



International Rescue Committee

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Core Commitment: 2D Take concrete steps to improving compliance and accountability; 5A Invest in local capacities

1. What led your organization to make this commitment? (Maximum 100 words)

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 in humanitarian settings.

2. Achievements at a glance (Maximum 150 words)

The IRC achieved the following progress related to these commitments:

1. 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.
2. Trained 1143 participants on the IASC GBV Guidelines through 64 separate events.
3. Finalized inter-agency GBV case management guidelines which will be disseminated globally next month.
4. 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.
5. Completed development of an action framework and oversaw the process of conducting a baseline assessment for the Real Time Accountability Partnership (RTAP).
6. 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.

3. How is your organization assessing progress? (Maximum 100 words)

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.)

4. Challenges faced in implementation (Maximum 100 words)

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



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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.

5. Next step to advance implementation in 2017 (Maximum 100 words)

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 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.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

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Core Commitment: 3D Empower and protect women and girls

1. What led your organization to make this commitment? (Maximum 100 words)

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.

2. Achievements at a glance (Maximum 150 words)

The IRC achieved the following progress related to this commitment:

1. Set goals for gender equality in four main areas across the organization – cultural/cross-organizational, programming, human resources, and safety & security.
2. Established a stand-alone Gender Equality Unit in which we are integrating gender experts in each sectoral technical unit and regional team, with a goal of driving changes in programs and country offices. We currently have gender experts embedded in our Health and Economic Recovery and Development Units as well as in the Syria Regional Response program.
3. Developed a Gender Analysis & Program Design Toolkit specifically for integrating gender in IRC programs. This has been piloted in four offices, two international (Thailand and Ethiopia) and two in the US.
4. Obtained leadership buy-in and developed an accountability framework to measure this commitment.

3. How is your organization assessing progress? (Maximum 100 words)

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.

4. Challenges faced in implementation (Maximum 100 words)

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.

5. Next step to advance implementation in 2017 (Maximum 100 words)

In 2017, IRC established Universal Expectations for all country offices to integrate gender equality into core business practices, including:



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1. Establishing standard risk mitigation and response protocols for female-specific safety and security issues.
2. Ensuring that SEA policies are communicated to all staff multiple times per year, and that violations are immediately reported.
3. Mandating that all new proposals in the most prioritized programs are informed by a gender analysis.
4. Requiring all country programs to have reliable male-to-female staff data and plans to achieve parity.
5. Identification of two champions in each country office to drive gender equality efforts.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

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Core Commitment: 4A Reinforce, do not replace, national and local systems; 4C Deliver collective outcomes, transcend humanitarian-development divides

1. What led your organization to make this commitment? (Maximum 100 words)

The [IRC 2020](#) strategy commits us to more and faster rescue and relief. Overwhelming evidence shows that cash relief can efficiently reach people in need faster and at a lower cost. Therefore, in 2015, we committed to increase the proportion of humanitarian assistance via cash relief to 25% in our 5 year strategy.

2. Achievements at a glance (Maximum 150 words)

Published: studies on the [cost efficiency of cash transfers versus non-food item programs](#); a [framework for estimating Digital Financial Services \(DFS\) scale-up needs in humanitarian contexts](#); a [Return on Investment analysis for the expansion of digital financial services](#).

Launched: the [IRC cash strategy](#) which outlines objectives to achieve 25% cash relief scale up; the [Cash First position statement](#) defining IRC policy to systematically use cash relief instead of (or, where appropriate, in combination with) in-kind aid.

Set research priorities to test the effectiveness of cash relief to achieve outcomes including women's protection and empowerment, prevention of under-five mortality, and strengthened economic well-being and identify solutions to address the challenges inhibiting faster, more efficient and scaled cash relief.

3. How is your organization assessing progress? (Maximum 100 words)

Measuring progress using IRC internal financial accounting system where cash and voucher assistance is captured using specific accounting codes. This metric is tracked on a biannual basis. Tracking progress against the 6 strategic cash strategy objectives that have specific indicators ranging from number of cash programs prepositioned to the percentage of IRC's digital cash programs. These indicators are captured in an internal cash strategy scorecard, while topline progress against these indicators will be shared periodically as relevant.

