



Part three

Delivering Better

Humanitarian response, and the systems behind it, are constantly evolving to ensure coordinated and principled assistance quickly reaches those who need help the most. Increasingly, processes that include work with local actors, anticipatory action and improved data analysis and protection help the system to deliver better.

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Part three: Delivering better

Pooled Funds and Humanitarian Emergencies

The Central Emergency Response Fund (CERF) and the Country-Based Pooled Funds (CBPFs) remain key instruments that ensure coordinated and principled humanitarian assistance quickly reaches people caught up in crises.

As of 28 October, CERF has allocated over \$491 million directly to 36 countries. The CBPFs have allocated \$506 million to 19 country contexts. Eleven UN agencies have received CERF funding, targeting 50 million people.¹ Apart from UN agencies, CBPFs funds in 2021 benefited 260 international NGOs, 196 national partners and four Red Cross/Red Crescent national societies, targeting 59.1 million people.

In 2021, weather events, conflicts, disease outbreaks and the impacts of COVID-19 continued to contribute to high levels of humanitarian needs. Several countries were struck by new emergencies, while others witnessed deteriorating humanitarian conditions that required support from OCHA's pooled funds. In response to the rapidly deteriorating situation in Afghanistan and Ethiopia, several time-critical CERF and CBPFs allocations have been approved since December 2020 by the ERC and the relevant HC for an overall amount of more than \$276 million.²

Sana'a, Yemen. This young father from Yemen keeps a brave face for his wife and three daughters. He cannot afford rent or much food for his family. He says of his children: "They know our situation, they rarely ask for anything. If one of them wanted something and I said I had no money, they accept and just walk away." After years of escalating conflict, Yemeni people continue to bear the brunt of ongoing hostilities and severe economic decline. In 2021, OCHA's pooled funds allocated more than \$96 million to fund 70 humanitarian projects in Yemen. *WFP/Marco Frattini*



Pooled Funds allocations (2021)

Country	Total ▼	CERF	CBPFs
Afghanistan	123.1 M	92.7 M	30.3 M
Syria Cross-border	101.3 M	-	101.3 M
Yemen	95.9 M	40.0 M	55.9 M
Ethiopia	89.0 M	39.6 M	49.4 M
South Sudan	78.9 M	29.4 M	49.5 M
DRC	74.5 M	33.6 M	40.9 M
Somalia	66.0 M	27.0 M	38.9 M
Syria	55.5 M	20.0 M	35.5 M
Nigeria	35.9 M	32.6 M	3.3 M
Global	30.0 M	30.0 M	-
oPt	26.5 M	4.5 M	22.0 M
CAR	24.4 M	8.0 M	16.4 M
Myanmar	22.0 M	10.0 M	12.0 M
Lebanon	18.8 M	4.0 M	14.8 M
Sudan	15.9 M	6.5 M	9.4 M
Bangladesh	14.0 M	14.0 M	-
Iraq	13.5 M	-	13.5 M
Haiti	12.9 M	12.9 M	-
Venezuela	11.5 M	8.0 M	3.5 M
Burkina Faso	11.0 M	11.0 M	-
Mozambique	10.2 M	10.2 M	-
Niger	8.5 M	8.5 M	-
Madagascar	8.0 M	8.0 M	-
Chad	7.0 M	7.0 M	-
Guinea	6.0 M	6.0 M	-
Kenya	5.0 M	5.0 M	-
Angola	5.0 M	5.0 M	-
Cameroon	5.0 M	5.0 M	-
Ukraine	4.1 M	-	4.1 M
Nepal	3.2 M	3.2 M	-
Jordan	2.0 M	-	2.0 M
Colombia	2.0 M	2.0 M	-
Armenia	2.0 M	2.0 M	-
Azerbaijan	2.0 M	2.0 M	-
Burundi	1.5 M	1.5 M	-
Pakistan	1.5 M	-	1.5 M
St. Vincent and the Grenadines	1.0 M	1.0 M	-
Equatorial Guinea	994.5 K	994.5 K	-
Fiji	500.0 K	500.0 K	-

Data as of end-October 2021. All figures in US dollars.



Maarrat Misrin, Syria. This 10-year-old boy was one of a number of people injured two years ago when an airstrike targeted a village to which he and his family had been displaced. Before this, the family lived in the southern countryside of Idlib. He moved to Turkey for treatment and he is currently residing in the Al-Ghadfa camp near Maarrat Misrin.

OCHA/Bilal Al-Hammoud

Regionally hosted pooled fund. This concept was developed building on the success of the CBPFs approach. It mirrored many of the CBPFs' practices and consisted of a series of funding "envelopes" for countries within the region. Regional funds will introduce greater agility and stability to the provision of pooled fund services. The fund launched its first country envelope in Niger (\$14 million) following endorsement by the ERC and a director-level round table. This allocation was made in view of the country's large and deteriorating humanitarian crisis, with 3.8 million people in need of assistance in 2021, the highest figure in five years.

GBV programming received a special allocation of \$25 million from CERF's Rapid Response window. Under this allocation, UNFPA received \$17 million and UN Women \$8 million, with the requirement that at least 30 per cent of the funding be passed through to women-led organizations working on GBV. An independent review found that CERF's designation of a GBV-specific allocation was key to increasing attention for GBV in humanitarian settings. The review also underlined the considerable value of the block grant approach, its multi-country nature and the unique opportunity it provides for countries to apply global guidance across multiple settings.

People living with disabilities received targeted support through a dedicated disability envelope in 2021. The ERC allocated \$10 million to seven countries (Afghanistan, Colombia, DRC, Nigeria, South Sudan, Syria and Venezuela) participating in CERF's first Underfunded Emergencies round. This was in addition to \$125 million allocated to all 12 countries participating in the round (Afghanistan, Burkina Faso, Cameroon, Chad, DRC, Ethiopia, Madagascar, Mozambique, Nigeria, South Sudan, Syria and Venezuela). All CERF-funded projects are expected to mainstream support for persons with disabilities, taking into consideration their specific needs. Work in support of people living with disabilities was informed by an Inter-Agency Disability Contact Group, which OCHA created in 2021. An independent review will assess the initiative in 2022.

Top contributions to Pooled Funds (2021)

Country	Total ▼	CERF	CBPFs
Germany	341.1 M	119.4 M	221.7 M
United Kingdom	182.5 M	88.5 M	94.0 M
Netherlands	148.9 M	75.2 M	73.7 M
Sweden	121.6 M	65.5 M	56.1 M
Norway	99.6 M	49.8 M	49.8 M
Canada	83.6 M	23.4 M	60.2 M
Belgium	69.8 M	20.6 M	49.3 M
Denmark	67.5 M	27.2 M	40.3 M
Ireland	46.7 M	12.1 M	34.6 M
Switzerland	25.0 M	5.5 M	19.5 M

Data as of end-October 2021. All figures in US dollars.

Support to local and national actors

CBPFs have become a key vehicle for supporting direct funding to local and national actors. In 2021 CBPFs allocated \$138.5 million to local and national NGOs (27 per cent of total CBPFs funding), continuing to be the largest source of direct funding for such organizations. The Syria Cross-Border Fund provided \$50.3 million to local and national NGOs, accounting for 50 per cent of their \$101 million allocation in 2021. While localization is recognized as a secondary aim of CBPFs, their overarching goal remains to support partners best placed to respond in a timely, efficient and accountable manner. OCHA has sought to empower local actors with greater agency in shaping the humanitarian response and promoting local solutions, such as by increasingly involving them in the governance of funds, providing higher-quality funding to local actors and providing capacity support. In 2019, UN agencies engaged 588 local and national partners in the implementation of CERF funding, the highest number ever recorded.³ This included 377 national or local NGOs, 196 Government entities and 15 Red Cross/Red Crescent societies. The majority of sub-granted CERF funding (\$73 million, or 14 per cent of annual CERF funding) went to national and local partners in 2019.

Protection from Sexual Exploitation and Abuse

CBPFs use targeted allocations to contribute to PSEA efforts. The DRC Humanitarian Fund supported the implementation of the National PSEA Strategy through an allocation made in March 2021. This provided support to a PSEA network at national and regional levels and strengthened community engagement, including public awareness and sensitization, case management and survivor assistance. In June, the fund supported PSEA training for humanitarian actors.



