



Annual Report on World Humanitarian Summit Commitments - International Rescue Committee 2016



Stakeholder Information

Organisation Name

International Rescue Committee

Organisational Type

NGO - International

City and Country where Headquartered

New York, United States of America

Focal Point Name

Farida Bena

Region

Global

Twitter ID

@theIRC



2D Take concrete steps to improve compliance and accountability

Individual Commitments

Commitment	Commitment Type	Core Responsibility
The IRC commits to leverage organizational and coalition leadership to advocate for humanitarian actors to prioritize GBV prevention and response as lifesaving from the onset of emergencies.	Advocacy	Uphold the Norms that Safeguard Humanity
The IRC commits to support the roll-out and implementation of the IASC GBV Guidelines through trainings and capacity building to personnel across humanitarian response sectors.	Policy	Uphold the Norms that Safeguard Humanity
The IRC will continue to build technical capacity on essential standards of a survivor-centered approach to GBV case management and data collection.	Capacity	Uphold the Norms that Safeguard Humanity
The IRC will continue to conduct and disseminate rigorous research on violence against women and girls (VAWG) in humanitarian contexts.	Policy	Uphold the Norms that Safeguard Humanity
The IRC will coordinate the Real Time Accountability Partnership (RTAP) at the global level and act as RTAP implementing partner, advancing work on a "framework for action" to reinforce accountability to GBV prioritization, integration, and coordination at strategic levels across the humanitarian program cycle (HPC).	Operational	Uphold the Norms that Safeguard Humanity
The IRC will provide training, technical support, and small grants to 25 local organizations working across the Horn and East Africa, with the aim of advancing their internal GBV emergency preparedness and ability to engage in local and national preparedness and response efforts.	Operational	Uphold the Norms that Safeguard Humanity Invest in Humanity

Core Commitments

Commitment	Core Responsibility
Implement a coordinated global approach to prevent and respond to gender-based violence in crisis contexts, including through the Call to Action on Protection from Gender-based Violence in Emergencies.	Uphold the Norms that Safeguard Humanity
Fully comply with humanitarian policies, frameworks and legally binding documents related to gender equality, women's empowerment, and women's rights.	Uphold the Norms that Safeguard Humanity Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

Despite the fact that women and girls comprise 75% of those displaced by conflict and disaster, humanitarian aid is often not designed and delivered based on an understanding of the specific constraints that women and girls face or the opportunities that are available to them. The IRC wants to ensure that we are intentional in narrowing the gender gap in our own programs and policies, while also advocating for donors, UN agencies, and colleague organizations to do the same. Through advocacy, capacity-building, research, and operational enhancements, we are transforming how we prevent and respond to gender-based violence (GBV) in humanitarian settings.



Achievements at a glance

The IRC achieved the following progress related to these commitments: co-hosted eight events with donors, UN agencies, and civil society organizations to advocate for greater attention to GBV in emergencies and published five advocacy briefs/reports; trained 1143 participants on the IASC GBV Guidelines through 64 separate events; finalized inter-agency GBV case management guidelines which will be disseminated globally next month; commenced six research studies, including a GBV prevalence study in South Sudan and a study to assess GBV case management task-sharing in Kenya, both of which completed data collection in November. IRC has completed development of an action framework and oversaw the process of conducting a baseline assessment for the Real Time Accountability Partnership (RTAP). Finally, IRC has provided training and technical support on GBV-specific emergency preparedness and planning to 47 local organizations and distributed small grants to 23 organizations to implement emergency response and preparedness work.

How is your organization assessing progress

As a partner to the Call to Action on Protection from GBV in Emergencies, the IRC measures progress through an accountability framework established under the Call to Action Road Map. We report annually on these commitments and participate in quarterly steering committee calls, quarterly NGO working group calls, and annual face-to-face meetings with partners. In addition, a number of these commitments are also part of inter-agency initiatives where we provide regular progress reports to the respective steering committees (GBV Guidelines Reference Group, RTAP Steering Committee, What Works to Prevent Violence Against Women in Conflict and Humanitarian Crises consortium, etc.)

Challenges faced in implementation

During data collection for the South Sudan research study outlined above, renewed fighting in Juba in early July led to the evacuation of international staff. The research team was able to resume data collection later in the year and added a qualitative component to the research design to capture experiences during the most recent phase of the conflict.

Next step to advance implementation in 2017

In 2017, IRC will disseminate the inter-agency GBV case management guidelines and conduct practitioner trainings. We will begin data collection in 2017 for a research study evaluating cash transfers on women's protection and empowerment in an acute emergency. Additional studies will be completed in 2018, including studies on adolescent girls, on engaging men in preventing violence against women, and on links between violence against women and peace-building. Lastly, work under the Real Time Accountability Partnership (RTAP) project is also ongoing—in 2017 the RTAP framework for action will be tested in two countries, and in 2018 tools based off RTAP findings will be disseminated.