4. Challenges faced in implementation (Maximum 100 words)

Key challenges to increasing cash relief at the IRC include:

- Resourcing IRC's cash capacity building strategy and specific initiatives meet the needs of a diverse range of staff;
- Limited digital delivery mechanisms/infrastructure in Humanitarian contexts constrains e-payment delivery;
- Unclear guidelines from donors on cash-specific rules and regulations
- Lack of strong evidence base for use of cash for a wide range of outcomes beyond food security and basic needs in humanitarian contexts

5. Next step to advance implementation in 2017 (Maximum 100 words)

- Cash Capacity Building Strategy – support, resources, and tools required to fulfill roles within cash relief programs.



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- Cash Program Prepositioning in 3 countries
- A series of internal guidance documents to support country teams as they systematically consider cash relief.
- Launch of the IRC's Organizational Research Priority focusing on cash assistance over the next five years to build the evidence base of impact and operational research on how best to scale-up the use of cash transfers across outcomes

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

An increased proportion of humanitarian aid delivered through effective, efficient and appropriate unconditional cash relief has the potential to transform the humanitarian system, driving efficiencies and potentially increasing scale, speed of delivery and affected communities reached. What is more, cash relief can facilitate longer term financial inclusion and economic opportunities.



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Core Commitment: 4A Reinforce, do not replace, national and local systems

1. What led your organization to make this commitment? (Maximum 100 words)

The Syria crisis (and other protracted conflict/crisis settings) need long-term solutions that generate employment for displaced populations quickly, at scale and are potentially replicable globally. Supporting the self sufficiency of displaced populations while at the same time strengthening the market of host communities should be at the forefront of a humanitarian response. 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 underlying supply and demand side labour market challenges, and develop and test innovative solutions in the Jordan context.

2. Achievements at a glance (Maximum 150 words)

Livelihoods programming in close to 15 crisis contexts around the globe. Partnered with the private sector on the [Million Jobs Blue Ribbon Panel](#) to discuss research and hypotheses for large scale job creation in displacement contexts. Launched new research that looks at 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 with Western Union. Published [evaluation of progress against Jordan compact](#) and launched the report at an event in London with IRC president, UK DFID minister, Jordanian ambassador to the UK, and private sector companies. Developed, in collaboration with Centre for Global Development, [a model for compacts in protracted displacement](#).

3. How is your organization assessing progress? (Maximum 100 words)

The goal of current programming on the ground and specifically the IRC's Million Jobs Initiative is to identify ways to scale-up livelihoods opportunities in displacement contexts. To this end, IRC is measuring progress based on outputs and activities (e.g., research and policy documents, completion of pilots of new solutions for job creation) and importantly the impact of our efforts, including changes in donor and government policy and practice, and whether more and better jobs have been generated for displacement-affected individuals. The IRC continues to design new and effective M&E strategies for current programs that better measure access and uptake of more safe, decent, quality work for displaced populations.

4. Challenges faced in implementation (Maximum 100 words)

Key challenges to identifying ways to scale-up jobs in displacement include:

- Complicated, cumbersome policies and regulations in refugee-hosting countries, e.g. around freedom of movement, right to work, work permits and business registration process.
- Dearth of evidence of what works at scale in crisis contexts
- Donors and governments measure progress against number of work permits issued, rather than the number of refugees with stable jobs and incomes; fewer incentives to generate sustainable jobs.



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- Displacement contexts vary on policies, economic environments, and other constraints; solutions in one country may not be replicable elsewhere.
- Evidence can take a back seat to politics; research may not have intended impact.

5. Next step to advance implementation in 2017 (Maximum 100 words)

- Release research on supply side constraints to employment for refugees in Jordan and research with ODI on potential opportunities for female refugees in the gig economy in Jordan and through global gig platforms.
- Co-host event with Center for Global Development to release new report on lessons learned from existing compacts, including the jobs compact in Jordan, and offer core principles and recommendations to ensure future compacts are effective.
- Events bringing together private sector in Europe to support solutions for employment in displacement contexts
- Utilize global moments, meetings and processes to advocate for key policy changes.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

An increased proportion of humanitarian aid delivered through effective, efficient and appropriate unconditional cash relief has the potential to transform the humanitarian system, driving efficiencies and potentially increasing scale, speed of delivery and affected communities reached. What is more, cash relief can facilitate longer term financial inclusion and economic opportunities.



