

# IASC Management Response to the Independent Review of the Humanitarian Responses to Internal Displacement

*11 September 2024*

This document presents the Management Response to the [IASC's IDP Review](#), as requested by IASC Principals at their meeting on 29 January 2024. The Management Response, which was developed in a consultative process<sup>1</sup> which included all interested IASC members as well as the Development Coordination Office and the Office of the Special Adviser on Solutions to Internal Displacement, is scheduled to be discussed by IASC Deputies on 1 July 2024 for later endorsement by IASC Principals.

## Organizing Approach

The document is broadly organized in line with the priority areas for follow up identified by the Emergency Relief Coordinator (ERC) at the Principals' meeting on 29 January.<sup>2</sup>

In developing this IASC members participating in the process were guided by the following objectives, as emphasized by IASC Principals and Deputies when they discussed the Review:

- Aiming to achieve transformational systems change to improve the humanitarian response to situations of internal displacement, in particular with respect to protection, assistance and laying the groundwork for durable solutions, with affected populations at the centre.
- Reinforcing efforts to simplify an overly process-heavy system and preference for integration with existing processes/guidance/tools over creation of new ones.
- Advancing localized, area-based approaches informed and led by local actors.
- Promoting a human rights lens and the centrality of protection throughout while acknowledging the diversity within IDP groups, including with respect to diversities in age, disability and sexual orientation, gender identity, gender expression, and sex characteristics. And ensuring alignment to UN system wide efforts to promote the rights of women and girls and other marginalized population groups.
- Ensuring that humanitarian action lays a better groundwork for durable solutions and ensuring alignment with the efforts of the Secretary-General's Special Adviser on Solutions to Internal Displacement and overall implementation of the Secretary General's Action Agenda on Internal Displacement.

In accordance with Executive Committee Decision 2023/47 of 1 November 2023, this Management Response will eventually be complemented by guidance for UNCTs, to be developed under the leadership of the Deputy-Secretary-General, as Chair of the UNSDG, working together with the ERC as Chair of the IASC and with the support of the Special Adviser on Solutions to Internal Displacement, on how to integrate solutions to internal displacement in their work, while engaging closely with national governments and International Financial Institutions (IFIs).

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<sup>1</sup> While all of the Review's recommendations were considered, the actions below focus on those prioritized by IASC Members.

<sup>2</sup> The ERC's *Proposal for IASC Follow up to the Review on Humanitarian Response to Internal Displacement* was circulated to IASC Principals for consideration ahead of the IASC Principals' Meeting on 29 January 2024.