Tag with other relevant transformations, keywords, initiatives

Keywords

Cash

Gender

People-centred approach

Agenda for Humanity

3D - Empower and protect women and girls

4A - Reinforce, do not replace, national and local systems



3A Reduce and address displacement

Individual Commitments

Commitment	Commitment Type	Core Responsibility
Recognizing that the majority of the forced displaced now live in urban areas, the IRC subscribes to the commitments laid forward in the Global Urban Crisis Charter, which will be launched at the WHS. As a founding organization of the Global Alliance for Urban Crises, the IRC commits to manage urban displacement as a combined human rights, humanitarian and development challenge and by working with local municipal authorities to address urban displacement in ways that are aligned with development trajectories.	Operational	Leave No One Behind
The IRC commits to advocating for all durable solutions including the resettlement of refugees around the world as part of a "Global Compact on Responsibility-Sharing for Refugees."	Advocacy	Leave No One Behind
The IRC commits to advocating for and advancing thinking towards a "New Approach for Response to Protracted Forced Displacement" based on its experience in delivering evidence-based outcomes.	Advocacy	Leave No One Behind Change People's Lives: From Delivering Aid to Ending Need
The IRC commits to further expanding its scale as a resettlement agency and honing its skills to ensure those resettled are able to integrate and live in dignity in their new countries.	Operational	Leave No One Behind
The IRC commits to improving the generation of data and relevant evidence around displacement solutions by making all of its programs either evidence-based or evidence-generating by 2020. The IRC will share this evidence in an effort to encourage the scaling of proven interventions to extend quality livelihood and educational opportunities as well as health and protection services to those impacted by forced displacement.	Operational	Leave No One Behind
The IRC commits to lending technical assistance to countries as they establish or strengthen their resettlement systems based on its decades of experience resettling refugees in the United States.	Operational	Leave No One Behind

Core Commitments

Commitment	Core Responsibility



<p>Commit to a new approach to addressing forced displacement that not only meets immediate humanitarian needs but reduces vulnerability and improves the resilience, self-reliance and protection of refugees and IDPs. Commit to implementing this new approach through coherent international, regional and national efforts that recognize both the humanitarian and development challenges of displacement. Commit to take the necessary political, policy, legal and financial steps required to address these challenges for the specific context.</p>	<p>Leave No One Behind</p>
<p>Commit to promote and support safe, dignified and durable solutions for internally displaced persons and refugees. Commit to do so in a coherent and measurable manner through international, regional and national programs and by taking the necessary policy, legal and financial steps required for the specific contexts and in order to work towards a target of 50 percent reduction in internal displacement by 2030.</p>	<p>Leave No One Behind</p>
<p>Acknowledge the global public good provided by countries and communities which are hosting large numbers of refugees. Commit to providing communities with large numbers of displaced population or receiving large numbers of returnees with the necessary political, policy and financial, support to address the humanitarian and socio-economic impact. To this end, commit to strengthen multilateral financing instruments. Commit to foster host communities' self-reliance and resilience, as part of the comprehensive and integrated approach outlined in core commitment 1.</p>	<p>Leave No One Behind</p>
<p>Commit to collectively work towards a Global Compact on responsibility-sharing for refugees to safeguard the rights of refugees, while also effectively and predictably supporting States affected by such movements.</p>	<p>Leave No One Behind</p>
<p>Commit to actively work to uphold the institution of asylum and the principle of non-refoulement. Commit to support further accession to and strengthened implementation of national, regional and international laws and policy frameworks that ensure and improve the protection of refugees and IDPs, such as the 1951 Convention relating to the Status of Refugees and the 1967 Protocol or the AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala convention) or the Guiding Principles on internal displacement.</p>	<p>Leave No One Behind</p>

Where did your organization stand on these issues prior to making these commitments

In 2016, the IRC had 22 resettlement offices across the US and provided technical expertise to countries outside the US on resettlement and integration. Abroad, more than 60% of displaced persons live in urban settings and the majority in situations of protracted displacement. Financing, policies, and planning to support refugees are not fit to support the “new normal.” There is also a gap in generating, sharing, and using evidence, to improve the effectiveness and efficiency of programs and policies in humanitarian settings. To date, IRC has or is conducting 78 research studies, including 38 impact evaluations across 28 conflict-affected countries.

Achievements at a glance

In 2016, IRC opened resettlement offices in four new US states. The change in administration and lowering of the admissions ceiling means IRC has only opened one new site in 2017. Implementation of the European Resettlement and Integration Technical Assistance (EURITA) project, funded by the US government started. Over 20 months, the EURITA project provides technical assistance on resettlement and integration in ten European countries.

The Global Alliance for Urban Crises arose out of consultations for the WHS and was formally launched there with more than 65 members. IRC remains a committed Steering Group member and contributes additional resources to the Alliance.

On protracted displacement the IRC is a co-chair of the ReDSS and the Displacement Solutions Platform and engages in CRRF



pilots in the Horn of Africa. IRC is building the evidence base on four strategic priority areas, among others, across various crisis-affected contexts and sharing our learning.

