governance and systems; reducing social inequality and promoting gender equality; and strengthening the link between humanitarian and development actions.

Prepared by: the Reference Group on Meeting Humanitarian Challenges in Urban Areas

<b>STRATEGIC OBJECTIVE</b>	<b>INTERVENTION AND INTENDED RESULT/PRODUCT</b>	<b>EXPECTED OUTCOMES OF INTERVENTION</b>	<b>IMPLEMENTING AGENCIES</b>
<b>Strategic Objective 1.</b> <i>Develop Operational Strategies early-on that ensure multi-stakeholder partnerships for enhanced coordination, impact and effectiveness of humanitarian assistance in urban areas</i>	1.a. World Humanitarian Summit Urban Segment: Enhanced coordination	1.a. New norms and guidelines for support to humanitarian agencies to improve humanitarian operations in urban areas through better coordination with critical urban partners at community, local government, private sector and external development partner levels and through building upon related SDGs (UN-Habitat, Filiep Decorte; OCHA/NY, Kathryn Yarlett, Hansjoerg Strohmeyer)	1.a. UN-Habitat (lead), OCHA, IASC
	1.b. Community Outreach and Coordinated Service Delivery in Urban Responses	1.b. Pilot a new operational approach for community outreach to facilitate assistance and protection of affected urban populations through community engagement, coordination and service delivery. (UNHCR, Annika Sjoberg (sjoberg@unhcr.org/Steven Corliss (corliss@unhcr.org))	1.b. UNHCR, gCCCM Cluster
	1.c Settlement strategy guidance	1.c Guidance to country clusters on enabling an area/settlements approach through the cluster-related tools and mechanisms incl. SRP's, the intercluster coordination process, cross-cluster interventions etc. (IFRC, Graham Saunders ( <a href="mailto:Graham.Saunders@ifrc.org">Graham.Saunders@ifrc.org</a> ), Shaun Scales (scales@unhcr.org))	Global Shelter Cluster
<b>Strategic Objective 2.</b> <i>Strengthen Technical Capacity for Emergency Response in Urban-based Challenges</i>	2.a. Improved Post-Disaster Urban Informal Housing Responses	2.a. Recommendations of Good Practices and Increased Awareness of humanitarian actors in disaster response and prevention in urban informal housing IDMC/NRC-CH, Sebastian Abuja (Sebastian.Abuja@nrc.ch)	2.a. IDMC
	2.b Online self-learning on post disaster shelter & settlements	2.b No fee self-learning course widely available on different platforms to raise awareness and understanding of post disaster shelter & settlement issues including in urban areas	2.b Global Shelter Cluster

		Graham.Saunders@ifrc.org	
<b>Strategic Objectives 3. Develop or Adapt Humanitarian Approaches and Tools</b>	3.a. Housing Policies and Practices in Support of Durable Solutions for Urban IDPs	3.a. Best Practices to support achievement of durable solutions for urban internally displaced persons by making available to policy-makers and practitioners comparative analyses of approaches, policies and practices that have improved tenure security and housing and can guide the design, funding and implementation of housing policies/programs in urban settings IDMC/NRC, Barbara McCallin ( <a href="mailto:Barbara.Mccallin@nrc.ch">Barbara.Mccallin@nrc.ch</a> ), Huma Gupta ( <a href="mailto:guptah@mit.edu">guptah@mit.edu</a> )	3.a IDMC with MIT-DRAN (Displacement Research and Action Network)
	3.b. Rapid City and Neighborhood Profiles (Syria)	3.b. Rapid Multi-Sectoral Urban Assessment Methodologies to assess up-to-date impacts of crisis on cities, developed in Syrian context for Homs, Aleppo, Dara'a and Latakia and neighbourhood profile for Old Homs UN-Habitat, Szilard Fricska, Andre Dzikus	3.b. UN-Habitat
	3.c. Systematic sharing and uptake of good urban refugee program practices	3.c. Ensure the systematic sharing and uptake of new ideas, approaches, tools and good practices through the promotion and maintenance of the Urban Good Practices website ( <a href="http://www.urbangoodpractices.org">www.urbangoodpractices.org</a> ) as a rich resource of good practices from urban settings targeting practitioners. UNHCR, Annika Sjoberg ( <a href="mailto:sjoberg@unhcr.org">sjoberg@unhcr.org</a> )	3.c. UNHCR and Urban Refugee Task Team
	3.d. Indicator Development for Surveillance of Urban Emergencies – Next Phase	3.d. New set of thresholds established to determine the earliest point of entry of humanitarian assistance to avert crises and to graduate urban communities in Kenya. Indicators and thresholds to be determined with potential replicability to other urban areas with potential crises Concern-Kenya, Wendy Erasmus ( <a href="mailto:Wendy.Erasmus@concern.net">Wendy.Erasmus@concern.net</a> )	3.d. Concern Kenya; Kenya, Somalia and Ethiopia Red Cross; World Vision; UN-Habitat
	3.e. CMAM Surge in urban	3.e. Adaptation of the community management of acute	3.e. Concern