Stadium IDP Camp, Nigeria. UNICEF, in partnership with local NGO Goal Prime and CERF funding, has set up a Child Friendly Space to help children in this IDP camp continue having an education and a safe space where they can play, learn and have access to clean water. They also receive psychosocial support. Children here come from various villages and towns in Borno State. Some are displaced with their families, but some others have lost their families and went through trauma. The center helps children who were forcibly recruited by non-state armed groups recover and rebuild a normal childhood and social life. Adults and caregivers also receive support in this center. *OCHA/Eve Sabbagh*

Similarly, a May 2021 allocation to the Sudan Humanitarian Fund established safe spaces for women and girls in underserved areas, upgraded services for GBV survivors and promoted PSEA work. OCHA mainstreams PSEA approaches across funded projects. For example, it requires that pooled-funding recipients develop and maintain appropriate mechanisms for reporting and addressing SEA-related complaints.

Accountability to Affected People

OCHA is committed to promoting AAP. Pooled-fund recipients are required to consider the appropriate operational steps for engaging with affected communities when developing and implementing projects, and AAP measures must be demonstrated throughout the programme cycle.

The CERF secretariat ensures that IASC commitments are tracked through project proposals, and it collects information on joint AAP mechanisms at the allocation level. These should capture inter-agency feedback-and-complaints mechanisms, benefiting the entire humanitarian response in each country operation. CERF also tracks agency-specific feedback-and-complaints mechanisms through project documents. AAP output indicators have also been included in a recently developed list of CERF standard indicators.

CBPFs have included AAP across the different stages of the allocation cycle. At the fund level, allocation strategy papers ensure AAP mainstreaming. Under the existing CBPFs global guidelines, all funds are required to implement a feedback mechanism that can be used by affected



Chad. A UNICEF project, sponsored by CERF, has brought hope for youth affected by violence, whilst also tackling protection and economic empowerment. One hundred young people are learning how to build filters, fix water points, make soap and build latrines to improve sanitation in the Lake Chad region. The project aims to respond to the immediate needs of the population, access to clean water and promotion of good hygiene practices. It also integrates protection through WASH activities by providing skills development opportunities to youth abducted by Boko Haram. These skills can then support the youth with income generation revenue activities. *UNICEF/Bahaji*

people, and allocations are requested to demonstrate how they strengthen response-wide collective AAP. Allocations can include targeted support to AAP efforts. For example, the Syria Cross-Border Fund supported improved monitoring and community consultations to strengthen AAP in a March 2021 allocation. At the partner level, capacity assessment questionnaires require partners to demonstrate AAP policies and proof of their implementation.

The Centrality of Protection

OCHA recognizes that protection is one of the main purposes and intended outcomes of humanitarian action. The protection of all people affected and at risk informs humanitarian decision-making and is an integral part of the responses funded by OCHA's pooled funds.

CERF funding to the protection sector reached \$75 million during the first 10 months of 2021.⁴ This represented over 15 per cent of all CERF funding during the year, compared to 2020⁵ when 10 per cent (or \$82 million) of all funding went to the protection sector. The number of people targeted with CERF-funded life-saving assistance in the protection sector reached 2.8 million in 2021, of whom 1.7 million (or 60 per cent) were female. CBPFs allocated \$65.6 million to protection activities (13 per cent of total funds allocated), targeting nearly 4.6 million people in need. In particular, CBPFs provided \$8.7 million to support child-protection activities in different emergencies.

Gender Equality and Gender-Based Violence

In 2021, gender equality and support to GBV continues to be an important focus area for OCHA's pooled funds. OCHA established an inter-agency Gender Contact Group that explored ways for OCHA's pooled funds to strengthen their support to women and girls.

The CBPFs allocated \$385 million (around 76 per cent of total allocations) to projects that intend to contribute to gender equality with consideration to age groups. This is in line with the IASC Gender with Age Marker (GAM) assessment. Of the 59 million people targeted by CBPFs' partners, 630.7 million are women and girls (52 per cent). CBPFs have allocated \$15.6 million to projects that include GBV programming. CBPFs actively promote the participation of women in governance arrangements. Across the 19 funds, women represent international NGOs in 19 advisory boards and national NGOs in 11 advisory boards.

Allocations by Gender and Age Marker (2021)

Gender and Age Marker	CERF	CBPFs
GAM Code 4 <i>Likely to contribute to gender equality, including across age groups</i>	159.6 M	384.1 M
GAM Code 3 <i>Likely to contribute to gender equality, but without attention to age groups</i>	175.3 M	97.6 M
GAM Code 2 <i>Unlikely to contribute to gender equality (no gender equality measure but includes age consideration)</i>	78.9 M	7.9 M
GAM Code 1 <i>Unlikely to contribute to gender equality (no gender equality measure and no age consideration)</i>	59.3 M	9.8 M
GAM Code 0 <i>Does not systematically link programming actions</i>	18.6 M	4.8 M

Data as of end-October 2021. All figures in US dollars.

Gender also continued to be a priority for CERF in 2021. All submissions were informed by a gender analysis, with data disaggregated by sex and age, and they had completed the mandatory GAM. Of the 97 million people targeted with life-saving assistance through CERF in 2021, approximately 53 per cent were women and girls. CERF also actively promotes the concerns of women and girls through targeted allocations, such as GBV earmarking in allocations from its Underfunded Emergencies window in 2020. In addition, CERF provided \$25 million in block grants to UN Women and UNFPA to combat GBV. At the time of writing, CERF remains the single largest direct funder towards the GBV sub-sector, with \$35 million provided so far in 2021.⁶ Similarly, CERF was the largest direct donor to GBV, with \$28 million in total funding.⁷

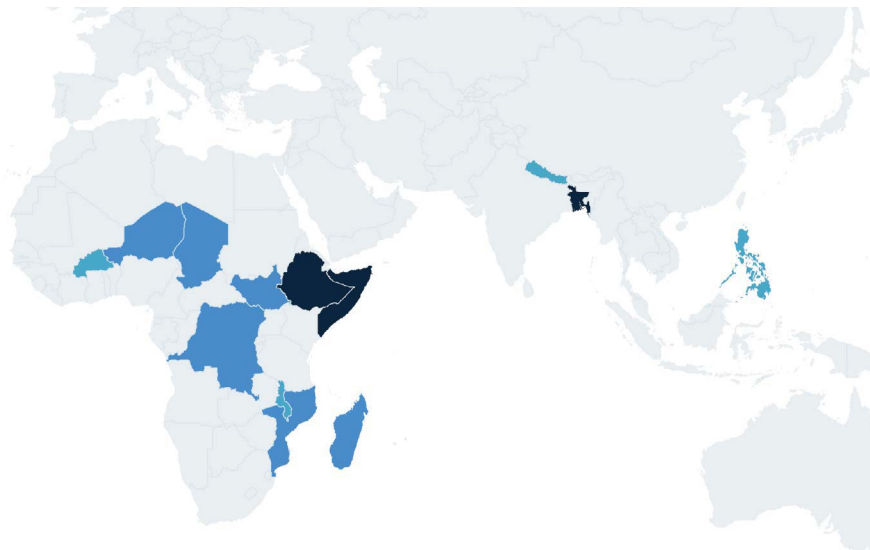
Anticipatory Action

In recent years, the humanitarian community has actively pursued ways to help people get ahead of predictable crises by taking anticipatory action. In 2021, OCHA continued to coordinate, facilitate and mobilize resources for collective anticipatory action. OCHA-managed pooled funds have played a catalytic role. CERF financed collective anticipatory action ahead of drought in Ethiopia and Somalia, allocating \$20 million in each country. This brings its total anticipatory allocations to \$60 million since June 2020.⁸ OCHA currently facilitates collective anticipatory action pilots in 11 countries and in one thematic area (cholera).

Anticipatory Action Pilots

- Activated
- Endorsed
- In development

Drought	Cholera
Burkina Faso	DR Congo
Chad	Mozambique
Ethiopia	
Niger	Cyclones
Somalia	Philippines
Dry Spells	Floods
Malawi	Bangladesh
	Nepal
Plague	South Sudan
Madagascar	



References

¹ CBPF beneficiary figures are calculated on a project-by-project basis which may lead to some people being counted more than once. The above figures is, therefore, a preliminary estimate. A comprehensive review of beneficiary figures is undertaken on a yearly basis prior to the publication of final figures in the CBPF annual report.