How is your organization assessing progress

All IRC domestic offices are monitored internally within three years. For the ten EURITA countries, participants will commit to action plans. As a member of the Urban Alliance Steering Group, IRC will advance work plans with milestones. IRC will support CRRF Task Team progress at global and country level to ensure norms and standards being set to achieve the ambitions of the New York Declaration by conducting joint analysis and setting collective outcome goals. The IRC has established internal metrics of success and targets for increasing the percentage of our programming that is evidence based and/or evidence generating.

Challenges faced in implementation

Despite the history of bipartisan support for refugee resettlement in the US, the political climate has thrust the resettlement program to the spotlight. Anti-refugee rhetoric has had a damaging impact on the program. In several of the EURITA countries, stakeholders are struggling to provide basic protection and shy away from discussing permanent resettlement and integration.

The Global Alliance requires resources and commitments from stakeholders beyond the humanitarian sector. The persistence of siloed responses is difficult to break and the CRRF must address planning and budgeting systems. External resourcing constrains limit evidence generation in humanitarian settings.

Next step to advance implementation in 2017

IRC will continue to fundraise for resettlement, advocate for an increase in refugee admissions in the US, and provide technical assistance in ten countries. IRC will continue as a Steering Group Member of the Alliance, contribute additional resources to ensure the Alliance is sustainable and impactful by 2017. The CRRF and proposed Global Compact on Refugees in 2018 can secure best practices; IRC will continue to invest in evidence from field-proven practice. We will continue building partnerships with peer implementing organizations and academic institutions to jointly build the evidence base in humanitarian settings.

If you had one message for the annual report on what is most needed to advance the transformation Reduce and address displacement , what would it be

The numbers of crisis affected is at a global record high. The need for meaningful and actionable evidence has never been more essential. Through our resettlement work in the US and Europe and our policy work in urban and protracted displacement contexts, the IRC is striving to meet today's challenges.

Tag with other relevant transformations, keywords, initiatives

Keywords

People-centred approach

Refugees

Urban

Specific Initiatives

Commitment to Action: Transcending the humanitarian - development divide

Global Alliance for Urban Crises

Grand Bargain

Agenda for Humanity

4A - Reinforce, do not replace, national and local systems

4C - Deliver collective outcomes: transcend humanitarian-development divides



3D Empower and protect women and girls

Individual Commitments

Commitment	Commitment Type	Core Responsibility
IRC commits that 80% of all IRC country level strategic plans will incorporate commitments to gender equality.	Policy	Leave No One Behind

Core Commitments

Commitment	Core Responsibility
Empower Women and Girls as change agents and leaders, including by increasing support for local women's groups to participate meaningfully in humanitarian action.	Leave No One Behind
Ensure that humanitarian programming is gender responsive.	Leave No One Behind
Fully comply with humanitarian policies, frameworks and legally binding documents related to gender equality, women's empowerment, and women's rights.	Uphold the Norms that Safeguard Humanity Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

Over the next five years, the IRC aims to become a leader in the humanitarian field with respect to gender equality – by having more focused and impactful programming as well as altering the way that we operate. One aspect of achieving this change is to ensure meaningful gender integration across all sector programs, and to ensure our organization enables female staff at all levels to fulfill their potential.

Achievements at a glance

IRC has set goals for gender equality in four main areas– cultural/cross-organizational, programming, human resources, and safety & security. IRC has established a stand-alone Gender Equality Unit to integrate gender experts in each technical unit and regional team, with a goal of driving changes in programs and country offices. Gender experts are embedded in our Health and Economic Recovery and Development Units as well as in the Syria Regional Response program. IRC has developed a Gender Analysis & Program Design Toolkit specifically for integrating gender in IRC programs. This has been piloted in four offices, internationally and in the US.

How is your organization assessing progress

The Gender Equality Unit tracks progress through an annual Gender Equality Scorecard, with metrics and indicators that measure change in four areas across the organization – cultural/cross-organizational, programming, human resources, and safety and security. The Scorecard is updated and presented to IRC leadership on a quarterly basis.

Challenges faced in implementation

The IRC has faced two challenges in implementation of this commitment. The first relates to limited capacity as the Gender Equality Unit is a small team with limited human resources to fulfill all country requests and needs. Over time, this team will expand, but is at the beginning stages of its work. Secondly, the IRC lacked formal systems for tracking many of the metrics we use to measure advancement of gender equality. As a result, we first needed to develop systems to allow for monitoring and evaluation related to this commitment.

Next step to advance implementation in 2017

In 2017, IRC established Universal Expectations for all country offices to integrate gender equality into core business practices, including: establishing standard risk mitigation and response protocols for female-specific safety and security issues; ensuring that SEA policies are communicated to all staff multiple times per year, and that violations are immediately reported; mandating that all new proposals in the most prioritized programs are informed by a gender analysis; requiring all country programs to have reliable male-to-female staff data and plans to achieve parity; and identification of two champions in each country office to drive gender equality efforts.



