

IASC Operational Policy and Advocacy Group (OPAG)
IASC Results Groups - Priority Areas of Work for 2020

[Note: Items highlighted in green below indicates that the item has been completed.]

RESULTS GROUP 1 - OPERATIONAL RESPONSE

Co-Chairs: OCHA, InterAction

PRIORITY AREAS OF WORK	CONCRETE DELIVERABLES	LEADS	TIMELINE	SYNERGIES WITH IASC BODIES	NON-IASC BODIES TO ENGAGE WITH
<p>Ensure that protection is mainstreamed throughout the humanitarian response, beyond the actions taken by the protection cluster.</p> <p>Agreed, specific and measurable indicators are included within the cluster response and are reviewed within the midterm review process.</p>	<p>Provide relevant protection inputs in advance of the IASC Principals horizon scanning session as well as the EDG's Annual Review of Operations on critical protection concerns and required actions in selected countries.</p>	OCHA InterAction	<p>5 December: Inputs on Nigeria, Burkina Faso and Venezuela to inform the Principals horizon scanning. Feb 2020: Similar activities planned for EDG AROs.</p>	<p>RG2 - linkages between protection and AAP/ SEA/ disabilities/gender</p> <p>RG3 - linkages with the work on addressing the impact of COTER measures</p> <p>RG5 - to address funding concerns for protection</p>	<p>Child Protection AoR co-Chairs, DRC, IRC, GPC, NRC.</p>
	<p>(i) HCs and HCTs in selected countries to undertake reflection and exchange of lessons learned on implementation of the core requirements of the IASC Protection Policy (based on guidance provided by RG1).</p> <p>(ii) The critical lessons and issues emerging from these reflections will be distilled in a 2-page paper and inform agreed, specific and measurable indicators on the centrality of protection in practice.</p>		<p>First half of 2020: Guidance and a message from the OPAG to HCTs to initiate the country level reflections process are drafted. Country-level reflections to be finalized in first half of 2020, based on which indicators will be developed.</p>		
	<p>Commission a review of the IASC Policy on Protection Policy in 2020.</p>		<p>A first draft of the ToR for this Review to be developed by the end of 2019.</p>		

<p>Address bureaucratic impediments imposed on NGOs to curtail their access and their ability to carry out humanitarian activities [in collaboration with RG3 on Collective Advocacy].</p>	<p>(i) Document and map bureaucratic impediments and restrictive NGO Law provisions in major humanitarian crises globally. (ii) Develop normative guidance (in the form of a best practices and lessons learned document) for HCs and HCTs to contribute to mitigating effects of bureaucratic impediments on humanitarian operations.</p>	<p>InterAction ICVA</p>	<p>December 2019: (i) Draft mapping finalized in September 2019, further data collection ongoing to be finalized by the end of 2019. January 2020: (ii) This is a follow-up activity to the mapping exercise to be finalized.</p>	<p>RG3 – linkages with the work on addressing the impact of COTER measures RG5 - around implications for humanitarian financing by COTER measures</p>	<p>Save the Children, InterSOS, various field NGOs and NGO consortia</p>
<p>Pursue activities to strengthen humanitarian leadership for a more effective and inclusive humanitarian response, while fostering synergies and complementarity with the reinvigorated Resident Coordinator system.</p>	<p>Update the Introduction to Humanitarian Action – A Brief Guide for Resident Coordinators (2015) (this is part of the background documents that are shared together with the ERC designation letter to sitting HCs and the ERC letter to newly appointed RCs to articulate the expectations of them in ensuring crisis-affected people rapidly get the humanitarian assistance needed).</p>	<p>OCHA</p>	<p>Q1 2020 (Inter-agency consultation is ongoing.)</p>	<p>RG2 – commonality around PSEA, SHA and GBV RG3 - linkages between humanitarian leadership and advocacy</p>	<p>P2P, UNSDG, various NGOs</p>
	<p>(i) Convene an inter-agency advisory team to support the development of and contribution to the 1st RC Induction Briefing held since the implementation of the reinvigorated Resident Coordinator system. (ii) Strengthen linkages with DCO on aspects related to leadership and the development system reform and ensuring that field leaders are aware of the expectations of them and the support available by the IASC for their humanitarian coordination function.</p>	<p>OCHA</p>	<p>November 2019: (i) A proposal developed by OCHA following consultation with DCO and shared with the inter-agency advisory team in October to provide inputs to the RC Induction on 11-14 Nov 2019. (ii) <i>TBD</i></p>	<p>RG4 - around the role of leadership in advancing HDN</p>	<p>DCO</p>
	<p>Review and provide guidance on the identification (circumstances), development (tailored support for sitting DHCs) and accountability (guidance to manage the relationship and accountability of the DHC to the HC and HCT) of Deputy Humanitarian Coordinators.</p>	<p>OCHA UNDP UNHCR ICVA</p>	<p>First Half of 2020: Initial consultations with DHCs conducted. Guidance to be finalized in first half of 2020.</p>		<p>P2P</p>
	<p>Develop a communication and outreach campaign in support of broadening, deepening and diversifying the pool of candidates for inter-agency senior field coordination leadership functions.</p>	<p>OCHA ICVA UNDP UNHCR</p>	<p>December 2019: Outreach planned ahead of the next ERC Call for the HC pool scheduled for December 2019.</p>		<p>UNSDG</p>