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Core Commitment: 3A Reduce and address displacement; 4C Deliver collective outcomes, transcend humanitarian-development divides

1. What led your organization to make this commitment? (Maximum 100 words)

By generating, sharing, and using evidence, the IRC aims to improve the effectiveness and efficiency of programs and policies in humanitarian settings, and to significantly and sustainably improve the lives of people affected by crisis. The IRC has been at the frontier of conducting rigorous research in humanitarian settings, and is one of few response organizations conducting impact evaluations in conflict and post-conflict contexts. To date, we have completed or are in the process of conducting 78 research studies, including 38 impact evaluation across 28 conflict-affected countries.

2. Achievements at a glance (Maximum 150 words)

The IRC has defined a set of organizational research priorities with the highest potential to: i) meaningfully, sustainably, and positively impact the largest number of people affected by crises; and ii) influence the adoption and scale of high-impact, cost-effective programs and policies in humanitarian settings. These include: preventing family violence; reducing under-five mortality; improving access, safety and learning in education; and cash relief in emergencies. We are currently building the evidence base within these strategic priority areas, among others, across various crisis-affected contexts and sharing our learning.

3. How is your organization assessing progress? (Maximum 100 words)

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. IRC leadership will hold quarterly strategic reviews to assess progress against these benchmarks and ensure staff have the organizational support needed to achieve target indicators.

4. Challenges faced in implementation (Maximum 100 words)

External resourcing constrains limiting evidence generation in humanitarian settings remain a challenge.

5. Next step to advance implementation in 2017 (Maximum 100 words)

In the coming year, we will continue building partnerships with peer implementing organizations and academic institutions to jointly build the evidence base in humanitarian settings, proactively fundraise for research aligned with our organizational research priorities, and share the evidence we generate to facilitate the uptake (both internally and externally) of high-impact, cost-effective programs and policies.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

Despite the unprecedented scale of human suffering today, there is little evidence about what works to improve the lives of crisis-affected populations. We need to generate meaningful and actionable evidence in humanitarian contexts to increase the effectiveness and efficiency of our work, and ultimately achieve significant and sustained improvements in the lives of those we serve.



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Core Commitment: 3A Reduce and address displacement; 4C Deliver collective outcomes, transcend humanitarian-development divides

- 1. What led your organization to make this commitment?** (Maximum 100 words)
Financing, policies, and planning to support refugees as currently designed is not fit to support the “new normal” of protracted displacement. A vast majority of the refugees that IRC serves, find themselves in an environment with limited solutions and opportunities. Displacement lasts on average 10 years; traditional durable solutions are unattainable to the majority. The IRC seeks to change policy and practice so that refugees—and the communities and countries that host them—are provided assistance which allows them to live in dignity and be self-reliant during their displacement and to find durable solutions.
- 2. Achievements at a glance** (Maximum 150 words)
The IRC in the Horn of Africa contributed to the development of the [ReDSS Durable Solutions Toolkit](#), which was used in the series of capacity building workshops in 5 countries in 2016. The Toolkit was developed with the guidance and participation of Solutions Alliance members and others including, the Inter-Governmental Authority on Development (IGAD), the World Bank, UNHCR, humanitarian and development donors, DRC, IRC, NRC, Save the Children, Refugee Consortium Kenya and InterAid Uganda.
- 3. How is your organization assessing progress?** (Maximum 100 words)
Monitoring where and how the Solutions Alliance can influence new financing streams and policy initiatives to include a clear mechanism to conduct a joint analysis and set collective outcome goals for improvements in refugee self-reliance and protection.
- 4. Challenges faced in implementation** (Maximum 100 words)
The persistence of mandate and population-driven responses by various agencies and donor is difficult to break. Significant organizational effort is still required to change planning and budgeting systems.
- 5. Next step to advance implementation in 2017** (Maximum 100 words)
IRC continues as the civil society representative to the (now) Governing Board. In this capacity, the IRC will enhance its engagement strategy in 2017 to crowd-in key actors and recommendations. Capacity building workshops will be expanded to ensure civil society and other stakeholders can actively engage in solutions dialogues.
- 6. If you had one message for the annual synthesis report on what is most needed to advance the transformation** (Maximum 50 words)
Refugees—and the communities and countries that host them—are provided assistance which allows for a life of dignity and self-reliance both during and after displacement.