Tag with other relevant transformations, keywords, initiatives

Keywords

- Accountability to affected people Gender

Agenda for Humanity

- 2D - Take concrete steps to improve compliance and accountability



3E Eliminate gaps in education for children, adolescents and young people

Individual Commitments

Commitment	Commitment Type	Core Responsibility
Recognizing education for displaced children remains one of the most critical, yet least funded areas of responding to forced protracted displacement, the IRC commits to expanding quality education opportunities for children and helping shape the activities of the emerging Education Cannot Wait Platform. This includes sharing its existing and growing evidence base on the approaches that deliver quality education outcomes to children affected by crisis and lending technical support to the Platform Secretariat.	Operational	Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

IRC's distinct mandate is to work in crisis settings, and education is one of our core organizational outcomes. We run education programs in twenty countries; in 2015, we reached 1.3 million children. We recognize that education in emergencies suffers not only from a lack of funding but from a system not matched to the needs and realities of children in crisis. The Education Cannot Wait Fund has a prime opportunity to not only bring in more resources, but to demonstrate how aid can be used more effectively by being outcomes-driven, investing in evidence, and modeling transparency.

Achievements at a glance

The IRC participated in three consultations and one direct conversation with Boston Consulting Group to influence the operational model and results framework of Education Cannot Wait. Through these, IRC's senior research advisor for education, acting director of business development, senior director of education and education policy advisor shared IRC's main messages and example of our "outcomes and evidence framework". This tool identifies the outcomes in education we want to see, outlines the pathways to achieve these outcome, maps the evidence supporting these theories of change, and includes guidance on which indicators should be used to measure progress.

How is your organization assessing progress

Our commitment aligns with our overall organizational strategy towards which we are continuously assessing progress. Country offices have developed their own strategic action plans, which are reviewed regularly, and we've set universal expectations that all country programs must reach, which include designing programs based on evidence and which generate evidence. We have regular reviews of metrics (organization-wide and country-specific) and organizational dashboards representing progress. At HQ, we track and report on all education-related external-facing activities (publications and events) through which we share our research plans and findings and the evidence we generate.

Challenges faced in implementation

The massive number of children in crisis in need of quality education, and the lack of available resources, is a significant challenge to reaching children at scale with education opportunities. Further, policy barriers present additional challenges to providing a range of solutions that meet the distinct needs of children in crisis. The difficulty of conducting research in conflict settings is another obstacle to generating the evidence the sector needs.

Next step to advance implementation in 2017

The IRC is committed to generating evidence on what works to help children in crisis access safe, quality education and gain learning outcomes necessary to succeed in school and in life. We are currently conducting rigorous research on low-cost, targeted interventions to help children gain literacy, numeracy and social-emotional skills, and have plans to share our findings widely with policymakers and practitioners. Our research will include implementation research and measurement research so we learn and share not only if interventions are effective, but under what conditions, and how we assess success.

If you had one message for the annual report on what is most needed to advance the transformation Eliminate gaps in education for children, adolescents and young people , what would it be

We need better aid for education in emergencies which means defining and measuring progress towards meaningful outcomes; investing in generating evidence, and in evidence-based programs when possible; and demonstrating best use of resources through



cost-analysis and transparency about where funds are going and with what results.

Tag with other relevant transformations, keywords, initiatives

Keywords

Refugees

Specific Initiatives

Commitment to Action: Transcending the humanitarian - development divide Education Cannot Wait

Agenda for Humanity

3A - Reduce and address displacement 5E - Diversify the resource base and increase cost-efficiency



4A Reinforce, do not replace, national and local systems

Individual Commitments

Commitment	Commitment Type	Core Responsibility
In order to expand the scale and reach of its response to emergencies, the IRC commits to growing its partnership model by establishing relationships with three partner organizations in each of the countries on its "Emergency Watchlist." The IRC will work closely with local partner organizations to build emergency response strategies and to strengthen their capacity to respond by providing training and technical support.	Partnership	Change People's Lives: From Delivering Aid to Ending Need
Over the next five years, the IRC is committed to delivering 25% of its humanitarian assistance through cash, up from 6% in fiscal year 2015, and to have active cash transfer programs in 75% of its country offices.	Operational	Change People's Lives: From Delivering Aid to Ending Need
Recognizing access to livelihoods is a key barrier in the ability of people impacted by emergencies to protect and provide for themselves, the IRC commits to identifying replicable processes for how jobs can be created quickly, efficiently and at scale in displacement contexts through its One Million Jobs Challenge. This will include conducting research, convening thought leaders and innovators and piloting cutting edge policy and practice strategies in a handful of relevant countries.	Operational	Change People's Lives: From Delivering Aid to Ending Need
Recognizing the transformative power of humanitarian cash transfers IRC commits to ensuring that cash is equally considered alongside other response modalities throughout a humanitarian response and that where feasible, cash is used as the preferred and default modality.	Operational	Change People's Lives: From Delivering Aid to Ending Need
The IRC commits to delivering programming which is responsive to the perspectives of those people affected by forced displacement who it intends to serve - its clients. It will systematically and deliberately solicit its clients' views, and use them to inform decision making about what assistance to provide, to whom, when, where and how. The IRC will identify the most effective and efficient ways of capturing the perspectives of its clients, generating practical, evidence-based guidance for IRC and other humanitarian organizations. It will explore the incentives and behaviour patterns which influence the use of client feedback, and will seek to shift those through investments and strategies designed to promote a culture of responsiveness within the IRC. It will share this learning to help enrich the wider humanitarian system's understanding of client responsiveness and Accountability to Affected Populations, modelling new approaches to transparency and performance management in support of a transfer of power to its clients.	Operational	Change People's Lives: From Delivering Aid to Ending Need