² In response to the escalating conflict in Tigray, Ethiopia, the ERC approved a time-critical CERF allocation of \$13 million in December 2020 following conflict escalation. CERF released another \$15 million in June 2021 to assist the most affected communities in the region following improved access for humanitarian operations. This was complemented by an allocation from the Ethiopia Humanitarian Fund, which provided a reserve allocation in March 2021 of \$2 million to expand humanitarian access; a standard allocation of \$45 million in April in response to the situation in Tigray and the risk of climate- and weather-related events; and a reserve allocation of \$20 million in August to enable a scale up of the humanitarian response in Tigray, Afar and Amhara regions. Support from OCHA's pooled funds was also instrumental in responding to the rapidly deteriorating situation in Afghanistan. At the beginning of 2021, over 18 million people—almost half of the country's population—needed humanitarian assistance. During the first six months of the year, an additional 550,000 people were forced into displacement. To respond to the fast-evolving context, CERF has allocated over \$90 million to humanitarian responses in the country in 2021, including \$20 million in August from the Rapid Response window to enable the Afghanistan country team to “stay and deliver” and maintain and scale up the humanitarian response. In September, CERF released another \$45 million from the Rapid Response window to prevent a collapse of the country's health-care system and ensure continued provision of life-saving health services. Similarly, the Afghanistan Humanitarian Fund released a \$3.1 million reserve allocation in February 2021 to provide air transportation, expand humanitarian access, and facilitate security relocations and medical evacuations. This was followed in May by a \$20 million reserve allocation to respond to intensifying conflict, combined with weather-related disasters. Lastly, in August 2021, the Afghanistan Humanitarian Fund approved a reserve allocation of close to \$23 million to scale up life-saving programmes, an innovative rolling allocation designed to approve proposals on an ongoing basis in response to a rapidly changing situation.

³ 2019 is the most recent year for which complete data is currently available.

⁴ CERF allocations to protection in 2020 totaled \$82 million, but this figure covers the entire 12-month period of the year. 2021 figures cover the 10 months until end October.

⁵ CERF: Allocations by Sector 2021

⁶ Financial Tracking Service, Protection - Gender-Based Violence 2021 as of 2 November 2021

⁷ Financial Tracking Service, Protection - Gender-Based Violence 2020 as of 3 November 2021.

⁸ \$15 million for Somalia in 2020; \$5.2 million for Bangladesh in 2020; \$20 million for Ethiopia in 2020/2021; \$20 million for Somalia in 2021.



Part three: Delivering better

Delivering Better for Women and Girls and Prioritizing GBV Prevention

Women and girls have greater representation in humanitarian prioritization and response, but more women are needed in leadership roles, and underfunding for GBV mitigation and prevention remains of critical concern.

The enhanced HPC approach has helped to better represent gender, age and disabilities in humanitarian prioritization and response, through the improved collection of disaggregated data.

In 2021, 100 per cent of HNOs reflected analysis of the humanitarian impacts on women and girls¹ and 89 per cent of HNOs reflected GBV risks and impacts, a great improvement from the previous year.² Regional- and country-level gender working groups and networks are producing analysis and working to increase the participation of women-led organizations in humanitarian decision-making and programming in Afghanistan, Cameroon, CAR, Chad, Jordan, Myanmar, Nigeria, oPt, Philippines, Somalia, Syria, Ukraine, Yemen and the MENA and Asia-Pacific regions.

Despite this, stronger gender analysis is needed to further place the spotlight on women and girls, particularly those with multiple needs including adolescent girls, young women, and women and girls with disabilities.

Women-led organizations

The first system wide [Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls](#) called for greater efforts to address the gap in the representation of women-led organizations in humanitarian decision making. Despite noting progress since 2017, including an uptick in consultations with women, the evaluation concluded that they were still not sufficiently represented.

The ERC has called for the inclusion of women-led CSOs in HCTs to ensure their engagement in humanitarian decision-making processes. The IASC also produced new guidance on '[Strengthening participation, representation and leadership of local and national actors in IASC humanitarian coordination mechanisms](#)'. Enhanced efforts from partners have resulted in increased engagement of local women-led organizations and their meaningful participation in HPC design and planning as well as HCTs - particularly in Ethiopia, Iraq, Yemen, Myanmar, and Syria.

Humanitarian Guidance and Mechanisms

The first-ever thematic evaluation on women and girls in emergencies



The [Inter-Agency Humanitarian Evaluation \(IAHE\) on Gender Equality and the Empowerment of Women and Girls](#) (GEEWG) has assessed progress on the operationalization of its agenda since 2017. The IAHE also captures best practices and provides recommendations to further mainstream GEEWG into humanitarian action. The evaluation highlights areas including gender equality in humanitarian action, the meaningful participation of women and girls in humanitarian decision-making, and technical gender expertise in onset and protracted crises. The evaluation also looked at gender capacities at cluster and HCT levels, funding for programming and coordination, and accountability for mainstreaming GEEWG at country and global levels. Recommendations are being implemented, with progress integrated and tracked using the IASC Gender Accountability Framework. *OCHA/Damilola Onafuwa*

Funding shortfalls

Lack of funding for the response to and the mitigation and prevention of GBV remains of critical concern. The IASC continues to advocate for funding and scrutinize and remove the impediments to GBV response, including societal/cultural stigma, lack of survivor-centred approach, and limited meaningful engagement of women-led organizations and women affected by conflict in humanitarian design. However, funding for GBV has only reached above 20 per cent of the global requirements, severely limiting the capacity to save lives and meet the needs of GBV survivors in humanitarian contexts.

Aid in Action

IASC Gender Standby Capacity Project



GenCap continues to be an important gender mainstreaming resource for Humanitarian Country Teams (HCT). In 2021, it provided strategic and operational support to 18 country-level contexts, all of which had inter-agency coordinated appeals. GenCap senior advisers supported humanitarian operations in Afghanistan, Burkina Faso, Cameroon, CAR, Chad, DRC, northern Ethiopia, Haiti, Honduras, Mali, Mozambique, Niger, Nigeria, Somalia, South Sudan, Syria Cross-Border Response (Turkey), Yemen and Zimbabwe.

In Mali, GenCap supports the HCT to implement the IASC policies on gender-equality and the empowerment of women and girls in humanitarian action. GenCap consulted more than 40 key informants to establish baselines, collective priorities and targets for the HCT to produce a road map on gender equality programming in emergencies (GEPiE). Stakeholders included humanitarian leadership, clusters, technical experts, CSOs, local and international NGOs, UN agencies, donors and Governments. GenCap also supports the localization of humanitarian response through reinforcing local capacities. The Mali GEPiE road map is being implemented, with several NGOs leading or co-leading areas and activities. GenCap will continue providing support to enhance outcomes, as well as the monitoring and evaluation of the interventions and their impact. *OCHA/Giles Clarke*

To follow through on the humanitarian system's commitments to combat GBV and the chronic issue of underfunding, a High-Level Round Table led by the ERC with IASC Principals and donors was convened. This resulted in improved visibility and tracking of GBV funding, including through the new [Financial Tracking Service](#) (FTS) page, which provides comprehensive information on system-wide funding allocations for GBV programming. The FTS page presents the funding requirements for GBV mitigation, prevention and response, providing a comprehensive overview of the global sector requirements for all HRPs and appeals in the GHO. More features will be added to the page shortly which will make it easier to download data for enhanced analysis.

Aid in Action

Women leaders push for positive policy changes in cross-border humanitarian response



Female teachers in north-west Syria often earn low salaries — on average the equivalent of \$150 per month. Many work long hours and are the sole breadwinners for their families. Without these teachers, many children in north-west Syria would not receive an education. In 2000, six female elementary school principals from Idlib, Syria, led an initiative to lobby local authorities and NGOs for better working conditions. They filmed a video showing the plight of teachers in Idlib, which reached a wide international audience and caught the attention of high-level officials.

The women inspired a group of female Syrian humanitarian workers, who joined forces with them to further amplify advocacy efforts. This led to a change in human resources policy, including granting maternity leave and improving working conditions for around 5,000 women across north-west Syria. The group then expanded its scope of work. It began advocating for a more gender-sensitive approach to programming and a stronger focus on girls and women in the needs assessment and planning stages of humanitarian responses, as well as stronger representation of women in humanitarian decision-making forums. The Women's Advisory Board for the Humanitarian Liaison Group (the HCT for the cross-border humanitarian response) was created in 2021, comprising of 20 women based in north-west Syria and south-east Turkey. They each hold senior positions with humanitarian organizations operating in Syria, striving to accomplish positive policy and strategic changes in the cross-border humanitarian response.