Determine how to strengthen the IASC Early Warning and Early Action Analysis and ensure that the “early action” aspect is prioritized by the various IASC structures (including the IASC and the EDG).	Continue to identify, analyse and prioritise emerging risks and publish bi-annual EWEAR analysis report . <i>They will better align with other Disaster Risk Reduction and preparedness mechanisms and consider an adjustment of the timing of the report’s publication in line with the IASC Principals and EDG meetings]</i>	WFP	Continuous	EDG - The biannual analysis informs the EDG discussions and follow-up actions. It is also shared with the IASC Principals for consideration at their Horizon Scanning Session.	Early Warning expert sub-group*
	<ul style="list-style-type: none"> Provide preparedness/readiness inputs for risks to be discussed by the analyst group in order to inform the prioritisation of the EWEAR report; Identify and consolidate suggested IASC readiness and early actions and support required, through consultation with field offices, following the identification of prioritised risks, and ahead of the EDG and Principals meeting, in order to inform the discussions at the EDG and Principals; Provide regular update reports on actions taken regarding EWEAR risks. 	OCHA UNICEF			The Preparedness, Early Action and Readiness sub-group*
Finalize the revision of the ERP guidance , publish and disseminate the revised ERP guidance.	Revise the ERP guidance , including as relevant Anticipatory Actions	WFP OCHA UNICEF	Early 2020	NA	The Preparedness, Early Action and Readiness sub-group
Support efforts to operationalize localization .	<i>TBD - Specific deliverables to be determined</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	Grand Bargain, COAST
Review the Humanitarian Programme Cycle tools and monitor field compliance.	Revise Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP) templates with an associated step-by-step guide	OCHA	Finalized in April 2019.	NA	OCHA Heads of Office

NOTE: Results Group 1 will be considering the new “**joint system-wide operational guidance on data responsibility**” being produced by the Center for Humanitarian Data in the Hague by end 2020. The guidance will consolidate the current policies and practices of humanitarian partners in the area of data responsibility.