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Core Commitment: 3A Reduce and address displacement; 4C Deliver collective outcomes, transcend humanitarian-development divides

- 1. What led your organization to make this commitment?** (Maximum 100 words)
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- 2. Achievements at a glance** (Maximum 150 words)
Findings of the IRC/ReDSS report on Early Solutions in the Horn of Africa, recommend continued engagement of the Solutions Alliance in Uganda in support of the CRRF Secretariat.

The June 20016 launch of the Tanzania Solutions Alliance was supported by the IRC country and regional team. IRC has hosted civil society members working with refugees for consultations with the Secretariat. As well, the IRC has engaged on the issues with members of the Government of Tanzania.
- 3. How is your organization assessing progress?** (Maximum 100 words)
Monitoring where and how a Solutions Alliance approach to protracted settings can contribute to improved outcomes for refugees and hosting communities.
- 4. Challenges faced in implementation** (Maximum 100 words)
The persistence of mandate and population-driven responses by various agencies and donor is difficult to break. Significant organizational effort is still required to change planning and budgeting systems.
- 5. Next step to advance implementation in 2017** (Maximum 100 words)
IRC continues as the civil society representative to the (now) Governing Board. In this capacity, the IRC will continue to seek partnerships and adopt attitudes that promote the Solutions Alliance approach in existing and new contexts.
- 6. If you had one message for the annual synthesis report on what is most needed to advance the transformation** (Maximum 50 words)
Refugees—and the communities and countries that host them—are provided assistance which allows for a life of dignity and self-reliance both during and after displacement.



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Core Commitment: 3A Reduce and address displacement

1. What led your organization to make this commitment? (Maximum 100 words)

The humanitarian landscape is changing and displacement, conflict and natural disasters are increasingly urban phenomena. More than 60 per cent of the world's displaced live in urban settings. The humanitarian system has not kept pace with this new urban landscape – ways of working, tools and approaches have yet to be adapted. The IRC is committed to changing policy and practice globally, to adapt the way we work and deliver more than 'aid as usual'. The Global Alliance for Urban Crises was established to address these issues.

2. Achievements at a glance (Maximum 150 words)

The Global Alliance for Urban Crises arose out of consultations for the WHS, during which IRC and a number of committed organisations led an urban expert group to develop Urban Recommendations. The Alliance is the vehicle through which these recommendations will be put into action beyond the WHS. IRC co-convoked the Alliance in the lead up to the WHS and for the remainder of 2017.

The Alliance was formally launched at the WHS during a Special Session (co organized by IRC) with more than 65 members. The Alliance has now moved towards a formal governance structure represented by humanitarian, development, academic, local authority networks. IRC remains a committed Steering Group member and contributes additional resources to the Alliance.

The IRC is committed to improving our own practice – we are already working with municipal authorities to support them in managing urban displacement – for example, through our humanitarian work in Greece.

3. How is your organization assessing progress? (Maximum 100 words)

The Alliance has progressed from an emerging platform ahead of the WHS to being formal network by the end of 2017.

As a member of the Steering Group IRC is working with members to develop and entrench a strategy and work plans for 2017 and beyond. Workplans will include concrete milestones through which to measure progress. As IRC we continue to advocate and influence a range of policy agendas for improved urban crisis response and are one of the few organisations with a dedicated technical and policy staff working on the issues globally.

4. Challenges faced in implementation (Maximum 100 words)

The Global Alliance is at a turning point and needs to establish a sustainable capacity and gain momentum in bringing its members together around joint initiatives in order to deliver impact for urban dwellers. This requires predictable resources for the Alliance to thrive in the years to come and sustained commitment from a range of stakeholders beyond the humanitarian sector.



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5. Next step to advance implementation in 2017 (Maximum 100 words)

IRC will continue as a Steering Group Member of the Alliance, contribute additional resources to ensure the Alliance is sustainable and operating with impact by the end of 2017.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

The Global Alliance as an important facilitator globally and IRC its ability to convene a broad range of actors and expertise, to develop knowledge and evidence-based approaches. The Global Alliance has a critical role in promoting the meaningful engagement of humanitarian response providers with national institutions and local municipalities, and encouraging civil society and the private sector to take a greater role in crisis prevention and response.



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

1. What led your organization to make this commitment? (Maximum 100 words)

IRC is distinct in that our sole 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.

2. Achievements at a glance (Maximum 150 words)

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.