## Proposed Follow Up Actions

### IASC Attention to IDP Issues (Rec 1, 10, 11)

1. Recalling the Emergency Relief Coordinator (ERC) has a General Assembly mandate to coordinate the protection of and assistance to internally displaced persons (IDPs), s/he commits, alongside other IASC Principals, to systematically advocate for IDP issues, including by addressing protection and human rights challenges facing IDPs directly with Governments and duty bearers, and supporting the efforts of Resident and Humanitarian Coordinators (RC/HCs) whenever requested.
2. ERC to lead semi-annual discussions with IASC Principals on the situations of IDPs. The focus of the meetings should be on stocktaking of Management Response implementation, reviewing lessons learned from Peer to Peer (P2P) and Inter-Agency Humanitarian Evaluation (IAHE) reports (see point 9), and the specific needs of, and appropriate response for, internally displaced people in two or three countries of concern. IASC Principals to also ensure attention to addressing internal displacement in routine country-specific discussions.
3. On behalf of the IASC, Deputy ERC (DERC) to regularly bring IDP issues related to cross-pillar collaboration to the Joint Steering Committee (JSC).
4. IASC Principals to routinely promote awareness of Guiding Principles on Internal Displacement in engagement with Member States.
5. IASC to update and disseminate the Handbook for Applying the Guiding Principles on Internal Displacement (1999).
6. IASC Humanitarian Leadership Strengthening Section (HLSS) to review the humanitarian component of RC/HC onboarding, HC Terms of Reference, and HC Compacts to reflect IDP objectives wherever relevant.
7. While IAHEs already routinely consider IDPs as a vulnerable group, the IAHE Steering Group to update its guidelines to include more explicit language that highlights the importance of considering the specific needs of IDPs in all their diversities and their participation in the IAHE processes.
8. The IASC's Emergency Directors Group (EDG) to ensure that, where relevant, the IASC P2P mechanism focuses on the humanitarian response to IDP-specific needs and vulnerabilities.
9. The annual summary of recurrent observations from IAHE and P2P missions to be shared with the IASC Principals, donors and partners.
10. Mutual accountability for performance of Humanitarian Country Teams (HCTs) and clusters for IDP protection and assistance to be strengthened, including through cluster performance monitoring (CCPMs), the annual operational reviews carried out by the EDG and real-time escalation of cases of under-performance from Humanitarian Coordinators to the EDG and, if necessary, the IASC Principals. The IASC Deputies Group, and the Operational Policy and Advocacy Group (OPAG), to periodically assess progress on implementation of mutual accountability measures.
11. IASC Early Warning Early Action and Readiness (EWEAR) reports to strengthen attention to the specific needs of, and appropriate response for, IDPs and key drivers of displacement in their situation assessments/reports, including risk assessments. The EDG to strengthen its follow up to the findings and recommendations of the EWEAR assessments/reports, highlighting displacement, especially global level support for preparedness and risk mitigation at country level. EDG to identify what needs to be done to achieve that. EDG to also review current protocols for escalating new and urgent crises to assess if they are fit-for-purpose.
12. IASC to update the IASC's 1999 IDP Protection Policy by 30 September 2024 (as has been decided by IASC Deputies at their meeting on 6 March 2024).

## Reinforcing RC/HC Authority and Leadership (Recs 2, 3, 7, 8, 10, 11, 16, 28, 31, 35, 37)

- 13.** ERC, in consultation with UNSDG Chair, to send a directive to RC/HCs, accompanied by a reference to available support resources from IASC mechanisms and members, with request for further transmission to HCTs and other parties as relevant. IASC Principals to further disseminate the directive to country-representatives.

The directive to emphasize RC/HC responsibility to lead on IDP-related issues, including:

- i. RC/HC is accountable for and has responsibility to advocate for governments, as the primary duty bearers for their displaced citizens/residents, on their responsibilities for IDP protection and support (including for political leadership, whole-of-government approaches, need for development and implementation of national legislation and policies in line with Guiding Principles, with due attention to ensuring IDPs participation in all aspects of public affairs without discrimination).<sup>3</sup> RC/HC engagement with governments and other relevant duty bearers to include attention to situations of risk and related preparedness and risk reduction measures, including efforts to shape the protection environment.
- ii. RC/HC is accountable for and has the responsibility to ensure the design and planning of humanitarian responses consider the specific priorities and needs of IDPs, in all their diversities, from prevention to assistance to solutions, is informed and driven by consultations with and priorities of IDPs and other displacement-affected communities.
- iii. RC/HC is accountable for and has responsibility to ensure the centrality of protection: Protection of the rights of IDPs and all individuals under international humanitarian law (IHL), international human rights law (IHRL) and international refugee law (IRL) is central to humanitarian action in preparedness, response and pathways to solutions. RC/HC responsibility to reinforce HCT understanding of protection as a shared responsibility and the importance of common assessment of protection priorities the response is trying to address. RC/HC responsibility to lead on humanitarian diplomacy and advocacy, including on protection risks that drive and perpetuate internal displacement. RC/HC responsibility to ensure that IDP protection and assistance takes into account the need for tailored approaches for IDPs in government- and non-government-controlled areas.<sup>4</sup>
- iv. RC/HC is accountable for and has responsibility to ensure multi-sector response to displacement, guided by the priorities of IDPs (including, where relevant, through Rapid Response Mechanisms (RRMs), prioritization of multi-sector approaches in allocations of Country-based Pooled Funds, and use of multi-purpose cash). Wherever possible, humanitarian response should be aimed at strengthening the resilience of IDPs and connecting to longer-term development efforts to support solutions.
- v. RC/HC is accountable for and has responsibility to ensure responses incorporate attention to key drivers of displacement and “solutions-from-the-start” approaches, defined by the priorities of displacement-affected communities and in collaboration with non-humanitarian actors<sup>5</sup>, and supported by Durable Solutions Working Groups. (See also Section on “Solutions from the Start”).
- vi. RC/HC is accountable for and has responsibility to improve mutual accountability on the IDP response by ensuring HCT Compacts and HCT workplans are in place, appropriately monitored, regularly updated, and reflect the specific priorities and needs of and appropriate response for IDPs, as appropriate.