The Central Emergency Response Fund (CERF) has increased pooled funding for GBV response through its Underfunded Emergencies window and a CERF allocation to UNFPA and UN Women. CERF's Underfunded Emergencies window allocation of \$100 million for 10 countries earmarked \$9.6 million for GBV priorities and included \$30 million allocated to Yemen to exclusively address issues for women and girls, including public health. The total amount allocated by country operations to GBV-related programming increased from an earmarked \$9.6 million to \$21.7 million, including indirect GBV outcomes under the health sector. CERF funding of \$25 million was allocated to UN Women and UNFPA to address GBV across 11 countries affected by humanitarian emergencies and to support 770,000 affected people. An estimated 40 per cent of that funding – \$10 million – has been allocated to women-led organizations and women's rights organizations in 2021-2022. Going forward, CERF has committed to ensuring 30 per cent of funding to local women's organizations for projects related to GBV.

CBPFs have achieved considerable results in gender equality and GBV. In 2020, the CBPFs allocated \$863 million in total, all of which required the use of the IASC Gender with Age Marker (GAM) to ensure gender equality was a key consideration. Using the GAM, 66 per cent of funding aimed to contribute to gender equality. In 2020, 38 local women-led organizations were eligible to receive funding in 18 CBPFs (9 per cent of all partners). GBV was the main objective of 9 per cent of CERF-funded projects in 2020, with 62 per cent including a GBV component. CBPF is currently reviewing the global guidelines to better encourage and improve access for local women-led organizations to CBPFs and to promote the participation of women-led/women's rights organizations in governance arrangements, including advisory boards and project review committees.

References

¹ Annual Humanitarian Programme Cycle Quality Scoring exercise undertaken by OCHA, UK FDCO, USAID, ECHO, UNICEF, WHO, IOM, UNFPA, and UNHCR.

² Analysis of Gender-Based Violence in 2021 Humanitarian Needs Overviews and Humanitarian Response Plans, GBV AOR, June 2021.



Part three: Delivering better

Ensuring Funding and Capacity for AAP and PSEA in Every Humanitarian Response

Accountability to affected people (AAP) and protection from sexual exploitation and abuse (PSEA) must remain firmly embedded in every humanitarian response.

Humanitarian action is accountable to the women, men, girls, and boys – of all ages and abilities – affected by humanitarian crises. It is critical that their voices are heard and that they have active participation in all areas of response that affects their lives and well-being.

New or escalating humanitarian crises in Ethiopia, Afghanistan, Myanmar and Haiti, and persisting crises in Syria, Yemen, South Sudan and DRC have reinforced the need for robust community engagement and accountability in 2021. Strong measures are required to prevent, respond to and mitigate the risks of sexual exploitation and abuse to ensure that humanitarian operations are safe and effectively respond to the needs and priorities of all affected people.

Health emergencies such as the COVID-19 pandemic cause vulnerabilities to grow and the risks of gender-based violence and sexual exploitation and abuse increase. As the COVID-19 crisis persisted in 2021, adding to the needs and challenges of 2020, risks of SEA were further compounded and are likely to continue into 2022.

Jalalabad, Afghanistan. A humanitarian worker talks with a woman displaced to the Surkh Rod area in Nangahar Province. The community will receive core relief items to help them during the winter. Implementing partner IMC is delivering the aid, supported by the Afghanistan Humanitarian Fund. *OCHA/Charlotte Cans*

Developments in policy and operations

AAP is vital to realign the asymmetry of power that currently defines the relationship between humanitarian agencies and communities. It is essential to meet long-standing organizational and collective standards and commitments, including through the work of the Grand Bargain. In 2021, the IASC Principals agreed to issue a statement on the centrality of collective AAP to principled humanitarian action, based on the recommendations to strengthen system-wide accountability produced by the IASC Operational Policy and Advocacy Group (OPAG). Throughout 2021, the Results Group 2 on Accountability and Inclusion provided technical support, guidance and tools to humanitarian leaders and responders through the [Portal](#) and [Service Directory](#), which strengthens AAP at the country level, including in the HPC. During 2021, an increased proportion (32 per cent) of HCTs have reported having a collective AAP strategy or framework in place. Forty per cent have either a framework, working group or coordination mechanism. Three

Humanitarian Guidance and Mechanisms

System-wide accountability across Asia and the Pacific



In 2021, a collective workplan was developed to improve the commitment to and implementation of system-wide accountability across the Asia-Pacific region. Developed by the Asia-Pacific Inter-Agency Coordination Group on AAP and PSEA¹ and endorsed by the IASC Regional Directors, the workplan included nine strategic workstreams to ensure countries and operations establish and roll out collective AAP and PSEA strategies and action plans. Comprising over 160 regional and country experts from 18 countries, the Coordination Group provides intensive support that includes capacity-building, mentoring, knowledge exchange and design of accountability toolkits to improve humanitarian responses. The group is also partnering with a start-up organization to support the design of an inter-agency platform for community feedback and complaints. Indonesia, Myanmar, Nepal and the Philippines are also exploring the use of such a system.

In the picture, Gustavo Gonzalez, UN RC/HC in the Philippines, talks with a woman during a visit to Albay Province, a week after it was battered by Super Typhoon Goni. OCHA/Martin San Diego

regional inter-agency AAP coordinators are working as AAP/PSEA focal points in OCHA offices in Latin America and the Caribbean, Asia Pacific, and Southern and Eastern Africa. Each coordinator supports countries and operations by providing strategic and technical support. AAP is included in 27 HRPs.² PSEA is a core part of the humanitarian system's commitment to AAP and the 'do no harm' approach. It should be integrated as a priority cross-cutting component of every humanitarian response.

Humanitarian Guidance and Mechanisms

A tool to express needs and priorities of the affected people in Ethiopia

In Ethiopia, the [Collective Platform for Community Voices](#) is an inter-agency tool to respond to the expressed needs and priorities of affected people. With wide input from humanitarian agencies and NGOs, the platform was endorsed by the Ethiopia HCT. The platform analyses data provided by organizations on the current needs and challenges of affected people within the humanitarian response. Insights are provided, which help humanitarian responders make decisions and adapt programming. The Collective Platform comprises three sections that include: Community voices: an interactive dashboard provides details related to a number of variables, disaggregated by age, gender and other vulnerability characteristics, to understand the needs and priorities of the affected communities by location; Recommendations for actions: for humanitarian responders and decision makers, including the Ethiopia HCT, Inter-Cluster Coordination Group, Humanitarian International Non-Governmental Organizations Network and other relevant coordination forums, to act upon community feedback; Corrective actions: documents key milestones, including successes and challenges, on how agencies and decision makers have made course corrections in response operations. The platform will be updated each month to ensure that real-time feedback from communities informs the response planning and decision-making process. *In the picture, a humanitarian worker meets with the local community in Melka Soda Woreda, Ethiopia. OCHA/Jordi Casafort*

The [IASC Plan for Accelerating PSEA in Humanitarian Response](#) calls for strengthened collective action at the country level. PSEA networks are required to produce joint annual UNCT/HCT PSEA action plans to strengthen SEA prevention and response at the country level. The percentage of PSEA networks with an action plan in place has increased from 58 per cent in 2019 to 76 per cent in 2021.³ In 2021, inter-agency PSEA coordinators provided technical and strategic support in more than 20 countries.⁴ In complex emergencies, such as Ethiopia and DRC, PSEA coordinators are also deployed to operational hubs to strengthen collective actions at the front line of response. The percentage of PSEA networks led by a PSEA Coordinator has increased to 73 per cent in 2021.⁵ However, due to funding limitations, PSEA coordinator deployments often remain short term and unsustainable.