<p>The IRC commits to significantly increasing the amount of funding available to support cash programming, including multi-purpose cash transfers.</p>	<p>Financial</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>
<p>The IRC will share innovation and learning on cash-based programming by, for example, publishing studies on the cost efficiency of unconditional cash transfers versus non-food item programs; a framework for estimating Digital Financial Services scale-up needs in order to support more efficient humanitarian response; a Return on Investment analysis for the expansion of digital financial services; the IRC Cash Preparedness Planning Toolkit and lessons learned from its use in Ethiopia and other countries.</p>	<p>Policy</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>
<p>The IRC, as a member of the Cash Learning Partnership, commits to working with states, humanitarian agencies and the private sector to reach consensus on the approaches required to scale-up humanitarian cash transfers and to answer the call to action laid out in the Agenda for Cash.</p>	<p>Partnership</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>

Core Commitments

Commitment	Core Responsibility
<p>Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>
<p>Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.</p>	<p>Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity</p>
<p>Commit to empower national and local humanitarian action by increasing the share of financing accessible to local and national humanitarian actors and supporting the enhancement of their national delivery systems, capacities and preparedness planning.</p>	<p>Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity</p>

Where did your organization stand on these issues prior to making these commitments

IRC will systematically engage with and advance Accountability to Affected Populations by identifying new strategies and testing approaches that shift policy and practice to support greater responsiveness and accountability. IRC will increase the proportion of humanitarian assistance via cash relief to 25% in our 5 year strategy. The IRC has been supporting next step humanitarian livelihoods programming around the globe over the last decade – and recently in 2015 launched The Million Jobs Initiative which has



allowed the opportunity to examine the supply and demand side labor market challenges, and develop and test innovative solutions in the Jordan context.

Achievements at a glance

The IRC is generating learning about the most effective and efficient ways of capturing client perspectives – we have partnered with others, and drawn learning from our own experience. We have articulated our own approach in an initial Client Responsive Programming Framework. We are undertaking research and seeking partnerships to promote debate and progress. The IRC has launched its cash strategy which outlines objectives to achieve 25% cash relief scale up. And has put forward the Cash First statement defining IRC policy to systematically use cash. IRC has partnered with the private sector on the Million Jobs Blue Ribbon Panel to discuss large scale job creation in displacement contexts. The initiative then launched research on challenges and solutions put forth in Jordan including research on supply-side constraints, potential for gig economy solutions for women, and pilot-testing business process outsourcing opportunities.

How is your organization assessing progress

A number of IRC country programs made commitments towards client responsiveness and their progress is regularly reviewed. Measuring progress on commitments to cash is done via internal financial accounting system biannually. An internal cash strategy scorecard is used for the 6 strategic objectives and topline progress is shared as relevant. IRC is measuring the impact of our livelihoods efforts, including changes to policy and practice, and whether more and better jobs have been generated for displacement-affected individuals. New M&E strategies that better measure access and uptake of more safe, decent, quality work for displaced populations are under development.

Challenges faced in implementation

There are challenges towards improved accountability to affected populations, including limited financial and human resources and incentive structures. However, IRC's approach is to proactively identify these barriers and apply strategies at global and country level for a more enabling environment. Resourcing IRC's cash capacity building strategy, overcoming limited digital delivery mechanisms/infrastructure in humanitarian contexts, and navigating guidelines from donors on cash-specific rules and regulations are challenges. Livelihoods initiatives are complicated by policies and regulations in refugee-hosting countries. Donors and governments still measure progress against number of work permits issued, over the number of refugees with stable jobs and incomes.

Next step to advance implementation in 2017

The IRC is codifying its approach to client responsive programming, through testing and development of the practices in its Client Responsive Programming Framework. Strategic projects will enhance capacity to deliver responsive programming. The Cash Capacity Building Strategy will continue to support, resource, and deliver tools required to fulfill programs. The IRC's research priority on cash assistance over the next five years will build evidence impact and best practices. IRC will release research on supply side constraints to employment for refugees. With the Center for Global Development IRC will study existing compacts for refugee hosting countries to offer principles and recommendations.

If you had one message for the annual report on what is most needed to advance the transformation Reinforce, do not replace, national and local systems , what would it be

Progress in advancing greater accountability and participation will come once humanitarian agencies and donors proactively invest in shifting incentives in favor of listening to affected people.