	settings	malnutrition surge model in the urban context of Kenya	Kenya
	3.f. Shelter recovery/urban planning surge support	3.f Inclusion of dedicated technical capacity/expertise in shelter recovery/urban planning in country cluster coordination teams Graham.Saunders@ifrc.org	3.f Global Shelter Cluster
	3.g. Revised Health Equity Assessment Response Tool (HEART)	3.g. Set of validated, standardized core indicators (health and non-health as determinants of health) for urban officials to identify and monitor inequities at neighborhood level. New health emergency management module will be added. <a href="http://www.who.int/kobe_centre/measuring/urbanheart/en/">http://www.who.int/kobe_centre/measuring/urbanheart/en/</a> ; <a href="http://www.who.int/kobe_centre/en/">http://www.who.int/kobe_centre/en/</a> ; <a href="http://www.who.int/kobe_centre/measuring/en/">http://www.who.int/kobe_centre/measuring/en/</a> WHO, Alex Ross ( <a href="mailto:rossa@who.int">rossa@who.int</a> ), Guillaume Simonian ( <a href="mailto:simoniang@who.int">simoniang@who.int</a> )	3.g. WHO Kobe Center
<b>Strategic Objective 4. Promote Protection and Conflict Mitigation among Vulnerable Urban Populations against Violence and Exploitation</b>	4.a. City Labs for Safer Cities: Towards an Integrated Approach to Urban Safety and Peacebuilding	4.a. Pilot Program to: establish locally-led innovative policies and practices to prevent and reduce violence and crime in 10 urban areas and to build lasting relationships between residents and authorities and facilitate exchange of best practice/learnings across urban safety and peacebuilding expert communities in pre/post/current crisis contexts UN-Habitat, Juma Assiago; Geneva Peace-building Platform, Achim Wennmann ( <a href="mailto:Achim.Wennmann@graduateinstitute.ch">Achim.Wennmann@graduateinstitute.ch</a> )	4.a. UN-Habitat, UNOG and Geneva Peacebuilding Platform
	4.b. Addressing Displacement due to Urban Violence	4.b. New tools and guidance for adapting operational responses to populations displaced by urban criminal violence based on analyses in Mexico and other Central American cities NRC/IDMC, Sebastian Abuja ( <a href="mailto:Sebastian.Abuja@nrc.ch">Sebastian.Abuja@nrc.ch</a> )	4.b. IDMC
	4.c. Peace-building through Youth-led Development	4.c. b. Pilot program building on early youth intervention led by UN-Habitat (One Stop Youth Resource Centers) and	4.c. UN-Habitat, World

	Activity	new research underway by World Bank and UN-Habitat , the pilot will identify modalities for youth to be catalytic agents of positive change, with initial focus on internally displaced youth and urban youth refugees fleeing protracted conflicts UN-Habitat, Dan Lewis and Patricia Holly	Bank, UNICEF
<b>Strategic Objective 5. Restore Livelihoods and Economic Opportunities, including Food/Nutrition Security, in the Emergency Phase for Expedited Early Recovery</b>	5.a. Adapting to an Urban World	5.a. Proposed new activity by the gFSC: ‘Adapting to an Urban World’ to develop a toolkit of vulnerability indicators, food security assessment tools and guidelines and an early warning system specific to urban settings. The tools will be piloted to enhance food/nutrition security and preparedness in urban contexts: in Harare, Zimbabwe (November 2014) and in Lebanon and Jordan, focusing on the food security context of urban refugees (March 2015) WFP, Marina Angeloni (Marina.Angeloni@wfp.org)	5.a. gFSC, WFP, UNHCR, IFRC, ALNAP, WVI, Sammaritan’s Purse, Oxfam, World Animal Protection
	5.b. Enabling Sustainable Livelihoods	5.b. Roll-Out of the Graduation Approach as a proven approach to building sustainable livelihoods to graduate affected populations out of extreme poverty through time-bound, sequenced interventions to meet basic consumption needs, build savings and develop livelihood assets. Approach enhances economic opportunities for displaced but also host communities. Based on pilots in Cairo and San Jose. UNHCR, Annika Sjoberg ( <a href="mailto:sjoberg@unhcr.org">sjoberg@unhcr.org</a> ) and Steven Corliss ( <a href="mailto:Corliss@unhcr.org">Corliss@unhcr.org</a> )	UNHCR
<b>Strategic Objective 6. Strengthen Preparedness and Resilience into Humanitarian Assistance Policies and Programs for more Effective Emergency Responses and Save More Lives in Urban Areas</b>	6.a. Building More Resilient and Sustainable Cities in Post-Crisis Contexts and consistent with the Post-2015 Framework for Disaster Risk Reduction	6.a. Program of pilot projects to provide advisory/technical support and capacity building to partners and local authorities on urban risk reduction, preparedness, contingency planning, resilience, settlement rehabilitation and reconstruction by addressing immediate needs of land and tenure, shelter/permanent housing, environmental	6. a. UN-Habitat (lead) with World Bank, GFDRR, UNOCHA and IFRC

		remediation, basic infrastructure rehabilitation and immediate economic recovery and restoration of livelihoods. UN-Habitat, Dan Lewis and Patricia Holly	
	6.b. City Resilience Profiling Project	6.b. More effective humanitarian-development planning and delivery based on verifiable assessments of resilience capacity and production of urban resilience action plans through addressing gaps/weaknesses in urban systems, and capacity constraints with partners and local authorities. UN-Habitat, Dan Lewis and Patricia Holly	6.b. UN-Habitat (lead) with World Bank/GFDRR, Rockefeller, IADB, C40, UNISDR, ICLEI, UCLG
	6.c. Fragile Cities Program	6.c. Improved humanitarian-development delivery effectiveness by introducing new mechanisms for linking humanitarian and development actors through an urban systems resilience framework. UN-Habitat, Dan Lewis and Patricia Holly	6.c. UN-Habitat (lead) with Rockefeller Foundation, World Bank and others (TBD)
	6.d. Preparedness Guidance for Economic Security	6.d. Develop and field-test preparedness guidance for food and security and livelihoods responses to conflict in urban areas. British Red Cross, Sam Carpenter (Scarpenter@redcross.org.uk)	6.d. British Red Cross and partners