PSEA has been increasingly integrated into the HPC, with country-level PSEA priorities, coordination and activities reflected in 24 HRPs in 2021. The percentage of PSEA networks that have integrated PSEA into HRPs has increased to 70 per cent in 2021.⁶ Despite this, there is still

Humanitarian Guidance and Mechanisms

IASC External Review of PSEAH

The IASC Independent External Review on Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) is sponsored by UNFPA as IASC 2021 PSEAH Champion. It was initiated to identify successful collective efforts over the last decade and to recommend further collective action for improvement. The review provides recommendations to the IASC leadership and broader humanitarian system to: ensure a common action plan on PSEAH; address the lack of accountability and improve investigations, and ensure funding for PSEA programmes in 15 priority contexts where SEA risks are the highest, to ensure sustained support for and implementation of PSEA measures. The review also emphasizes that SEA risk management and mitigation is integrated into all areas of the humanitarian response and support for SEA victims and survivors should be scaled up.

limited consideration of funding for PSEA activities, with only eight countries including PSEA funding through HRPs in 2021. PSEA actions were also supported through humanitarian pooled funds in CAR, DRC, Ethiopia and Lebanon, while CERF funds were used for Ethiopia, Haiti, Mali, Somalia and Nigeria. Other operations obtained funding from donors or UN agencies. The IASC PSEA Field Support Team, comprised of UN entities and NGOs, continues to provide dedicated technical support and advice to strengthen PSEA programmes in priority-country contexts.

Gaps in funding

AAP and PSEA approaches still struggle to secure predictable, multi-year, flexible funding across the HPC even though few resources are required to lead to the more effective and accountable programming needed to adapt to feedback and allow for more iteration, learning and time to build trust within communities. AAP and PSEA coordinator deployments are predominantly reliant on short-term funding, which makes planning and implementation unsustainable.

Ways forward

If humanitarian actors are to meet individual agency- and system-wide PSEA and AAP commitments, three areas require immediate action: An enhanced and more accountable response leadership of HCs and HCTs that is adequately supported and prioritizes collective AAP and PSEA in HCT compacts and performance appraisals; A more inclusive architecture that builds on existing coordination structures, supports more area-based coordination approaches, and includes and supports local leadership (particularly national women-led and women's rights organizations), including within the HCT; Adequate quality funding for in-country collective approaches and for the creation of dedicated PSEA and AAP capacity to support United Nations Resident Coordinators/Humanitarian Coordinators (RC/HCs), and to further develop available technical capacity through collective inter-agency mechanisms.

Aid in Action

Funding allocations strengthen PSEA in DRC and CAR



In DRC, a \$1.5 million allocation to the DRC Humanitarian Fund has strengthened ways for survivors to submit complaints safely and confidentially through a toll-free hotline. Operators have received training, and survivors are using the hotline to report their cases and seek assistance. The allocation also provides for medical supplies for survivors through established GBV services. The same project aims to prevent and mitigate SEA risks in newly emerging crises. During the October 2021 Ebola outbreak and the Angola-returns crises, front-line aid workers received PSEA training. Women-led and community-led associations helped establish and strengthen community-based complaints mechanisms; PSEA focal points conducted risk assessments; and awareness-raising campaigns were implemented through mass media. Capacity-building for investigations is planned for local NGOs in dire need of guidance and support.

In CAR, a \$4.1 million CBPFs allocation has strengthened prevention and response in active-conflict areas, IDP sites and hard-to-reach areas, where women and girls are particularly exposed to GBV and SEA. This includes \$3.25 million to projects that provide psychosocial, economic, medical and legal support to survivors of GBV and SEA, and \$742,000 to purchase post-exposure prophylaxis kits and provide capacity-building for health experts who manage rape cases.

In the picture, the coordinator of a local NGO talks to a crowd during a workshop in Kananga to empower women victims of GBV. In central Kasai, whenever a woman has a relationship outside of marriage, she must pay a fine to the customary chief in order to be able to return to her home. The NGO succeeded in obtaining the commitment of customary chiefs to “alleviate” the fines imposed on women by custom. This is a first step in a deeply traditional area. OCHA/Alioune Ndiaye

References

¹ AAP is co-chaired by OCHA and Plan International; PSEA is co-chaired by IOM, UNFPA and UNICEF.

² See [Note on IASC coordination structures at country level in 2020](#)

^{3, 5, 6} Calculation is based on an average of 33 countries with humanitarian crises reporting to the [IASC PSEAH Dashboard](#) on key indicators annually.

⁴ The number of PSEA coordinators deployed varies throughout the year due to funding availability, contract modalities and other factors.



Part three: Delivering better

Local Actors Play a Key Role in Humanitarian Action

Local actors play a key role as first responders in a crisis and the providers of long-term support. In 2021, work continued through the IASC and the Grand Bargain to deliver on commitments that complement international action with ongoing nationally and locally led responses at the country level.

In 2021, local actors were critical to and at the forefront of the response to COVID-19, particularly in sustaining humanitarian operations. Steady progress has been made in localization, backed up by sustained political support. International actors are making changes, particularly in the flexibility of partnership agreements, to better support local leadership and delivery. It is critical to continue strengthening principled engagement with national/local authorities to ensure a more relevant and sustainable response. Despite this, some local and national NGOs have encountered Government hindrance in accessing resources or operational space.

In July 2021, the IASC released its [Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms](#). Over 100 national and local NGOs were consulted for the guidance, which was translated into four

Gongulong, Nigeria. Two women make climate-friendly cooking stoves in Gongulong, Maiduguri. In response to climate change and rising temperatures, FAO and partner organizations provide increased access to energy for IDPs, returnees and host communities in Borno State through improved and innovative energy technologies. FAO supports activities focused on providing technical assistance and policy advice to develop crops, livestock, fisheries and forestry subsectors. Emphasis is given to institutional capacity-building and developing local skills and expertise to ensure sustainability in camps and local communities across Nigeria. *OCHA/Damilola Onafuwa*

languages. The IASC also agreed to start measuring global progress against indicators set out in the guidance. In the second half of 2021, work continued on the roll-out and further dissemination of the guidance as well as the production of a global snapshot. To ensure local and national NGOs were fully involved in IASC processes, eight local and national NGOs were included in the membership of the IASC Results Group 1 sub-group on localization.

Good practice IASC Results Group 1 established an [online repository](#) to serve as a platform for strengthening resource and information sharing on localization and coordination. The repository includes guidance, policies, good practices, case studies and information on localization initiatives and projects, with a specific focus on the representation of relevant national and local actors in leadership and coordination structures.

Grand Bargain reconfirms commitment to localization

In 2021, the Grand Bargain (GB) workstream on localization continued its work. Following the GB annual meeting in July 2021 and the launch of GB 2.0, the newly appointed Eminent Person of the Grand Bargain, Jan Egeland, outlined that two of his three priorities concerned localization: the cascading of funding through better intermediation, and quality funding for local and international actors. These will be addressed through newly created GB caucuses.¹

Humanitarian Guidance and Mechanisms Using the IASC Guidance in Somalia



In Somalia, the IASC guidance was used to encourage more participation of local actors. A Localization Task Force was created to strengthen and advance the localization agenda, with a focus on partnerships, funding, capacity strengthening and local voice in the highest decision-making levels and in collaboration with the Government in Somalia. *In the picture, women in Galkayo wait to receive cash entitlements. Cash transfers empower people with choice and help the community by supporting and stimulating local trade in areas where markets still function. WFP/Karel Prinsloo*

Financing for local actors

OCHA-managed CBPFs continue to be a vital vehicle for localization in 2021, given that local and national actors' opportunities to access funding have not grown at the expected pace. CBPFs continue to meet their target of allocating 25 per cent of direct funding to local and national actors; this stood at 39 per cent in 2021. Almost all CBPFs had at least one or more local or national NGO on their advisory boards.

Other pooled funds, such as the NGO START Network Fund, continued to promote nationally driven solutions. They also allow indirect support costs to be subgranted to these organizations. Denmark, Save the Children and NEAR have worked on establishing locally managed pooled funds in Somalia and West Africa to enable a greater flow of funds to local actors. Oxfam has been piloting a pre-financing rapid response facility that allows it to disburse funds more rapidly to local actors in acute emergencies.

As funding to local actors has increased, there is a greater need to better manage the risks associated with access to greater volumes of international funds. The inclusion of increased overhead/core costs for local partners is key to empowering them as leaders of humanitarian response, allowing for investment in staff development, institutional systems or policy engagement. Without predictable and flexible core funding, local organizations will continue to be trapped in a cycle of

Aid in Action

NRC Implements Capacity Development Programme



Norwegian Refugee Council is implementing a multi-year capacity-development programme for national NGOs and CSOs in the Lake Chad basin. Organizational development experts were deployed to Chad, Niger and Nigeria to focus on strengthening local actors' capacity. CSOs identified their needs and received systemic training on monitoring and evaluation, programme and financial management, as well as training on protection, GBV and AAP for 36 organizations, over 20 of them led by women. *NORCAP/Alassane Guindo*

project-based approaches, and they will suffer from the consequent staff turnover, loss of institutional knowledge and the inability to build the capacity of their staff and their organization. Good practice examples exist from across constituency groups. In CARE Philippines, an emergency response fund mechanism and humanitarian partnership platform allow local actors to access resources and respond within the first 48 hours of a disaster onset.