RESULTS GROUP 2 - ACCOUNTABILITY AND INCLUSION

Co-Chairs: UNHCR, UNICEF

PRIORITY AREAS OF WORK	CONCRETE DELIVERABLES	LEADS	TIME LINE	SYNERGIES WITH IASC BODIES	NON-IASC BODIES TO ENGAGE WITH
Support the delivery of better, more accountable, inclusive humanitarian action . More accountable aid workers.	1. A Global Accountability and Inclusion Results Tracker that: <ul style="list-style-type: none"> measures and collates the accountability and inclusivity of responses and inter-agency protection from sexual exploitation and abuse at the country level. provides updates and evidence on challenges and gaps at global and country-levels – reporting including with recommendations. brings together existing tools; for example: Gender with Age Marker, Gender Accountability Framework, CHS (for response level), RG2 GPC checklist (for monitoring adherence to standards) and others. 	CHS Alliance, GENCAP, Gender Reference Group, Global Protection Cluster (GPC), OCHA (others TBC)	Tool developed by mid-2020 First report by end 2020	RG1 – to strengthen links on leadership and mainstreaming of protection RG5 – advocacy for funding of collective approaches	Persons with Disabilities TT, GRG, GENCAP, CHS Alliance, CDAC Network, etc.
	One hundred translations of the 6 IASC Principles developed and shared with operational actors to raise awareness in communities and staff about behavior to expect from aid workers.	Translators without Borders (TWB)	Completed (to be updated in 2020 per revised Principle 4)	NA	Various
Improve approaches and linkages on accountability, inclusion and protection from sexual exploitation and abuse (SEA) and sexual harassment (HA) .	2. A Collective Accountability and Inclusion Framework for HCs/HCTs that can be adapted to all responses and will: <ul style="list-style-type: none"> integrate accountability and inclusion into the HPC, particularly needs assessments, HNOs and HRPs. support collective approaches to accountability and inclusion to inform decision/making processes including through a pool of experts on community engagement and accountability trained and available to support inter-agency coordination. increase the number of safe, accessible, inclusive and inter-agency Complaints and Feedback Mechanisms (CFMs) ensuring that they can handle complaints of SEA (links to Community-Based Complaints Mechanisms (CBCMs)) and effectively and appropriately assist survivors of SEA. 	OCHA, IFRC, UNICEF, IOM (others TBC) supporting HCs/HCTs	End 2020	RG1 – to strengthen links on leadership and mainstreaming of protection RG5 – advocacy for funding of collective approaches	CDAC Network (others TBC)

	<ul style="list-style-type: none"> ensure voices of all groups of people (men, women, boys, girls, elderly, persons with disabilities etc.) inform the responses and approaches to accountability and inclusion. demonstrate results – in the Global Accountability and Inclusion tracker (priority area 1). 				
	<p>Integrate questions around satisfaction and feedback about the response & behavior of aid workers in multi-sector and sectoral needs assessments as standard (as per agreed IASC/REACH menu of questions); ensuring that data on all groups is appropriately disaggregated by relevant factors such as sex, age, disability and language, where feasible (in alignment with the HNO/HRP guidance for 2020 HPC cycle).</p>	REACH	Completed	RG1, RG5	Various
	<p>Integrate questions into multi-sectoral and sectoral needs assessments to identify information, communication, and language support needs, preferred formats and channels of communication and engagement; including for sensitive issues as per existing agreed menus of questions (IASC/REACH, CDAC) as contextually appropriate and adjust AAP mechanisms accordingly.</p>		Completed		CDAC Network, TWB
	<p>Conduct perception surveys in six countries (5000 respondents) and make data available to all relevant actors at country and global level.</p>	Ground Truth Solutions (GTS)	Completed		Various
	<p>Create feedback data standards and simple innovative systems (ex: IFRC's feedback starter-kit) so that feedback data can be shared between organizations (or a central inter-agency mechanism), and be collectively aggregated, analyzed and responded to at the community level in a timely manner</p>	IFRC	Completed		HIAS, GTS
	<p>3. Coordinated and effective technical support to HCs/HCTs and other operational stakeholders on PSEA and Sexual Harassment prioritizing a victim and survivor-centered approach by:</p> <ul style="list-style-type: none"> building on current guidance and SOPs, support country teams by advocating for and translating good practice guidance to support delivery, including providing webinars, training and tailored guidance as needed. deploying trained and dedicated interagency PSEA Coordinators with clear terms of reference to high-risk humanitarian operations. delivering inter-agency training for partners on sexual misconduct. 	IOM, UNHCR, UNICEF (others TBC) supporting HCs/HCTs	Q1 2020 and ongoing		<p>RG1 – to strengthen links on leadership and mainstreaming of protection</p> <p>RG5 – advocacy for funding of collective approaches</p>

