



# **Individual Self Reflection 2020 on World Humanitarian Summit Commitments and Initiatives - Mercy Corps**



## Stakeholder Information

**Organisation Name**

Mercy Corps

**Organisational Type**

NGO - International

**City and Country where Headquartered**

Portland, United States of America

**Focal Point Name**

Anissa Toscano

**Region**

Global

**Twitter ID**

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## 1B Act early

### Individual Commitments

| Commitment   | Commitment Type | Core Responsibility                               |
|--|-----------------|---|
| Mercy Corps commits to actively use early warning findings to identify, address, and defuse critical risks before they deteriorate into intractable conflicts by using preventive diplomacy tools such as good offices, peace and development advisors, groups of contact and mediation. | Operational     | Political Leadership to Prevent and End Conflicts |
| Mercy Corps commits to conduct and share the learning from at least three major studies on countering violent extremism in complex crises by 2018.   | Operational     | Political Leadership to Prevent and End Conflicts |

### Core Commitments

| Commitment   | Core Responsibility                               |
|--|---|
| Commit to act early upon potential conflict situations based on early warning findings and shared conflict analysis, in accordance with international law. | Political Leadership to Prevent and End Conflicts |
| Commit to make successful conflict prevention visible by capturing, consolidating and sharing good practices and lessons learnt.                           | Political Leadership to Prevent and End Conflicts |

#### 1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures as well as any good practices and examples of innovation.

Mercy Corps continued to expand its research on countering and preventing violent extremism in complex crises. In 2018, Mercy Corps produced two reports related to this topic: "Can Economic Interventions Reduce Violence?;" and "If Youth Are Given the Chance: Effects of Education and Civic Engagement on Somali Youth Support of Political Violence." These reports complement Mercy Corps' research report from 2017 on youth violence in Mali (see "'We Hope and We Fight': Youth, Communities, and Violence in Mali"). Based on survey input from agency leaders at HQ and the field, Mercy Corps developed two analytical tools to support field-led analysis of root causes of conflict and guide development of strategies to address them.

Mercy Corps also engaged in advocacy to support policies to address violence prevention. In the US, Mercy Corps leads a coalition of 55 organizations in the development and support of the Global Fragility Act (H.R. 1580 and S. 727) to "require the U.S. government – in collaboration with global civil society – to develop a 10-year strategy to bring down current levels of global violence and better address the root causes of violence, violent conflict, and fragility that drive recurrent global crises." In the UK, Mercy Corps advocated for a rebalancing of investments between hard and soft responses to violent extremism. Mercy Corps also worked with Chatham House to influence the UK's new stabilization approach, which cites Mercy Corps' research findings. The new approach offers a broader definition of peace building, recognizing that weak, exclusive governance is a central driver of violent extremism. Mercy Corps' research also played a central role in crafting the study and recommendations for the Youth, Peace and Security Progress Report, unveiled at the UN General Assembly.

#### B. Please select if your report relates to any initiatives launched at World Humanitarian summit

New Way of Working

#### 2. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.

- Data and analysis
- Funding amounts
- Strengthening national/local systems



## Keywords

Youth



## 1C Remain engaged and invest in stability

### Individual Commitments

| Commitment  | Commitment Type | Core Responsibility                               |
|---|-----------------|---|
| Mercy Corps aims to mainstream peace-building, conflict mitigation, and governance work to break cycles of conflict and fragility and build resilience in a majority of humanitarian responses by 2020. | Operational     | Political Leadership to Prevent and End Conflicts |

### Core Commitments

| Commitment   | Core Responsibility                               |
|--|---|
| Commit to address root causes of conflict and work to reduce fragility by investing in the development of inclusive, peaceful societies. | Political Leadership to Prevent and End Conflicts |

#### 1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures as well as any good practices and examples of innovation.

For the fiscal year ending in June 2018, Mercy Corps reached over 1.5 million people through 24 programs that address the root causes of conflict. In August 2018, 79% of country directors and field leaders surveyed indicated that addressing root causes of conflict is part of their country strategy.