<sup>3</sup> Within a broader support package, IASC to outline the support available to RC/HCs to support advocacy with governments as primary duty bearers (including through UNHRC, Protection Cluster, Durable Solutions Working Groups, OSA, SR HR IDPs, UN Solutions Adviser Facility, etc.).

<sup>4</sup> Within a broader support package, IASC to outline the support and mechanisms available to RC/HCs to carry out their protection advocacy role (IDP Protection Expert Group, Special Rapporteur on the Human Rights of IDPs and other national and international human rights mechanisms, IASC Advocacy Pilot, human rights mechanisms, EDG visits, IASC Joint Statements, etc.).

<sup>5</sup> Based also on clarification of roles and responsibilities.

14. To ensure the necessary capacities are in place at country level, in line with existing guidance<sup>6</sup>, the ERC to remind RC/HCs that if the ERC does not feel the incumbent RC/HC is able to fulfil his/her humanitarian coordination accountability (in accordance with UN General Assembly Resolution 46/182), in consultation with the IASC, the ERC may de-hat the existing RC, and/or designate a Deputy HC and or Regional HC to support humanitarian coordination functions.
15. Review of the implementation of the Directive to be part of the semi-annual IASC Principals' discussion on IDPs.

### Coordination Structures (Recs 4, 5, 6)<sup>7</sup>

16. ERC/IASC to reaffirm that where the RC/HC deems the cluster system at the sub-national level not fit for purpose, the RC/HC has the authority and responsibility, in consultation with the HCT and Cluster Lead Agencies (CLAs), to arrange the sub-national coordination system according to the context and the demands of the response, which might include coordination arrangements other than – and/or complementary to – clusters, including area-based coordination arrangements that facilitate a collective response to community priorities.
17. ERC/IASC to reaffirm RC/HC authority to designate CLA in each country, in consultation with the HCT and global CLAs, on the basis of their coordination and response capacity, operational presence, and ability to scale up.<sup>8</sup> ERC/IASC to also reaffirm the ability of the RC/HC to re-assign the CLA role, in consultation with the HCT and global CLA<sup>9</sup>, in instances where the initially designated CLA in that country is not performing.
18. RC/HCs, HCT, and Inter-Cluster Coordination Group (ICCG) to ensure that context-appropriate coordination arrangements enable optimal humanitarian-development-peace collaboration and coordinated leadership from the outset.
19. CLAs to ensure that dedicated Cluster Coordinators are appointed within 72 hours after cluster activation and that the necessary coordination capacities – including information management capacity – are put in place for the full and effective functioning of the cluster.
20. When considering arrangements for the coordination system, RC/HC should ensure adequate support for protection, its strategic, advocacy and technical/service delivery dimensions, to ensure IDP priorities and needs for protection services are always addressed.

### Accountability to Affected People (Recs 18, 23, 29)

21. All IASC Members to
  - a. Ensure effective representation of IDP populations in all their diversities and wider displacement-affected communities in program design, implementation, and evaluation, taking into account equity and inclusion concerns when determining representation.
  - b. Ensure safe, accessible, effective and coordinated complaint and feedback mechanisms, designed jointly with IDPs, are in place and resourced to support interagency referrals, analysis and course correction.
22. HCTs to ensure implementation of the 2023 IASC Collective Accountability to Affected Population (AAP) Framework

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<sup>6</sup> Pg. 26 of the [Humanitarian Coordinator Handbook](#).