Tag with other relevant transformations, keywords, initiatives

Keywords

- Accountability to affected people Cash Innovation
 Refugees

Specific Initiatives

- Commitment to Action: Transcending the humanitarian - development divide New Way of Working

Agenda for Humanity

- 3A - Reduce and address displacement 5A - Invest in local capacities 5E - Diversify the resource base and increase cost-efficiency





4C Deliver collective outcomes: transcend humanitarian-development divides

Individual Commitments

Commitment	Commitment Type	Core Responsibility
Recognizing the rising severity and number of humanitarian emergencies, the IRC commits to dedicate resources to respond concurrently to four emergencies and support survival at scale within 72 hours of breaking crises by 2020.	Capacity	Change People's Lives: From Delivering Aid to Ending Need
The IRC commits to a new approach to addressing humanitarian need and reducing vulnerability by orienting all of its efforts toward delivering on key outcome areas critical to the lives of those affected by disaster and conflict: Economic Wellbeing, Safety, Health, Education and Power. IRC will use its new Outcomes and Evidence Framework (OEF) - which includes evidence-based theories of change and core indicators - as a tool aimed at ensuring real progress towards reducing vulnerability and improving the resilience, self-reliance and protection of refugees, IDPs and host communities.	Operational	Change People's Lives: From Delivering Aid to Ending Need
The IRC commits to advocating for and advancing thinking toward enhanced collaboration between a wider set of actors in response to humanitarian crises over more appropriate timeframes based on its experience in delivering evidence-based outcomes.	Advocacy	Change People's Lives: From Delivering Aid to Ending Need
The IRC commits to advocating for and advancing thinking towards a "New Approach for Response to Protracted Forced Displacement" based on its experience in delivering evidence-based outcomes.	Advocacy	Leave No One Behind Change People's Lives: From Delivering Aid to Ending Need
The IRC commits to making all of its programs evidence-based or evidence-generating by 2020. This means that programs are based on theories of change informed by the best available evidence and that all programs monitor outcomes. Where programs do not have strong evidence, it is investing time and resources in creating the most meaningful, actionable and useful evidence for staff and others in the humanitarian community upon which to base program decisions. This means focusing attention on generating high-quality evidence across various contexts that: addresses pertinent and pressing challenges to achieving our outcomes; contributes to and is based on an existing body of knowledge; fills critical gaps in our current understanding; and serves relevant decision-making by humanitarian practitioners and policymakers. IRC's use of this evidence will promote the implementation of high-impact and cost-effective programs, and enable it to influence the adoption and scale of such interventions by peer practitioners to achieve significant and sustained improvements in the lives of crisis-affected populations.	Operational	Change People's Lives: From Delivering Aid to Ending Need



<p>The IRC commits to making its new Outcomes and Evidence Framework a public resource for use by other organizations and to inform similar efforts among major donors and institutions.</p>	<p>Policy</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>
<p>The IRC commits to simultaneously conducting needs assessments that lead to accountable programs for early recovery and tailoring programs with communities to ensure a connection from relief to recovery.</p>	<p>Operational</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>
<p>The IRC has committed to focus its programming and define its program success on the basis of measurable improvements in people's lives in five outcome areas: Health, Economic Wellbeing, Safety, Education and Power. Further, the increasingly protracted nature of displacement and sheer number of people affected by conflict requires humanitarian and development institutions to align efforts around clear, measurable and jointly shared goals. This is needed to increase the impact of collective actions, determine sustainable solutions and better respond to the needs of conflict-affected and displaced people no matter where they live.</p>	<p>Operational</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>
<p>The IRC will help strengthen existing Solutions Alliance national groups, establish new ones where appropriate and engage at country level to foster greater collaboration among all stakeholders, namely governments, UN agencies, donors and civil society.</p>	<p>Partnership</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>
<p>The IRC will leverage its role as member of the Executive Board of the Solutions Alliance to develop guidance on how specifically UN agencies, governments, bilateral donors and NGOs can work together to establish joint outcomes, planning, budgeting, implementation and collective learning.</p>	<p>Partnership</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>

Core Commitments

Commitment	Core Responsibility
<p>Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>



Where did your organization stand on these issues prior to making these commitments

In the IRC2020 strategy, the IRC developed a systematic way to focus on clearly defined outcomes that can be consistently measured across all the contexts. With the Outcomes and Evidence Framework (OEF), our staff and partners identify feasible outcomes and explore theories of change for program planning. The framework can be used to advocate for/demonstrate the necessity of multi-year planning and funding. The IRC focuses on changing policy and practice so that refugees are provided assistance to live in dignity and be self-reliant in displacement and to find durable solutions. Collective outcomes shared by all stakeholders are central to this.

Achievements at a glance

IRC has developed an interactive outcomes and evidence framework (iOEF) that contains the tools needed to design effective programs. IRC staff have access to (i) outcome definitions and indicators for measuring those outcomes, (ii) theories of change that describe the pathways for achieving those outcomes and (iii) the best available quantitative evidence on interventions that can contribute to that outcome. In the last quarter of 2016 alone, the iOEF had over 2000 users from 98 different countries, and shared the iOEF in large public forums. We have engaged key peers in exploring how to use and improve the framework for designing and reporting on multi-year programs using common outcomes, theories of change and metrics/indicators.