Several country teams contributed to Mercy Corps' work on the intersection of conflict prevention/peace building and root causes of violence, including during complex crises:

- NE Nigeria published the results of its Strategic Resilience Assessment (STRESS). Findings highlight the importance of mobility, social capital and social cohesion in strengthening people's ability to cope during the crisis in Borno State.
- DRC refined their implementation strategy for the FARM program, which seeks to prevent and manage land conflict
- Kenya and Lebanon captured learning about approaches and impacts of programs addressing root causes of conflict
- Somalia and Syria identified drivers of conflict and developed strategies to reduce violence, using both resilience and conflict sensitivity frameworks. Somalia piloted a rapid strategic resilience assessment (STRESS) for constrained access environments.
- DRC, Kenya, Guatemala, Lebanon, Ethiopia, and Nepal gathered input on impact and learning from programs addressing governance and climate-related root causes of conflict
- "Cultivating Stability" addressed how to make agri-systems more agile and resilient in conflict situations. "Currency of Connections" addressed how supporting social connections bolsters the impact of humanitarian aid, cash transfer and market-support programming in South Sudan.

Mercy Corps developed a draft framework for how humanitarian and development assistance can lay the groundwork for peace and create an enabling environment for further efforts to address root causes, emerging drivers of conflict, and future threats in the midst of crisis. Country teams will test the framework in 2019. Mercy Corps also made progress on its approach to building resilience in complex crises.

#### B. Please select if your report relates to any initiatives launched at World Humanitarian summit

New Way of Working

#### 2. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.

- Data and analysis
- Other: There are weak indicators for monitoring and evaluation in the peacekeeping field.



## 3A Reduce and address displacement

### Individual Commitments

| Commitment   | Commitment Type | Core Responsibility |
|--|-----------------|---------------------|
| By 2020, Mercy Corps commits to use displacement data to better predict crisis onset, design crisis prevention programming, and position humanitarian assistance to contribute to greater resilience in the face of repeated shocks. | Operational     | Leave No One Behind |

**1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures as well as any good practices and examples of innovation.**

#### IDPs (due to conflict, violence, and disaster)

Mercy Corps continues to invest in expanding use of continuous context analysis to inform scenario and contingency planning, contribute to anticipatory action, and enhance aid effectiveness in complex crises. Mercy Corps' approach to crisis analysis combines human expertise and data analytics to inform real-time insights into how context dynamics and actors intersect and inform crisis events. This deeper understanding is translated into program and risk management decision making and humanitarian voice. Mercy Corps' analysis:

- Informed humanitarian community contingency planning following a takeover of territory in Idlib governorate by a proscribed group (with the aim of maintaining humanitarian funding and space) in Syria
- Informed inter-agency planning around displacement from the Hudaydah offensive in Yemen in early 2019 and the impact of the subsequent ceasefire and redeployment agreements in Stockholm
- Fed into humanitarian community planning on access and aid delivery during renewed armed clashes in Tripoli, Libya
- Informed preparation for the federal and state elections in Nigeria (with the purpose of assuring continued humanitarian access)

#### B. Please select if your report relates to any initiatives launched at World Humanitarian summit

- Grand Bargain

**2. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

- Funding amounts  
 Institutional/Internal constraints  
 Joined-up humanitarian-development analysis, planning, funding and/or response

#### Keywords

Displacement



### 3F Enable adolescents and young people to be agents of positive transformation

#### Individual Commitments

| Commitment  | Commitment Type | Core Responsibility |
|---|-----------------|---------------------|
| Mercy Corps develops evidence-based approaches to reduce the vulnerability of youth to joining violent extremist groups by decreasing youth exposure to violence, promoting inclusive governance, and addressing youth grievances.            | Operational     | Leave No One Behind |
| Mercy Corps ensures that female and male adolescents are meaningfully participating in the design, delivery, and monitoring of aid projects, and empower them to advocate at the local and national level on decisions impacting their lives. | Operational     | Leave No One Behind |
| Mercy Corps will aim to provide 10 million youth between the ages of 15-24 with access to socio-emotional programming, non-formal and informal education, and safe and equitable livelihood opportunities by 2020.                            | Operational     | Leave No One Behind |

#### 1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures as well as any good practices and examples of innovation.