3. How is your organization assessing progress? (Maximum 100 words)

Our commitment aligns with our overall organizational strategy towards which we are continuously assessing progress. Countries 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 generating 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.

4. Challenges faced in implementation (Maximum 100 words)

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.

5. Next step to advance implementation in 2017 (Maximum 100 words)

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.



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6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

We need not just more aid, but better aid, for education in emergencies, and this 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.



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Core Commitment: 4C Deliver collective outcomes, transcend humanitarian-development divides;
5E Diversify the resource base and increase cost-efficiency

1. What led your organization to make this commitment? (Maximum 100 words)
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2. Achievements at a glance (Maximum 150 words)
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 [a 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.

3. How is your organization assessing progress? (Maximum 100 words)
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 how efficiently we produce certain outputs as time progresses.

4. Challenges faced in implementation (Maximum 100 words)
[Intentionally left blank]

5. Next step to advance implementation in 2017 (Maximum 100 words)
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.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)
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!



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Core Commitment: 3A Reduce and address displacement; 4C Deliver collective outcomes, transcend humanitarian-development divides

1. What led your organization to make this commitment? (Maximum 100 words)

Financing, policies, and planning to support refugees as currently designed is not fit to support the “new normal” of protracted displacement. A vast majority of the refugees that IRC serves, find themselves in an environment with limited solutions and opportunities. Displacement lasts on average 10 years; traditional durable solutions are unattainable to the majority. The IRC seeks to change policy and practice so that refugees—and the communities and countries that host them—are provided assistance which allows them to live in dignity and be self-reliant during their displacement and to find durable solutions.

2. Achievements at a glance (Maximum 150 words)

The IRC with the Center for Global Development led a study group which put forward recommendations for developing refugee compacts. As well, the IRC has actively engaged the EU on Partnership Frameworks including Niger, Mali, Ethiopia, and Nigeria.

In 2016 the IRC called for a Million Jobs Challenge to explore opportunities for job creation for refugees in Jordan, Turkey, Lebanon, and Jordan. At the London Conference anniversary the IRC evaluated progress against the Jordan Compact and outlined lessons learned through its work on Million Jobs Challenge initiative.

Along with the Danish and the Norwegian Refugee Council, the IRC has established the Displace Solutions Platform for the Syria crisis to provide research, advocacy, and capacity building on durable solutions.

The IRC has represented at a number of meetings among civil society, humanitarian, development, UN, and government actors on how to engage on the ‘New Way of Working’ and Grand Bargain commitments.

3. How is your organization assessing progress? (Maximum 100 words)

Monitoring 3 new financing streams and policy initiatives and seeking opportunities to advocate each include: a clear mechanism to conduct a joint analysis and set collective outcome goals for improvements in refugee self-reliance and protection; funding priorities aligned to need; financing tied to progress in achieving collective outcomes conditioned on “protection guarantees”; and clear ownership roles established for the host government to lead coordination/planning and to crowd-in key partners.

4. Challenges faced in implementation (Maximum 100 words)

The persistence of mandate and population-driven responses by various agencies and donor is difficult to break. Significant organizational effort is still required to change planning and budgeting systems.

5. Next step to advance implementation in 2017 (Maximum 100 words)



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IRC will roll out its Solutions to Protracted Displacement advocacy strategy to influence 3 new financing streams and policy initiatives. This includes continuing to develop research, generate field tested policy recommendations, and actively participate in piloting new approaches in 2 of IRC's regions while lifting lessons learned to global policy makers.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

Refugees—and the communities and countries that host them—are provided assistance which allows for a life of dignity and self-reliance both during and after displacement.



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Core Commitment: 3A Reduce and address displacement

1. What led your organization to make this commitment? (Maximum 100 words)

Financing, policies, and planning to support refugees as currently designed is not fit to support the “new normal” of protracted displacement. A vast majority of the refugees that IRC serves, find themselves in an environment with limited solutions and opportunities. Displacement lasts on average 10 years; traditional durable solutions are unattainable to the majority. The IRC seeks to change policy and practice so that refugees—and the communities and countries that host them—are provided assistance which allows them to live in dignity and be self-reliant during their displacement and to find durable solutions.

2. Achievements at a glance (Maximum 150 words)

The IRC/ReDSS report on Early Solutions in the Horn of Africa, makes clear recommendations to the UNHCR and Member States in the Horn of Africa who seek to engage with stakeholders, especially civil society organizations, to set the norms and standards for the CRRF.