The June 2016 launch of the Tanzania Solutions Alliance was supported by the IRC country and regional team. We have and will continue to encourage the Alliance to use collective outcomes in seeking solutions.

How is your organization assessing progress

IRC is monitoring where and how a Solutions Alliance approach to protracted settings can contribute to improved outcomes for refugees and hosting communities and bridge the humanitarian-development divide.

Challenges faced in implementation

There are challenges in rolling out the Outcomes and Evidence Framework across the organization and it requires significant time, effort and resources. Second, greater investment in evidence generation is needed. Finally, rigid donor frameworks and short-term project based funding limit our staff's ability to effectively design programs based on the theories of change and use indicators to measure progress. In the search for durable solutions, the persistence of mandate and population-driven responses by various agencies and donors is difficult to break. Significant organizational effort is still required to change planning and financing systems.

Next step to advance implementation in 2017

The iOEF is the basis of country programs' strategic action plans for the next 4 years. Each country has identified 3-5 priority outcomes and will use the corresponding indicators to measure progress each year. Our technical units are developing and issuing program guidance based on evidence. IRC continues as the civil society representative to the (now) Governing Board of the Solutions Alliance. In this capacity, the IRC will continue to seek partnerships and adopt practices which promote the Solutions Alliance approach in existing and new contexts.

If you had one message for the annual report on what is most needed to advance the transformation Deliver collective outcomes: transcend humanitarian-development divides , what would it be

The IRC will continue to advocate for and advance practice on using collective outcomes to improve programming and its impact, and enhance collaboration in response to humanitarian and refugee crises.

Tag with other relevant transformations, keywords, initiatives

Keywords

- Innovation Refugees

Specific Initiatives

- Commitment to Action: Transcending the humanitarian - development divide Grand Bargain

Agenda for Humanity

- 3A - Reduce and address displacement 5D - Finance outcomes, not fragmentation: shift from funding to



financing



5A Invest in local capacities

Individual Commitments

Commitment	Commitment Type	Core Responsibility
The IRC will provide training, technical support, and small grants to 25 local organizations working across the Horn and East Africa, with the aim of advancing their internal GBV emergency preparedness and ability to engage in local and national preparedness and response efforts.	Operational	Uphold the Norms that Safeguard Humanity Invest in Humanity

Core Commitments

Commitment	Core Responsibility
Commit to empower national and local humanitarian action by increasing the share of financing accessible to local and national humanitarian actors and supporting the enhancement of their national delivery systems, capacities and preparedness planning.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity

Where did your organization stand on these issues prior to making these commitments

Despite the fact that women and girls comprise 75% of those displaced by conflict and disaster, humanitarian aid is often not designed and delivered based on an understanding of the specific constraints that women and girls face or the opportunities that are available to them. Through capacity-building and operational enhancements, we are transforming how we prevent and respond to gender-based violence in humanitarian settings with local partners.

Achievements at a glance

Provided training and technical support on GBV-specific emergency preparedness and planning to 47 local organizations and distributed small grants to 23 organizations to implement emergency response and preparedness work.

Next step to advance implementation in 2017

In 2017, IRC will disseminate the inter-agency GBV case management guidelines and conduct practitioner trainings.

Tag with other relevant transformations, keywords, initiatives

Keywords

Accountability to affected people Gender

Agenda for Humanity

2D - Take concrete steps to improve compliance and accountability 3D - Empower and protect women and girls



5D Finance outcomes, not fragmentation: shift from funding to financing

Core Commitments

Commitment	Core Responsibility
Commit to enable coherent financing that avoids fragmentation by supporting collective outcomes over multiple years, supporting those with demonstrated comparative advantage to deliver in context.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to promote and increase predictable, multi-year, unearmarked, collaborative and flexible humanitarian funding toward greater efficiency, effectiveness, transparency and accountability of humanitarian action for affected people.	Invest in Humanity

Where did your organization stand on these issues prior to making these commitments

The IRC seeks to support positive and meaningful changes in the lives of those we serve. In order to achieve this, it would be necessary to focus on clearly defined and measurable outcomes and to choose the most effective interventions for achieving those outcomes. Within the humanitarian industry, it is standard practice to emphasize inputs and activities and to measure 'success' by counting outputs. Delivering outputs is insufficient for making meaningful improvements in people's lives; it requires an outcome-driven and evidenced-based approach to programming.

Achievements at a glance

Prior to our IRC2020 strategy, of which this commitment is a part, the IRC had made several steps towards an outcome-driven evidence-based approach. For example, our education work shifted from a focus on access (addressing the problem of children not being in schools) to a focus on learning. We pulled on evidence from other fields, such as neuroscience, to shape our strategies. We redefined our education outcome to not just focus on academic learning but also on social emotional learning to ensure that children have not only the skills they need in school but in life more generally (conflict resolution, controlling impulses etc.). Other examples of focusing on outcomes and developing evidence-based strategies can be found in our earlier work around child protection, women's empowerment and violence prevention.