<sup>7</sup> In line with procedures outlined on p. 11 of the IASC Cluster Coordination Reference Model.

<sup>8</sup> See the Cluster Coordination Reference Module, p.9.

<sup>9</sup> Consultation with Global CLAs would also include Global AoR leads, as relevant.

- 23.** OCHA, as part of its ongoing leadership of the IASC Humanitarian Programme Cycle (HPC) Steering Group and HPC reform process, to initiate discussion on how the views of IDPs and other members of affected communities can more directly inform collective operational and strategic planning processes.
- 24.** HCTs to ensure operational strategies to address displacement are also informed by non-sectoral, participatory IDP assessments, and to ongoingly engage IDP consultation bodies and affected communities in joint periodic discussions and in the co-development, monitoring, and evaluations of IDP strategic approaches.
- 25.** Durable Solutions Working Groups (DSWGs) to ensure IDP representation, in all their diversities.
- 26.** OCHA to include IDP perceptions metrics in response monitoring activities and detail steps taken to adjust programs according to results.

### Participation and Leadership of Local Actors<sup>10</sup> (Recs 24, 25, 26)

#### **27.** All IASC Members to

- a. Increase ability of Local and National Actors' (LNA) responding to the needs of IDPs to access existing UN and non-UN managed financing instruments and step up IASC Principals' collective advocacy with humanitarian donors to follow through on their commitments, including through the Grand Bargain, Good Humanitarian Donorship etc.
- b. Commit to building trust and accountability by increasing transparency around resources and transfers to national and local NGOs including by also publishing budget allocations that go to L/NGOs to strengthen their institutional capacity.
- c. Build local capacity by supporting LNA secondments, mentoring or supporting national surge initiatives.
- d. Advocate for dedicated and sufficient resources to be made available to LNAs to participate in, and wherever possible lead humanitarian coordination structures (in line with existing IASC guidance).
- e. Engage LNAs as strategic partners, in line with the Principles of Partnership to ensure assessment, planning processes and response plans are developed, conducted, monitored and adjusted according to LNA input and the Core Humanitarian Standard on quality and accountability.

- 28.** OCHA to include analysis of funding to displacement-focused organizations as part of annual report on pooled fund mechanisms. Building on ongoing efforts, OCHA to develop guidance note for fund managers on the use of pooled funds for durable solutions efforts.

### Solutions from the Start (Recs 14, 32, 33, 34, 36, 38)<sup>11</sup>

- 29.** IASC members to ensure that humanitarian responses be aimed at laying the groundwork for solutions from the outset of an emergency, including by utilizing flexible assistance modalities, such as the increased use of multipurpose cash, and prioritization of programmes that address IDP priorities and support livelihoods, food security, housing, land and property rights, education, and protection risks, such as access to documentation.
- 30.** The Special Adviser on Solutions to Internal Displacement, in consultation with the ERC and the Chair of the UNSDG, to request select RC/HCs to pilot and test periodic "pivot" discussions between UNCTs/HCTs, and other relevant stakeholders (including wherever appropriate IDPs, governments, donors, IFIs, human rights actors, private sector, civil society groups) to develop complementary prevention, response and solutions approaches to displacement that address IDP priorities, and, wherever appropriate, to shift the UN's posture towards development- and government-led solutions. These discussions should incorporate mandatory

<sup>10</sup> The definition of local actors used is outlined in [hftt localisation marker definitions paper 24 january 2018.pdf \(interagencystandingcommittee.org\)](#)

<sup>11</sup> Tied also to Action 2.a iv

annual humanitarian coordination architecture reviews,<sup>12</sup> and be informed by an analysis of the displacement profile, protection safeguards for solutions, capacity assessment of authorities and capacity assessment of UNCT with regards to its readiness to work on solutions with governments.