	For PSEA Coordinator capacity building, TORs for dedicated inter-agency PSEA Coordinators are created and circulated to HCs to harmonize the role and support in-country PSEA implementation following good practice. A PSEA Coordinator training was developed and delivered to begin creating a talent pool of individuals with a consistent knowledge of good practices and understanding of the Coordinator role	IOM, TWB	Completed (more training to be rolled out in 2020)	RG1, RG5	Various
Provide better access to standards, guidance, tools and resources on accountability, inclusion and protection from sexual exploitation and abuse and sexual harassment.	4. A Global Accountability and Inclusion Service Directory that: <ul style="list-style-type: none"> links to the global platform initiated in 2019 and outlines core components of accountable and inclusive responses and signposts users to available policies, standards, guidance, tools, inter-agency training materials and a pool of capacity and resources, including AAP and PSEA dedicated collective coordinators and personnel. can be adapted on request by HCTs to country level (modality TBD); and for the purposes of national and regional networks and for a. will feature best practises (especially from collective initiatives, common service approaches, frontline responders and local networks). will feature updated and new IASC normative products as endorsed by OPAG. will include a help desk function/advisory service as well as a community of practice. 	UNICEF/ALN AP for global platform WFP (TBC) for service directory RG2 Technical Expert Groups for helpdesk	Global Platform finalized early 2020 Service Directory finalized end 2020	RG1 – to strengthen links on leadership and mainstreaming of protection RG5 – advocacy for funding of collective approaches	Sphere, CHS Alliance, CDAC Network, AE4P, Persons with Disabilities RG, Gender RG etc., Translators without Borders, National NGOs and networks etc.
	Quality and accountability Training of Trainers and workshops for the Syria response	CHS Alliance	Completed	RG1, RG5	Various
	Launch IASC Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action (September 2019)	Persons with Disabilities Task Team	Completed in Aug 2019		

NOTE: “*Guidelines for Young People in Humanitarian Action*” produced by NRC and UNICEF is under consideration by the RG.

RESULTS GROUP 3 - COLLECTIVE ADVOCACY

Co-Chairs: Save the Children, UNFPA

PRIORITY AREAS OF WORK	CONCRETE DELIVERABLES	LEADS	TIMELINE	SYNERGIES WITH IASC BODIES	NON-IASC BODIES TO ENGAGE WITH
------------------------	-----------------------	-------	----------	----------------------------	--------------------------------

Determine how best to address the impact of counter-terrorism measures and the growing trend for the criminalization of humanitarian action in specific contexts.	Develop a document capturing critical impact of COTER measures on humanitarian action to serve as evidence base for advocacy efforts.	InterAction Save the Children	Q1 2020	RG1 – linkages with the work on addressing bureaucratic impediments	GHD, UNCG, CTED
	Capture lessons-learned on the advocacy effort around the proposed listing of Al-Shabaab under a new sanctions regime.		Q4 2019	RG5 - around implications for humanitarian financing in COTER measures	
	Develop and implement a collective advocacy strategy on specific issues related to COTER .		Q1 2020	EDG – one of the priorities identified during the ARO in Jan 2019	
	Conduct desk review with focus on recommendations.	InterAction, Save the Children	Completed in Nov 2019	RG1, RG5, EDG	GHD, UNCG
Identify 2-3 contexts and develop a clear humanitarian diplomacy strategy , capitalizing on the IASC membership at the various levels, to address protection and/or access challenges.	Develop a humanitarian diplomacy strategy on Syria .	InterAction World Vision	Q1 2020	RG1 – around humanitarian access in Syria, both cross order and within government-controlled areas	CCHN, UNCG
Develop common narratives on specific issues of concern (such as enhancing respect for IHL, IHRL, humanitarian principles and core protection framework) to support IASC members' efforts in their collective and/or bilateral advocacy efforts, including during upcoming key anniversaries.	Develop a common narrative on climate change and humanitarian action and engage on the humanitarian dimension of climate change.	OCHA IFRC		RG 4 – around climate change and humanitarian/development linkages	GHD, UNCG
	Develop an advocacy strategy on climate change and humanitarian action and jointly influence key global climate change moments in 2020.			RG5 – climate change financing and humanitarian financing	
	Development of common messages around key 2020 events .	TBD on a case by case basis		EDG	
	Collect and disseminate key messages for the 10-year anniversary of World Humanitarian Day .	OCHA	Completed August 2019	RG4, RG5, EDG	GHD, UNCG
	Collect and disseminate key messages for the 20-year anniversary of Security Council resolution 1265 (1999) and the adoption of the protection of civilians as an item on its agenda.	OCHA	Completed September 2019		