The IRC has actively engaged with the UNHCR led Task Team in Geneva and during its missions to the pilot countries.

3. How is your organization assessing progress? (Maximum 100 words)

Monitoring Task Team progress at global and country level to ensure norms and standards being set in the CRRF align to bold ambitions of the New York Declaration by conducting joint analysis and setting collective outcome goals for improvements in refugee self-reliance and protection.

4. Challenges faced in implementation (Maximum 100 words)

The persistence of mandate and population-driven responses by various agencies and donor is difficult to break. Significant organizational effort is still required to change planning and budgeting systems.

5. Next step to advance implementation in 2017 (Maximum 100 words)

The CRRF and proposed Global Compact on Refugees in 2018 present a significant opportunity to anchor best practices; therefore, IRC and allies will continue to invest in the collection and presentation of evidence from field-proven practice, to ensure that the CRRF is characterized by viable approaches to durable solutions.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

Refugees—and the communities and countries that host them—are provided assistance which allows for a life of dignity and self-reliance both during and after displacement.



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1. What led your organization to make this commitment? (Maximum 100 words)

In FY16, the US Admissions ceiling was increased from 70,000 to 85,000 and in FY17 it was increased to 110,000. This represented a significant increase in arrivals for the US. The IRC, one of the largest resettlement agencies, was committed to meeting the increased need and dedicated staff and resources to assessing potential new sites for resettlement. Prior to FY16, IRC had 22 resettlement office.

2. Achievements at a glance (Maximum 150 words)

In FY16, IRC opened four new resettlement offices in the states of Florida, Montana, Texas and Virginia. In FY17, IRC planned to open four additional offices over the first two quarters of FY17, however, with the change in the administration and the lowering of the admissions ceiling to 50,000, IRC only opened one new site in Denver, Colorado.

3. How is your organization assessing progress? (Maximum 100 words)

Through the opening of these new offices as well as the increased capacity at existing offices, IRC expanded its reception and placement services to include more than 3,400 additional arrivals during FY16 for a total of 13,396 refugees and SIV beneficiaries. IRC was sufficiently scaled up to meet or exceed its plan to receive 14, 845 in FY17.

All IRC domestic offices are monitored internally at least every three years and by the funder at least every five years.

4. Challenges faced in implementation (Maximum 100 words)

Despite the long history of bipartisan support for refugee resettlement in the US, the political climate leading up to and after the election has put the United States Refugee Admissions Program (USRAP) in the political spotlight. The terrorist rhetoric has had a significantly damaging impact on the USRAP. Through an executive order, refugee admissions were reduced to 50,000, the program was set to be suspended for 120 days, and certain nationalities had a travel ban. Parts of this was halted by a court in Washington state but only to be met by a new Executive Order which was then blocked by a court in Hawaii. This continually changing and adverse environment has taken a toll on refugee serving agencies and the refugees served. Staffing reductions and office closures nationwide across the nine resettlement agencies has resulted in a loss of infrastructure for the program. It is certainly the most challenging time in the USRAP since the passing of the Refugee Act in 1980.

5. Next step to advance implementation in 2017 (Maximum 100 words)



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IRC has run a successful fundraising campaign to support the resettlement network. The IRC is documenting record numbers of volunteers and has experienced a significant spike in donations. IRC will continue to advocate for an increase in refugee admissions.

- 6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)**
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Core Commitment: 3A Reduce and address displacement

1. What led your organization to make this commitment? (Maximum 100 words)

The arrival of more than one million asylum seekers into Europe since 2015 provided an opportunity for the IRC to share expertise in resettlement and integration gained through decades of receiving refugees in the United States. While the IRC had considered expanding its technical expertise to countries outside the U.S. before, the European crisis signaled the urgent need among European countries for such assistance.

2. Achievements at a glance (Maximum 150 words)

In FY2017, the IRC began implementation of the European Resettlement and Integration Technical Assistance (EURITA) project, funded by the Department of State Office of the Coordinator for U.S. Assistance to Europe and Eurasia. Over a twenty month grant period, the EURITA project is conducting workshops on resettlement and integration in ten European countries, including Portugal, Greece, Serbia, Croatia, Lithuania, Latvia, Estonia, Bulgaria, Romania and Slovakia.