Localization and gender

Support to women's rights and women-led organizations, including refugee women-led organizations, has been a focus of organizations such as ActionAid, CARE and Oxfam in their localization efforts. CARE's [Women Lead in Emergencies](#) programme empowered grassroots organizations and women's collectives to ensure that women have a voice in decisions that affect their own lives. CRS, InterAction and IRC engaged local actors on PSEA, including working with local partners to build capacities.

Aid in Action

New Approach Piloted by Christian Aid and DanChurchAid



Crisis-affected communities receive support to develop their emergency response and longer-term resilience, through [local-to-global](#) protection and a community-led crisis response approach. Christian Aid, DanChurchAid and other partners provide support that includes emergency group cash transfers, and rapid provision of emergency response skills such as conflict resolution, psychosocial support and technology management. They help communities to connect and network with others, including the private sector, and support community-based information, mobilization and learning. Qualitative evaluations in five countries found that the programme has enabled communities to obtain what they needed more quickly and at a lower cost than external actors could achieve. In 2021, the programme expanded to include occupied Palestinian territories, Sudan, the Philippines, Kenya, Haiti and Myanmar. *In the picture, a DanChurchAid member talks to a representative from a Bedouin tribe in the West Bank. DanChurchAid*

Aid in Action

First Line Emergency Response in Rakhine State



In Myanmar, ECHO HIP is funding an innovative crisis response governance structure: 'First Line Emergency Response'. Led by ActionAid and Christian Aid, together with Phyu-Sin Saydanar Action Group (PSSAG), Pandita Development Institute (PDI) and Rakhine Youth New Generation (RYNGN) (national NGOs in Myanmar), the programme links emergency preparedness mechanisms at the township level in Rakhine, delivering a combination of [group cash transfers](#) for self-protection designed and led by crisis survivors and NNGOs as first responders. ECHO scaled up the mechanism with additional household cash programming to cover all of Rakhine State and expanded this as part of a wider INGO consortium in Northern Shan states. *IRC/Kaung Htet*

Localization and the private sector

Local businesses are increasingly engaged in crisis response and recognized as key actors. In the Philippines, a local business network, the Philippine Disaster Resilience Foundation (PDRF), is an observer on the HCT and is included in the HCT's appeals and HRPs. PDRF is a member of the [Connecting Business initiative \(CBI\)](#), which is jointly supported by OCHA and UNDP and engages the private sector before, during and after emergencies to increase the effectiveness of response and recovery in a coordinated manner. During the flash floods that hit Sri Lanka in June 2021, the local CBI private sector network, A-PAD SL, quickly organized emergency assistance in partnership with the local hospitality sector, [providing hot meals to thousands of affected people](#).

References

¹ See Criteria for establishing Grand Bargain 2.0 caucuses in the [Grand Bargain 2.0 Framework](#), page 8.



Part three: Delivering better

Protection at the Centre of Humanitarian Response

Protection must be central to humanitarian response. Conflict, basic rights violations and prevailing gender inequality remain today's biggest drivers of protection challenges. Throughout 2021, humanitarian crises grew deeper due to the converging challenges of armed conflict, the pandemic, climate-induced displacement, economic downturn and rising inequality, including the significant rollback of women's and girls' rights.¹

A shared responsibility to prioritize protection and contribute to collective protection outcomes is emphasized in the [IASC's Policy on Protection in Humanitarian Action](#) (2016). The need to implement this commitment across the HPC is underlined, including in assessments, planning, programming, implementation and monitoring. Gender- and age-sensitive protection analysis and strategic protection objectives should inform and be reflected in all aspects of the HNO and HRP.

There has been significant progress, notably in developing joint analysis frameworks, such as the [JIAF](#) and the [Protection Analytical Framework](#), developed through the Global Protection Cluster (GPC). A number of HCTs also developed centrality of protection strategies, such as [South Sudan](#) and [Somalia](#). Despite this, a number of critical areas still require more focus and

El Progreso, Honduras. A mother is embraced by her daughter, in front of their home in El Progreso, Honduras. She has just found out the bank will take her home as she can no longer afford to pay her rent. In recent years, an increasing number of children and families from the Northern Triangle countries of Central America – El Salvador, Honduras and Guatemala – are migrating northwards through irregular pathways, hoping to resettle in the U.S. Some are fleeing pervasive gang violence in their home communities, while others are trying to escape endemic poverty. *UNICEF/Bindra*

Humanitarian Guidance and Mechanisms

Independent Review of IASC Protection Policy Implementation

The IASC adopted a Policy on Protection in Humanitarian Action in 2016. The policy was part of a concerted effort to address the most complex and severe risks of violence, coercion and deprivation. It provides the overarching framework for humanitarian actors to fulfil their responsibility to place protection at the centre of humanitarian response, spelling out core principles, approaches, roles and responsibilities. There have been some advances since its introduction, but challenges remain in implementing aspects of the policy and achieving protection outcomes collectively.

Against this background, the IASC agreed to review the policy's implementation under the leadership of Results Group 1 on Operational Response and with support from an advisory committee comprising senior experts from IASC organizations. Expected in spring 2022, the final report will include concrete recommendations on operationalizing the policy.

In November 2021, the review team published a paper that outlined priority protection issues. These are not presented as conclusions but rather as the basis for discussions in the review's next phase. The paper highlights eight priority areas: leadership, accountability, conceptualization, the protection gap between protection challenges faced by humanitarians and their capacity to address them, protection architecture, results and impact, working with other actors on protection, and localization.

Despite challenges in fully implementing the IASC protection policy, including mobilizing all the necessary actors to respond to critical protection issues in a cohesive manner, country operations have taken significant steps and initiatives to ensure protection remains at the centre of humanitarian action. Country operations are often operating in challenging contexts characterized by conflict, access issues, scarcity of funding and a shrinking humanitarian space. Increasingly, they are engaged in advocacy, negotiation, multi-sectoral approaches and community-driven protection responses to address the protection needs of the affected populations.

In the picture, a woman walks with her daughter at the Bakassi Camp, Maiduguri. OCHA/Damilola Onafuwa



Chermalyk, Ukraine. Nataliia hugs her three children in the yard of her house located right at the “contact line.”

OCHA/Yevhen Maloletka

investment, including protection analysis, particularly in ensuring a shared understanding and systematic collection of information and flow across sectors and actors. Better data collection, including more systematic sex-, age- and disability-disaggregated data, and monitoring are also needed, as well as greater articulation of impact and outcomes that reduce risks for affected people in response planning.

Increasingly, tools and guidance are being developed to support the integration of protection across humanitarian programmes, for example the [Global Protection Cluster Protection Mainstreaming Toolkit](#), [Child Protection Minimum Standard Pilar 4 for Working Across Sectors](#) and the [Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action](#). Improved access to and more consistent use of such tools are now needed to strengthen coordination efforts and contribute to more holistic and systematic action to prevent and respond to protection risks.

The [Review of IASC Protection Policy Implementation](#) and the UN Secretary-General’s [Call to Action for Human Rights](#) can help foster collaboration and stimulate progress within the humanitarian system to address some of these areas. The Call to Action reiterates that human rights must be at the heart of all UN action, including in times of crises. It provides momentum to deepen and advance the centrality of protection in practice, particularly through the related process under way to develop an Agenda for Protection.