In March 2018, Mercy Corps revised its Global Vision for Humanitarian Response to include the intentional targeting and engagement of adolescents. Soon thereafter, Mercy Corps' youth and humanitarian teams conducted an emergency assessment in Venezuela, consulting with adolescents on the move and identifying programming opportunities to meet their needs. From this experience, Mercy Corps developed a suite of tools for country teams to guide them in reaching and programming with adolescents in humanitarian contexts. Moreover, Mercy Corps authored a learning brief with recommendations on adolescents affected by the Venezuela crisis, included consultations with adolescents in Indonesia-Lombok to inform programming, and engaged adolescents in Cox's Bazar in Bangladesh.

Mercy Corps also continues to promote youth-led initiatives alongside development programs. In Jordan, Mercy Corps launched two youth-led initiatives. With funding from YouthPower, a new cadre of adolescent girl researchers are evaluating public safe spaces. A project funded through IDEO is paving the way for adolescent girls to design a toolkit and companion app on sexual and reproductive health.

Mercy Corps continued to develop its approaches to enhance the capacities of youth and understand their migration decisions. Mercy Corps developed a youth employment working group to strategize on expansion of tech enabled youth employment. Mercy Corps also conducted research to understand the key drivers of migration among Afghan and Somali youth and examine the impacts of economic development programs on their migration decisions (see policy brief: [https://www.mercycorps.org/sites/default/files/NWO%20migration%20policy%20brief\\_20180817.pdf](https://www.mercycorps.org/sites/default/files/NWO%20migration%20policy%20brief_20180817.pdf) and video: <https://www.youtube.com/watch?v=h4WbqN74XDA>).

As part of the Global Compact on Refugees, Mercy Corps advocated for inclusion of youth refugees' needs and recognition of their capabilities and led the drafting and adoption of a joint paper on young people in the Compact.

#### B. Please select if your report relates to any initiatives launched at World Humanitarian summit

The Compact for Young People in Humanitarian Action

#### 2. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.

Funding modalities (earmarking, priorities, yearly agreements, risk aversion measures)  
 Gender and/or vulnerable group inclusion



Joined-up humanitarian-development analysis, planning, funding and/or response

### **B. How are these challenges impacting achievement of this transformation?**

Funding modalities for humanitarian and emergency responses are not consistently gender sensitive nor do they provide adequate time/funding to ensure gender and vulnerable group inclusion beyond basic Do No Harm. There is a lack of sex and age disaggregated data and analysis to inform services and programming that target adolescents.

### **3. What steps or actions are needed to make collective progress to achieve this transformation?**

Mercy Corps is hopeful that the Interagency guidelines on Working with and for Young people in Humanitarian Settings, which will be launched later this year, will help influence future funding models and result in greater resources, focus and attention to partnering directly with adolescents and young people to deliver the services they identify in humanitarian settings, especially for those on the move.

#### **Keywords**

Gender, People-centred approach, Youth



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

### Individual Commitments

| Commitment  | Commitment Type | Core Responsibility                                       |
|---|-----------------|---|
| Mercy Corps aims to scale up cash in 25% of its humanitarian assistance by 2018.  | Operational     | Change People's Lives: From Delivering Aid to Ending Need |
| Mercy Corps commits to contribute expertise and legitimacy to the WEF-facilitated Shaping Principles for Public-Private Collaboration in Humanitarian Payments, encourage others to do the same, and aim for the final principles to be broadly adopted in its own operations. It will use the principles to continue to accelerate the increase of responsible payments as an effective humanitarian programming modality, as appropriate. | Policy          | Change People's Lives: From Delivering Aid to Ending Need |
| Mercy Corps commits to design and implement, in collaboration with partners new ways to effectively coordinate cash programming and break down sector silos.  | Operational     | Change People's Lives: From Delivering Aid to Ending Need |
| Mercy Corps commits to design and implement, in collaboration with partners, minimum standards and best practice in risk analysis and management, protection analysis, data protection and privacy, and working with financial services.  | Operational     | Change People's Lives: From Delivering Aid to Ending Need |

### Core Commitments

| Commitment  | Core Responsibility   |
|---|---|
| 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. | Change People's Lives: From Delivering Aid to Ending Need                       |
| 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<br>Invest in Humanity |

**1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant**



**data/figures as well as any good practices and examples of innovation.**

### **Cash-based programming**

Cash programming represents approximately 50% of the humanitarian aid provided by Mercy Corps. Cash transfer programming values in 2018 totaled \$26,694,658 in cash and \$13,495,967 in vouchers. In 2018, Mercy Corps introduced a new policy on minimum standards in cash transfer programming.