	Collect and disseminate key messages for the 30th Anniversary of the Convention on the Rights of the Child .	UNICEF, Save the Children	Completed in Nov 2019		
	Develop key messages around the Climate Summit .	UNICEF IFRC OCHA	Completed in Sept 2019		
	Establish platform to share common narratives .	IASC secretariat	Completed in April 2019		
Capture and disseminate lessons learned and best practice with regards to engagement with Non-State armed actors .	Take stock and develop a best practise document on the engagement with non-state groups to support HCs and HCTs on the ground.	RG3 co-Chairs	Q1 2020	RG1 – linkages between engagement with ANSAs and the issue of protection of civilians and of humanitarian access.	CCHN, UNCG, DPPA

RESULTS GROUP 4 - HUMANITARIAN DEVELOPMENT COLLABORATION

Co-Chairs: OXFAM, UNDP

PRIORITY AREAS OF WORK	CONCRETE DELIVERABLES	LEADS	TIMELINE	SYNERGIES WITH IASC BODIES	NON-IASC BODIES TO ENGAGE WITH
Finalize and disseminate guidance on collective outcomes in order to ensure a common understanding of analysis, funding and financial strategies, and effective coordination initiatives <i>[To be done in close collaboration with results from Results Group 5 on Humanitarian Financing]</i> .	Develop guidance on collective outcomes with greater operational specificity (taking into account the issues of gender, prevention, peace, justice and human rights).	WHO UNHCR	To be finalized in December 2019 . Roll-out planned in Q1-Q2 2020 .	RG5 – around quality funding needs on collective outcomes RG1 - synergies between the roll-out of the Guidance and needs assessment	DCO, OECD, PBSO
	Finalize the light conceptualization on collective outcomes as a contribution to the ongoing discussion on collective outcomes.	WFP	Completed in Q2 2019	Various agencies and organizations	DCO, PBSO, OECD/INCAF
Capture and disseminate good practices on humanitarian, development and peace collaboration within the IASC.	Consolidate lessons learned and identify good practices in selected fragile contexts from the Community of Practice and other RG4 members on humanitarian, development and peace collaboration .	COPN DI	Q1 2020	RG5 – around quality funding	<i>TBD</i>

	OECD/INCAF/RG4 workshop on building a common understanding of 'what success looks like' in implementation of nexus approaches and to help strengthen collaboration and complementarity between bilateral and multilateral approaches in taking forward nexus approaches.	IOM	Completed – the workshop took place on 8 November.	RG5	OECD/INCAF, DAC network on conflict and Fragility
Provide inter-agency guidance on the HDN and its linkages to peace, while safeguarding humanitarian principles [Taking into account UN development system reform].	Finalize Key Messages on the Humanitarian-Development Nexus and its Links to Peace .	World Vision, IOM (TBD)	Q1 2020	TBD	UNSDG
	Strengthen the articulation of Peace in the Nexus through the development of guidance specifically on the conditions under which the triple collaboration approaches are appropriate or not.	IOM	TBD	TBD	INCAF
Upon request, provide support to country operations through a system of pooling or coordinating capacities , including by working with the humanitarian-development nexus community of practitioners, the Joint Steering Committee, among others.	Collate and provide information regarding IASC members' capacities that can be pooled to respond to requests for technical support from the field .	UNDP	Q1 2020		TBD
	Strengthen field practitioners by maintaining and expanding the community of practice Network (HDN CoPN) .	WFP ICVA	Continuous		TBD
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 [consider doing so for the JSC pilot countries as a starting point. Ensure that this is done in collaboration with Results Group 5 on Humanitarian Financing].	Review and suggest adaptation of planning tools to support better alignment between country-based humanitarian and development plans through input provided to the companion documents on HDPN and the CCA of the UNSDCF.	RG4 members	Completed in August 2019.	NA	UNSDCF