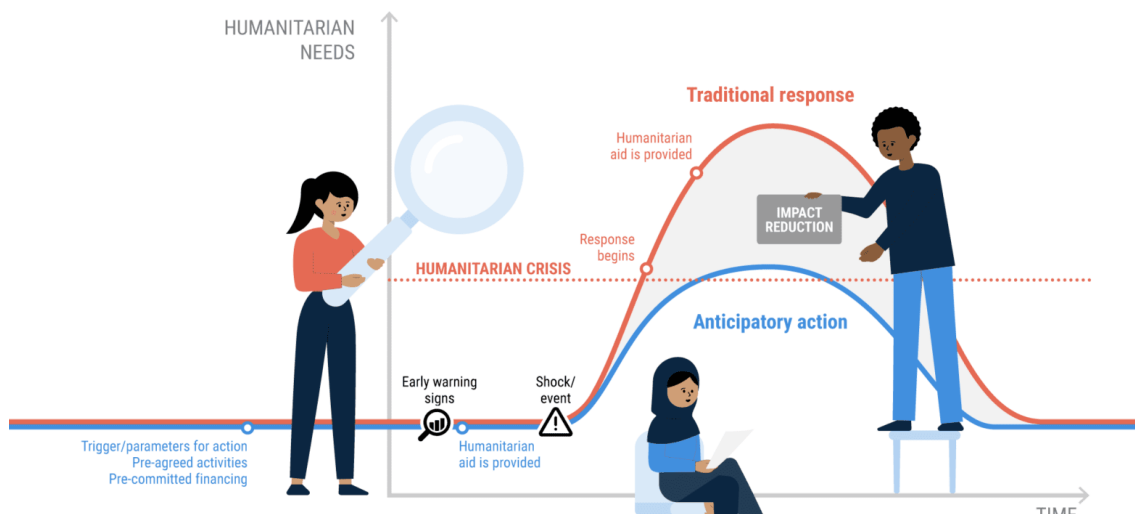
Part three: Delivering better

Anticipatory Action: Fast, Effective and Dignified

An estimated half of all today's crises are somewhat predictable and 20 per cent are highly predictable. However, less than 1 per cent of the financing for these crises is pre-arranged. As the gap grows between humanitarian needs and the resources required to meet them, anticipatory action offers a way to make these resources more efficient.

Anticipatory action is a set of humanitarian interventions triggered once a pre-agreed forecast threshold is crossed. Supported by pre-agreed finance, anticipatory action prevents or mitigates potential disaster impacts before a shock, or before acute impacts are felt. Acting early mitigates the shock impact and reduces humanitarian needs, helping to protect hard-won development gains and enhance resilience. A [High-Level Event on Anticipatory Action](#) took place in September 2021, attended by officials from 75 UN Member States and leaders from 60 international CSOs. A clear political will was expressed to act ahead of predictable crises in addition to an explicit recognition of the transformative potential of this approach.

Satkhira, Bangladesh. A family rests under a mosquito net on the boat where they slept after their house was submerged. In early 2020, this family lost the only land they owned to river erosion. This phenomenon is made worse by climate change and more intense monsoons. They had taken a three-year lease for new land in their village. But later that year, the house they had just built was submerged in a second round of flooding that impacted thousands of people living in low-lying areas. They were among those who received a cash payment from WFP, which allowed them to buy food and stay safe as they waited out the flooding. Cash transfers empower families to prepare for looming hard times by purchasing essential supplies, such as food and medicine, strengthening their shelters, protecting their assets and moving to safer areas. *WFP/Sayed Asif Mahmud*



Anticipatory Action Toolkit. First steps of an Anticipatory Action framework.

In 2020, the ERC committed to invest up to \$140 million from CERF over a two-year period in a set of anticipatory action pilots that demonstrate how collective and coordinated anticipatory action could work at scale. The pilots will also evaluate to what extent anticipatory action is faster, cheaper and more dignified than the traditional response. Pilot countries include Bangladesh (monsoon floods), Burkina Faso (drought), Chad (drought), DRC (cholera), Ethiopia (drought), Madagascar (plague), Malawi (dry spells), Mozambique (cholera), Nepal (floods), Niger (drought), the Philippines (cyclones), Somalia (drought) and South Sudan (floods).

Rigorous learning from the pilots so far has revealed that anticipatory action is:

Fast. In Bangladesh, finance was approved within four hours – the fastest-ever CERF allocation – enabling agencies to distribute aid one to five days before a rapid-onset flood struck the most vulnerable people.

Cost-effective. In Bangladesh, agencies were able to procure ahead of peak needs. This meant that prices were lower and the transport of relief items was cheaper. UNFPA saved 12 per cent and FAO increased its reach by more than 10 per cent due to lower unit costs. In Somalia, the initial anticipatory funding of \$15 million helped mobilize an additional \$181 million. Collectively, these funds helped prevent 500,000 people from sliding into IPC Phase 4 between July 2020 and January 2021.

Impactful. In Somalia, WHO found that outbreaks of key epidemic-prone diseases, especially acute watery diarrhoea, malaria, severe acute respiratory infections and bloody diarrhoea, were reduced in the target districts, compared to a similar time in the previous two years. IOM found that the anticipatory rehabilitation and upgrading of boreholes has improved household finances, increased mental health, kept livestock healthier, reduced water-related disputes and mitigated drought-related migration.



Doolow, Somalia. Since late 2020, delayed and erratic rainfall has affected many parts of Somalia. This caused devastating water shortages, with widely depleted water reservoirs, and loss of pasture and livestock, and led the Government of Somalia and the United Nations to declare drought in April 2021. To mitigate the worst humanitarian impacts of the drought, UN agencies and partners are implementing anticipatory action with a CERF allocation of \$20 million. Activities focus on mitigating loss of livelihoods and declines in food consumption, ensuring continued access to water, preventing school dropouts, detecting and controlling disease outbreaks, and mitigating protection risks.*IOM/Tobin Jones*

Dignified. Beneficiaries who received support before peak flooding in Bangladesh were able to prepare themselves and face the crisis on their own terms. Spillover effects are also evident: some 76 per cent of women and girls who received hygiene kits were more likely to access regular health care, continue school, generate income, or participate in social and community activities compared to non-recipients.

Improving the quality of programming and localization. Advanced planning leads to better collaboration between UN agencies and their implementing partners during the programme design phase. In Bangladesh, UNFPA designed dignity kits specifically for the transgender community, because it knew the profiles of target beneficiaries in advance. Bangladesh-based agencies also now look at joint targeting at the household level instead of area-based coordination of programming only.

Encouraging accountability. The rigorous approach to learning and documentation that OCHA and partners apply to anticipatory action sets future standards in increasing AAP. Pilots in Bangladesh, Ethiopia and Somalia show that if learning is planned and integrated from the outset, better accountability and programming can be achieved.



Part three: Delivering better

Joint Intersectoral Analysis Framework

Humanitarian systems can respond more appropriately if they understand and acknowledge the multiple and different ways in which people and communities experience shocks. Understanding the needs of different groups of people also helps support decisions on the timing and sequencing of humanitarian assistance as well as appropriate response modalities, and gets aid to where it is needed most. This approach is referred to as intersectoral analysis.

Everyone experiences crisis differently

Devastated by 40 years of war, recurrent natural disasters, chronic poverty, drought and COVID-19, Afghanistan was already suffering one of the world's worst humanitarian crises before the sharp increase in hostilities during mid-2021. As the Taliban made rapid territorial gains, widespread displacement, the destruction of homes, health facilities and schools, and a roll back of fundamental rights resulted in restricted access to services, particularly for women and girls. By 15 August, when the Taliban took control of the capital, Kabul, nearly half of the population needed humanitarian and protection assistance. As humanitarian conditions deteriorated, no one in Afghanistan experienced the crisis in the same way. Differences in age, gender, disability, socioeconomic situations, living conditions, physical and mental well-being,

Libenge, DRC. A humanitarian worker talks with Libenge residents after floods hit the region. Heavy rains caused the Oubangui River to overflow, affecting 73 villages on its banks. The waters began to recede after a few weeks, leaving behind fragile earth and clay-brick homes, which often need partially or completely rebuilding. *OCHA/Alioune Ndiaye*



Yakou, Chad. A humanitarian worker and Yakou's Sous-Préfet discuss the best way to reach IDPs in Fouli Department, Lac Province. *OCHA/Augustin Zusanne*

and coping mechanisms determined each person's specific needs and coping abilities. At the same time, when different needs overlapped, their impacts were often magnified: without safe shelter, physical and mental health conditions were exacerbated; without safe access to schools, education stalled; without water, food provision and hygiene were compromised.

This example illustrates how humanitarians identify needs: start with an overview of the context, then analyse the shock or stressors and their immediate impacts and consequences on the population's humanitarian conditions. Then, as granularly as possible, disaggregated by age, gender and diversity characteristics.