Mercy Corps coordinated with other agencies as a member of the Collaborative Cash Delivery (CCD) Network. The CCD Network, led by CARE, developed a global data sharing template and guidance based on GDPR standards. The agreement template is currently being piloted in CCD collaborations in Ethiopia and Colombia, and will facilitate safe, effective and timely data sharing between CCD members.

Mercy Corps contributed to learning in the humanitarian and development sectors about best practices in using cash transfers. Mercy Corps published "The Currency of Connections" to discuss how to maximize cash and market programming to support coping, recovery and resilience. Mercy Corps also worked with the Electronic Cash Transfer Network (ELAN) and Oxfam on a learning event on digital cash in humanitarian response, and contributed case studies to the WEF Global Future Council to influence the humanitarian system to enable scaling of inclusive local markets in fragile contexts.

### **B. Please select if your report relates to any initiatives launched at World Humanitarian summit**

- Grand Bargain

### **2. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

- Field conditions, including insecurity and access
- Funding modalities (earmarking, priorities, yearly agreements, risk aversion measures)
- Information management/tools

### **Keywords**

Cash, Local action



**4B Anticipate, do not wait, for crises**

**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> |

**1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures as well as any good practices and examples of innovation.**

**Disaster risk reduction and disaster risk management (including resilience)**

**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.**

In 2018, Mercy Corps completed three strategic risk and resilience assessments with three country teams and partners (Somalia, NE Nigeria, Bangladesh), and contributed to conversations about how shared risk analyses should affect risk informed programming. Mercy Corps produced and shared humanitarian analysis products for Syria, Libya, Yemen and NE Nigeria which informed operational, risk analysis, scenario and contingency planning for those crises. The NE Nigeria STRESS guided program design and action around strengthening resilience capacities through markets, information access and social connections. In NE Nigeria, the Strategic Resilience Assessment (STRESS) process revealed key insights for how practitioners can help build resilience in these fragile contexts. In Bangladesh, Mercy Corps delivered a second round of technical advisory services to IOM Protection and other units, to strengthen community-based risk reduction and site management approaches.

**Preparedness**

**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.**

In 2018, 28% of all Mercy Corps sub-awards expenditure under humanitarian programming was by local organizations, totaling \$9,061,639, and 8.3% of direct program and sub-awards expenditure for humanitarian programming was to local organizations. Syria is one of the country programs where Mercy Corps has made a particularly strong commitment to localization. In 2018, Mercy Corps Syria partnered with 8 local organizations (i.e. organizations having their headquarters located within Syria) and an additional 26 Syrian -led NGOs based in the Syria response region. These 34 Syrian organizations implemented 36% (\$16.5 million) of the annual MC Syria portfolio 859,960 people in need in Syria. Through Mercy Corps' capacity building programs, including through the ISHA (Investing in Syrian Humanitarian Action) program, local partners receive remote coaching, mentoring, training and ongoing support to strengthen their capacity in financial, operational, and programmatic areas.

**B. Please select if your report relates to any initiatives launched at World Humanitarian summit**

Grand Bargain

**2. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**



- Funding modalities (earmarking, priorities, yearly agreements, risk aversion measures)
- Joined-up humanitarian-development analysis, planning, funding and/or response

### **B. How are these challenges impacting achievement of this transformation?**

Lack of multi-year funding (for prime awards and sub-recipients) reduces potential for greater impact. Continued donor funding siloes (humanitarian vs. development funding streams) prevent agencies from maximizing synergies in holistic analysis and programming to flexibly address humanitarian needs as well as the root causes of crisis and/or development challenges.

### **3. What steps or actions are needed to make collective progress to achieve this transformation?**

Prime awards that target localization and capacity strengthening should be multi-year grants and should pass down this multi-year characteristic to sub-recipients. Further, donors and INGOs alike should support sub-recipients to manage and receive overhead funds and bridge funding, to enable better continuity and gains against the many investments already made. Donors should continue to develop creative approaches to support holistic crisis analysis and to support the resultant programmes that target resilience outcomes across humanitarian and development activities.