31. RC/HCs to be encouraged and supported to articulate a joint multi-year HCT/UNCT strategic approach towards internal displacement, based on above mentioned periodic discussions, and embed such a strategic approach in existing country-level strategies, in particular the UN Sustainable Development Cooperation Framework and the Humanitarian Response Plan (HRP), unless the RC/HC deems it useful to have a stand-alone strategy. These strategic approaches should be based on engagement with IDPs and displacement-impacted communities on their identified priorities and preferences, be rooted in the specific protection needs of affected people and be aimed at advancing durable solutions from the outset of a humanitarian emergency. These approaches should identify short-, medium- and long-term investments required to support pathways to solutions. Where appropriate, these strategic approaches should prioritize working with and through national and local governments, support IDPs to participate in the planning and solutions led by their government, address the needs of urban IDPs, and feature flexible assistance modalities, such as the increased use of multipurpose cash, and prioritization of program that support livelihoods, land and housing, education, and access to documentation. These strategies should transition as soon as the conditions are right and determined by the pivot discussions into a Government Solutions Strategy supported by the UNCT/HCT.
32. Under the leadership of the RC/HC, Durable Solutions Working Groups (DSWGs), or their equivalent structures, can support ongoing implementation and monitoring of collaborative strategic approach.
33. Further guidance on “Solutions from the Start” to be developed under the leadership of the DSG as Chair of the UNSDG and the ERC as chair of the IASC in line with above-mentioned EC Decision 2023/47.

#### Financing (Recs 12, 15)

34. IASC to reinforce, at Principals’ and Deputies’ level, the Joint Steering Committee’s (JSC) structured dialogue with IFIs and development donors to advance funding and financing to strengthen community resilience and development in those communities and areas with severe humanitarian need, including displacement-affected ones, in a way that is risk tolerant, agile (multi-year and flexible), anticipatory and preventive, complementing humanitarian and development assistance.
35. In alignment with JSC efforts, the Deputies Group to work with UNSDG to jointly convene a meeting with humanitarian and development donors to discuss technical challenges with current funding approaches for protracted displacement crises and potential ways forward.

#### Data (Recs 9, 19, 20)

36. All IASC members to work to improve coordination and operational data management to inform the humanitarian response to internal displacement at the global and country levels, with due consideration for the importance of cross-pillar collaboration that leverages existing structures and operational strengths of key stakeholders, aligns with relevant technical frameworks and international standards, and reinforces the primary role of national authorities in data collection for IDP response.
  - a. OCHA to fulfil its mandated data coordination role in support of Humanitarian Coordinators by ensuring appropriate data coordination structures are in place at the country level and, within the broader humanitarian data landscape, IDP population data is mapped, gaps are identified and filled, discrepancies are resolved, and key populations figures are agreed upon as appropriate to the context. All agencies to ensure IDPs are integrated in relevant sectoral and multi-sectoral needs and

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<sup>12</sup> Procedures for Cluster Coordination Architecture Review and Cluster Transition outlined in the 2015 IASC guidance on Cluster Coordination at Country Level.

vulnerability surveys, and assessment data is made available to inform joint analysis efforts. OCHA to leverage the expertise of relevant data actors to develop standardised definitions and methods for data collection with the aim of building greater interoperability and harmonisation of the data being collected.

- b. As part of a broader inter-agency effort, International Organization for Migration (IOM)—through its Displacement Tracking Matrix (DTM) programme—to strengthen services to collect and analyse population level data for internally displaced people at the country level to predictably and regularly provide the humanitarian community with real-time IDP caseload and flows data. IOM core IDP population data provision (excluding personal data), along with other system-wide data-gathering and analysis efforts, to be systematically included in Common Services chapters of HNRPs.
- c. All relevant actors to leverage expertise to support inter-agency IDP data gathering exercises, inclusive of analysis on IDP intentions, protection risks and vulnerabilities, profiling and other related data management activities required to generate the operational data necessary for solutions programming in contexts with large-scale IDP populations, in line with international statistical standards on solutions measure (IRIS) and building on the solutions metric under the Data for Solutions to Internal Displacement (DSID) Framework.
- d. OCHA to ensure that IDP data coordination efforts are linked with relevant Data for Solutions efforts, led (on behalf of the international system) by the RC and UNCT in close coordination with national government counterparts.