How is your organization assessing progress

IRC has developed an interactive outcomes and evidence framework (iOEF) that contains the tools needed to design effective programs. IRC staff at HQ and across 30 countries, have access to (i) outcome definitions and indicators for how to measure those outcomes, (ii) theories of change that describe the pathways for achieving those outcomes and (iii) the best available quantitative evidence on interventions that can contribute to that outcome. The iOEF was rolled out through workshops, webinars and conferences inside and outside the IRC. In the last quarter of 2016 alone, the iOEF had over 2000 users from 98 different countries.

Challenges faced in implementation

Rolling out this framework across the organization requires significant time, effort and resources. We successfully obtained funding to develop the framework, however, providing sufficient training and continuous mentoring to country-level staff who are steeped in responding to an increasing number of humanitarian crises is costly. Second, despite extensive efforts to synthesize evidence, there remain significant gaps around what works in conflict-affected contexts. Investment in evidence generation is needed. Finally, donor frameworks and short-term funding limit the ability to effectively design programs based on the theories of change with sufficient time to develop and use indicators to measure progress.

Next step to advance implementation in 2017

As the iOEF continues to be rolled out, all IRC country programs have used the outcomes in the iOEF as the basis of their strategic action plans for the next 4 years. Each country has identified 3-5 priority outcomes and will use the corresponding indicators to measure progress each year. Together with technical teams, our country programs are beginning to use the theories of change to develop programmatic strategies. Our technical units are developing and issuing program guidance based on evidence. We have developed metrics and will start to measure progress more systematically later this year.

Tag with other relevant transformations, keywords, initiatives

Keywords



Innovation

Specific Initiatives

Grand Bargain

Agenda for Humanity

4C - Deliver collective outcomes:
transcend humanitarian-development
divides

5E - Diversify the resource base and
increase cost-efficiency



5E Diversify the resource base and increase cost-efficiency

Individual Commitments

Commitment	Commitment Type	Core Responsibility
The IRC will further refine its pioneering costing process in humanitarian interventions and make it publicly available for donors and other organizations to use. Specifically the IRC will: use cost analyses systematically in the IRC's decision-making on new programs; update finance and budget-tracking systems to allow easier cost analysis for future proposals and programs, and publish about its systems so other organizations can learn from its experience; publish the results of its cost analyses reports for public use; raise awareness and use of cost analysis with other actors in the humanitarian sector, including donors and implementers, by promoting a common methodology, a process for incorporating cost analysis into the project management life-cycle, and a standard for what cost data should be reported publicly.	Financial	Invest in Humanity

Core Commitments

Commitment	Core Responsibility
Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to promote and increase predictable, multi-year, unearmarked, collaborative and flexible humanitarian funding toward greater efficiency, effectiveness, transparency and accountability of humanitarian action for affected people.	Invest in Humanity

Achievements at a glance

To date, the IRC has published a standard methodology for assessing the cost efficiency and cost effectiveness of humanitarian programs, and conducted 10 cost-efficiency and 3 cost-effectiveness studies using that methodology and data on IRC projects. We have made these studies publicly available, including the placement of actionable steps to improve program efficiency in our online evidence tool. To meet our commitment for systematic cost analysis across every IRC project, we have developed Systematic Cost Analysis (SCAN) software which enables program staff to conduct methodologically accurate analyses quickly, using already available data. We piloted this tool with five IRC projects, and are now preparing to roll it out systematically in two country programs. The IRC is also putting together a coalition of implementing agencies who can test, guide, and champion the ongoing development of the SCAN tool for sector-wide use.

How is your organization assessing progress

The IRC will monitor implementation of this commitment by tracking the proportion of IRC country programs, and of projects within those country programs, which produce cost efficiency analyses. Using the results of these analyses, we will know how efficiently we produce certain outputs as time progresses.

Next step to advance implementation in 2017

In 2017, the IRC will roll out our systematic costing tool as standard practice in 2 country programs, as well as for individually selected projects in other country programs. The experience in these two "exemplar" countries will help us to understand the resources and training necessary to support full organization-wide rollout of systematic cost analysis in subsequent years.



If you had one message for the annual report on what is most needed to advance the transformation Diversify the resource base and increase cost-efficiency , what would it be

Only implementing agencies have cost data that is detailed enough to do rigorous cost analyses; thus advocacy efforts should focus on building consistent costing systems across implementers, which make use of the rich data they already possess. Rapid and rigorous cost analyses are possible!

Tag with other relevant transformations, keywords, initiatives

Keywords

Innovation

Specific Initiatives

Grand Bargain

Agenda for Humanity

4C - Deliver collective outcomes:
transcend humanitarian-development
divides

5D - Finance outcomes, not
fragmentation: shift from funding to
financing



Additional Reports

Attachment
IRC Compiled Reports_per Commitment.pdf