### **Keywords**

Disaster Risk Reduction, Local action, Preparedness



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

### Individual Commitments

| Commitment   | Commitment Type | Core Responsibility                                       |
|--|-----------------|---|
| Mercy Corps commits to build on its action research agenda for adaptive management and navigating complexity by field testing adaptive approaches in five response settings by 2018, and undertaking a major study on the operational implications of an adaptive approach.  | Policy          | Change People's Lives: From Delivering Aid to Ending Need |
| Mercy Corps commits to design and implement, in collaboration with partners, new ways to ensure the humanitarian system creates, shares, and uses appropriate assessments and analysis at crisis inception and throughout the response that informs appropriate decisions about program modality and design.   | Operational     | Change People's Lives: From Delivering Aid to Ending Need |
| Mercy Corps commits to develop a collaborative, multi-stakeholder Technology for Development (T4D) Innovation Lab, to focus on specific humanitarian priorities and the technology solutions needed. The T4D Innovation Lab will focus on alignment of priorities, leveraging skills and technology from member organizations and promoting and scaling innovative solutions - with a sharp view on humanitarian impact through innovative collaborative technology. | Operational     | Change People's Lives: From Delivering Aid to Ending Need |

### Core Commitments

| Commitment  | Core Responsibility                                       |
|---|---|
| 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. | Change People's Lives: From Delivering Aid to Ending Need |

**1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures as well as any good practices and examples of innovation.**



## Other

(Mercy Corps' technology commitment)

Mercy Corps' Technology for Impact partnership (<https://www.mercycorps.org/technology-for-impact-report>) with Cisco has benefited more than 2 million people from August 2017 - January 2019. Grant activities are underway in 15 countries, ranging from WiFi installations to improved data analysis for decision making in complex operating environments to pilot testing innovative technology solutions. Pilots include:

- Exploring the use of virtual reality for PTSD treatment of adolescent refugee populations.
- Using 3D Printing and additive manufacturing to fabricate assistive technologies on-site in refugee camps.
- Designing a distributed ledger based solar micro-grid system for Gaza residents to provide them with improved energy self-sufficiency.

Throughout this partnership, T4D is researching, publishing, and speaking on the impact of technology not only in program design, but also in improving operational efficiency and coordination of humanitarian actors.

### **Joined-up humanitarian-development analysis and planning towards collective outcomes**

#### **Transcend Humanitarian-Development Divides**

Mercy Corps has mainstreamed the humanitarian-development nexus most prominently through strengthening its analysis work. In Somalia and Northeast Nigeria, Mercy Corps conducts analysis of market, conflict, and environmental systems, and brings in both humanitarian and development teams to develop longer-term strategies for action. In Northeast Nigeria, Mercy Corps is combining strategic risk and resilience assessments with in-depth humanitarian analysis that supports day-to-day decision-making.

Mercy Corps also promotes management structures in its country teams that encourage greater linkages between humanitarian and development strategy and approaches. In places like Iraq and Northeast Nigeria, connections within Mercy Corps' program management structure as well as regular joint review and reflection meetings support ongoing collaboration between humanitarian and development teams.

### **2. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

- Funding amounts
- Funding modalities (earmarking, priorities, yearly agreements, risk aversion measures)

### **B. How are these challenges impacting achievement of this transformation?**

Flexible funding and an emphasis on generating learnings has been crucial. However, integrating technology into existing funding cycles and within donor constraints has been challenging. Since August 2018, T4D supported technology components on 25 proposals, reflecting the importance of involvement in proposal development to achieve sustained technology uptake.

### **3. What steps or actions are needed to make collective progress to achieve this transformation?**

More flexible funding and more of a willingness to test unproven solutions is critical to collective progress in this area.

## **Keywords**

Humanitarian-development nexus, Innovation



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

### Core Commitments

| Commitment  | Core Responsibility   |
|---|---|
| <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<br/>Invest in Humanity</p> |

### 1. A. Highlight concrete actions taken between 1 January – 31 December 2019 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures as well as any good practices and examples of innovation.

With respect to the aspect of this commitment that addresses "increasing cash-based programming in situations where relevant," see Mercy Corps' response to Commitment 4A, specifically: "Cash programming represents approximately 50% of the humanitarian aid provided by Mercy Corps. Cash transfer programming values in 2018 totaled \$26,694,658 in cash and \$13,495,967 in vouchers."

### Keywords

Cash