RESULTS GROUP 5 - HUMANITARIAN FINANCING

Co-Chairs: OCHA, ICVA

PRIORITY AREAS OF WORK	Concrete Deliverables	LEADS	TIME LINE	SYNERGIES WITH IASC BODIES	NON-IASC BODIES TO ENGAGE WITH
<p>Map and promote financing instruments supporting humanitarian interventions with development co-benefits <i>[Ensure that this is done in collaboration with Results Group 4 on Humanitarian-Development Collaboration].</i></p>	<p>In select countries, identify funding and financing instruments for joint humanitarian development programming and advocate with key donors on strengthening and bringing them up to scale. <i>[This workstream builds upon the ‘Financing the Nexus’ study, Joint Steering Committee (JSC), DCO and OECD country mappings and RG5 outputs on promoting quality funding.] To include specific guidance to ensure global initiatives represent input from the country-level on how to best support context-appropriate programming.</i></p>	NRC FAO UNDP Oxfam	Q2 2020	RG 4 - around development co-benefits RG 2 - around localisation	GHD, Grand Bargain Workstreams 7&8 on Quality Funding, OECD financing the nexus paper and financing strategies
	<p>Convene a crisis financing round table in collaboration with the GHD and the World Bank (tbc).</p>	World Bank (tbc)	Q1 2020		GHD
	<p>Contribute to the financing element of the RG4-led light guidance on collective outcomes.</p>	Save the Children	Q1 2020	This work is led by RG4 and RG5 is a contributor	
	<p>Finalize a study ‘Financing the Nexus’ which maps financing instruments in Cameroon, the Central African Republic (CAR), Chad, the Democratic Republic of Congo (DRC) and Ukraine.</p>	NRC, FAO, UNDP	Completed in July 2019		GHD, Grand Bargain Workstreams 7&8 on quality Funding
<p>Produce a business case showing the contribution of multi-year humanitarian planning and unearmarked funding to more cost-effective humanitarian assistance. In this regard, strengthen engagement with donor countries, including the OECD, GHD, and GB (Work Streams 7 and 8 on Quality Funding) including on issues of predictable financing.</p>	<p>Map donor funding practices with respect to multi-year and unearmarked financing in order to shape subsequent donor advocacy.</p>	OCHA WFP	Q2 2020	RG4 – around the humanitarian-development collaboration aspects of the quality funding	OECD, Grand Bargain Workstreams 7&8 on Quality Funding
	<p>Provide a concrete business case for efficient and effective quality financing (flexible multi-year and unearmarked funding) and cascading benefits to local actors; advocate with donors.</p>	UNICEF (tbc)	Q2 2020 (tbc)		
	<p>In collaboration with the OECD, convene donor/UN agencies/INGO regulators around compliance and risk issues and with the objective to identify and overcome barriers to quality funding.</p>	OECD Save the Children	Q1 2020		OECD, Grand Bargain Workstreams 7&8 on Quality Funding

	Complete a briefing paper on barriers to multi-year and unearmarked funding in support of the Grand Bargain Workstream 7 and 8 multi-stakeholder workshop in September 2019.	OCHA, ICVA, NRC, FAO, UNICEF	Completed – workshop held on 19 Sept 2019	NA	GHD, Grand Bargain Workstreams 7&8 on Quality Funding
	Provide IASC messages for donors on tackling those barriers and encourage multi-year humanitarian planning and unearmarked funding in support of the Grand Bargain Workstream 7 and 8 multi-stakeholder workshop.	OCHA, NRC, Oxfam, Save the Children, ICVA, UNFPA, WFP, IOM, UNICEF, UNDP	Completed - Recommendations paper finalized on 17 Sept in advance of the 19 Sept workshop.	RG4	
Facilitate the ongoing process of simplification and harmonization of UN systems to reduce burdens and free additional resources for humanitarian operations.	Take stock of the progress to date to harmonize partnership arrangements between NGOs and UNHCR, OCHA, UNICEF, WFP, and UNFPA , and recommend next steps for action.	ICVA UNICEF (in collaboration with UNFPA)	Q1 2020		Grand Bargain, GHD
	Advocate with UN agencies to adopt cost classification protocol and establish a pilot project with donors and implementing organisations to test the protocols.	NRC	Q3 2020		Grand Bargain, GHD
	NGOs to present protocol for harmonization of cost classification and financial reporting.	NRC	Completed in Sept 2019		Humentum, Grand Bargain, GHD