3. How is your organization assessing progress? (Maximum 100 words)

In each of the ten EURITA target countries, workshop participants will design and commit to two action plans designed to further progress on practical resettlement and/or integration issues in their contexts. EURITA project staff will follow up to provide resources, avenues for further learning/discussion and evaluation of individual action plans.

4. Challenges faced in implementation (Maximum 100 words)

In several of the EURITA target countries, stakeholders are struggling to provide basic protection to migrants and asylum seekers, and have little interest in the discussing longer-term issues of permanent resettlement and integration. Many stakeholders in EURITA target countries are frustrated with the lack of national strategy on the part of their governments. In response to these realities, the EURITA project is focusing on achievable practical steps that can be taken at the implementation level to promote resettlement and integration.

5. Next step to advance implementation in 2017 (Maximum 100 words)

Two of ten workshops have been conducted; an additional eight workshops are scheduled, with follow-up activities such as the sharing of resources, webinars, and evaluation.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

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Core Commitment: 4A Reinforce, do not replace, national and local systems

1. What led your organization to make this commitment? (Maximum 100 words)

The IRC's 2020 Strategy puts the people who IRC's aid is intended to benefit at the center of our decisions. In this strategy, we have committed to systematically and deliberately using the feedback of our aid recipients in our decision making. Reflecting the lack of progress in advancing Accountability to Affected Populations over the last forty years, the IRC recognizes the need to invest in identifying new strategies and testing new approaches, in order to shift policy and practice in support of greater responsiveness and accountability.

2. Achievements at a glance (Maximum 150 words)

The IRC is generating learning about the most effective and efficient ways of capturing client perspectives – we have partnered with others, as well as learned from our own experience. We have articulated our own approach to client responsive programming, which is based on industry best practice and learning. We are undertaking research to understand how to stimulate the drivers of change in support of responsiveness, and making investments into strategies to shift incentive. Finally, we are continually expanding our network and partnerships through which we continue to promote debate and progress.

3. How is your organization assessing progress? (Maximum 100 words)

In response to the IRC2020 Strategy, a significant number of IRC country programs have made specific commitments towards advancing responsiveness under their country strategy action plans. Their progress towards these commitments is assessed through regular review. The work of our initiative team responsible for responsiveness is monitored through regular reporting to management, and through enquiry. In response to new opportunities, challenges and recommendations the strategies and plans of the team are continually adapted and improved.

4. Challenges faced in implementation (Maximum 100 words)

There are a number of notable challenges to progress towards accountability to affected populations. These challenges include competing priorities, limited financial and human resources, and an incentive structure which is quite often stacked against responsive programming. However, a central tenet of the IRC's approach to responsiveness is to proactively identify these barriers and to apply strategies at the global and country level to create a more enabling environment.

5. Next step to advance implementation in 2017 (Maximum 100 words)

In 2017, the IRC is codifying its approach to client responsive programming through further testing and development of the practices outlined in the Client Responsive Programming Framework. We are working closely with other initiative leads, senior management and IRC country programs to align the approach and commitments to other commitments which have been made under the 2020 Strategy. We will be investing further in strategic project development, with the aim of further developing our understanding and capacity to deliver responsive programming, as well as being able to provoke further developments in industry policy and practice.



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6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)

“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.”



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Core Commitment: 4C Deliver collective outcomes, transcend humanitarian-development divides; 5D Finance outcomes, not fragmentation, shifting from funding to financing

1. What led your organization to make this commitment? (Maximum 100 words)

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.

2. Achievements at a glance (Maximum 150 words)

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.

We have 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.

3. How is your organization assessing progress? (Maximum 100 words)

4. Challenges faced in implementation (Maximum 100 words)

We have faced three main challenges in the implementation of the Outcomes and Evidence Framework. First, rolling out this framework across such a large 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 existing evidence, there remain significant gaps around what works well in conflict-affected contexts. Greater investment in evidence generation is needed. Finally, rigid donor frameworks and short-term project based funding also limit the extent to which our staff are able to effectively design programs based on the theories of change with sufficient time to develop and use indicators to measure progress.



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5. Next step to advance implementation in 2017 (Maximum 100 words)

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.

6. If you had one message for the annual synthesis report on what is most needed to advance the transformation (Maximum 50 words)