JIAF evolves

The first iteration of the Joint Intersectoral Analysis Framework (JIAF) was introduced for the 2020 HPC. One year on, humanitarian actors are coming together with a common aspiration: to improve the effectiveness of humanitarian action. From CAR to Colombia, Yemen to Ukraine, South Sudan to Syria, and in dozens of crises around the globe, a robust, more people-centred joined-up analysis of people's needs is taking place.

In 2021, 25 country teams continued to advance joint analysis, delivering on the promise of enhanced quality HNOs and more strategic HRP through evidence-based needs assessments. Based on country office feedback, revised and strengthened JIAF guidance was released to help humanitarian communities work towards a more holistic and intersectoral analysis. Country teams have found new ways to provide a contextually rich overview of people most vulnerable, where they live and the complex multiplicity of needs they face. Local communities are now more actively engaged, bringing their unique perspectives into HNOs. In some countries, peace and development actors are also coming to the table to discuss the immediate, underlying and root causes of crises with humanitarians.

Humanitarian Guidance and Mechanisms Iraq HRP: Adopting the JIAF methodology



For 2022, amidst a changing context, increasing focus on durable solutions and decreasing humanitarian capacities and funding, the humanitarian community in Iraq significantly revised its processes to determine humanitarian needs and ensure strict prioritization for programmatic interventions. These processes were revised to be more strictly data driven using a common methodology; guided by strategic priorities; transparent; and inclusive of all key stakeholders.

Based on the globally agreed JIAF methodology, the HCT, Inter-Cluster Coordination Group and donors jointly considered the context and its impacts, analysed the consequences for humanitarian needs, and agreed on a set of needs indicators that would inform the intersectoral PiN and severity. The results of the intersectoral and cluster-specific analytical frameworks were reviewed by a panel led by the HC and consisting of HCT representatives from UN agencies, international and national NGOs, and donors. Preliminary findings were adjusted to ensure a focus on people with multiple needs for emergency humanitarian response, and the intersectoral PiN was raised to include needs found by clusters that fit those criteria but had not been captured by the initial intersectoral model. This resulted in a final proposal for PiN and severity, which was then further reviewed in a full session with all HCT members, cluster coordinators and donor representatives, after which a final agreement was reached on the figures.

A similar approach to reviewing cluster response activities and targeting is also being used to produce a strictly prioritized response strategy, which can serve as a high-impact, yet realistically achievable plan of action for 2022. In developing their response plans and targets, clusters were asked to use capacity, access, achievement and needs analysis data sets as the foundation for their response plans. The HC-led panel will repeat its review and feedback process, with follow-on sessions with the entire humanitarian community, to ensure full participation, transparency and agreement on the final response priority activities, targeting and financial requirements. *OCHA*



Paraguachón, Venezuela. A humanitarian worker talks with a Venezuelan returnee at the border's temporary shelter for people who recently returned from Colombia. *OCHA/Naomi Frerotte*

Promising practices and emerging trends from the field

In CAR, the JIAF was guided by a comprehensive community consultation and participation strategy in 2021. Affected populations participated in the analysis dialogue through household and individual interviews, focus groups and open community dialogues. Children were directly consulted on their situation, their perspectives and the protection risks they face. During community dialogues, community members' recommendations were presented. A similar process took place in Burundi, where local actors participated throughout the JIAF process.

In Afghanistan, the country team used the JIAF as the basis for joining up needs analysis with development actors to highlight the number of people in humanitarian need, as well as people in need of a social safety net. The Afghanistan example illustrates how joining forces and bringing different perspectives can enrich the overview of people's needs and help plan a comprehensive response.

Looking towards the future

The humanitarian community, including UN organizations, cluster leads and participants, NGOs and donors, is committed to joint intersectoral analysis. To meet this commitment with rigor and transparency, an independent expert review of the methodology took place in 2021. Its findings and recommendations are guiding further refinement and enhancement of the methodology, its guidance and supporting tools.

The JIAF will continue to be strengthened year on year. It will require continued commitment and engagement from the whole humanitarian community to consolidate the promising gains achieved so far towards a credible, transparent analysis that truly helps us deliver better.



Part three: Delivering better

Reviewing the HRPs Costing Methodology

Humanitarian Response Plans (HRPs) outline how humanitarian agencies will coordinate action to meet the priority needs of an affected population in a country over a defined period of time. The estimated financial amount required to achieve a HRP's objective is called the financial ask.

The most recent guidance on how field teams should establish the HRP financial ask dates back to 2017. At the time, the IASC Principals decided that HCTs should choose the most appropriate costing method, whether unit/activity based, project based or a combination of the two, as the basis for estimating a HRP's financial requirements. In the absence of operational guidance, HCTs select the costing methodology based on context, capacity and preferences.

Recognizing that the different methodologies offer advantages and disadvantages, OCHA, with partners, initiated an independent two-year HRP Costing Review in 2020. The review's ambitious process includes a multitude of stakeholders at HQ and field level, from HQ donor representatives to field-level national NGOs, by means of a comprehensive online survey in French and English, and interviews. The review includes: A stock take of methodologies used by HCTs (current and past); Identification of the advantages and disadvantages of these methodologies; Documentation of the wider impact of using different costing methodologies from one country



Barsalogho, Burkina Faso. A humanitarian worker talks with women from Barsalogho. Conflict in Burkina Faso has triggered massive population displacement and an unprecedented humanitarian emergency. *OCHA/Otto Bakano*

to another in terms of inter-agency humanitarian coordination, monitoring and financial tracking; Identification of the success factors, problems and gaps in applying costing approaches and ways to overcome these problems.

The review is expected to contribute to strengthening sound and transparent HRP monetary forecasting procedures in the long term that can explain a HRP's financial ask in a transparent manner. Preliminary results are being compiled, with recommendations for inter-agency and cluster review expected in early 2022.



Part three: Delivering better

Disaster Response During a Pandemic: Hurricanes Eta and Iota in Central America

In November 2020, Hurricanes Eta and Iota battered Guatemala and Honduras, capping off the most active Atlantic hurricane season on record. The back-to-back storms compounded a challenging humanitarian scenario in a region still reeling from the devastating impacts of COVID-19.

Despite the pandemic, local humanitarian organizations played a pivotal role in saving lives, providing humanitarian assistance through local partners and using technology to communicate with affected populations.

Eta and Iota made landfall as major hurricanes in Nicaragua on 3 and 16 November, respectively, before moving west over Honduras and Guatemala. The storms affected at least 7.3 million people in Guatemala and Honduras alone, including nearly half of Honduras's population. Hundreds of communities hit by the twin storms remained cut off from assistance well into 2021. With thousands of children, women and men displaced to temporary shelters, their increased exposure to COVID-19 and reduced access to critical health services became a major concern.

San Pedro Sula, Honduras. Choloma's San Pedro Sula neighbourhood was among the hardest hit by Hurricanes Eta and Iota. In Honduras, climate change is one of many factors sparking displacement. With hurricanes and other extreme weather events becoming ever more powerful and frequent, increasing numbers of people in Honduras are fleeing their homes. *UNHCR/Nicolò Filippo Rosso*



San Pedro Sula, Honduras. An elderly woman in front of her house in Choloma, one of the most dangerous neighbourhoods of San Pedro Sula, Honduras. The area was severely affected by Hurricanes Eta and Iota. Older people in Guatemala and Honduras are often ill-equipped to deal with extreme weather events. *UNHCR/Nicolò Filippo Rosso*

According to PAHO/WHO, more than 400 health facilities across Honduras reported damage after Eta and Iota, with at least 120 health facilities rendered inoperative. Honduras and Guatemala alike suffered from weak health systems prior to the pandemic; these were already overrun when Eta struck. Honduras soon saw a second wave of COVID-19 infections after the hurricanes' impact, leading to a rise in hospitalizations. In the aftermath of the devastation, the number of COVID-19 consultations doubled in the Cortés Department after the end-of-year holiday season.

Following Government requests for assistance, OCHA deployed staff members from the region to Guatemala and Honduras as part of UN Disaster Assessment and Coordination (UNDAC) teams and as surge support, both onsite and remote. The unprecedented dynamics in responding to a large-scale disaster amid a pandemic created a series of challenges and lessons that will be carried forward into future responses:

Standard COVID-19 protocols must be in place and respected as a key first step in preventing aid workers from contributing to infection rates. UNDAC and OCHA teams followed strict measures and procedures to prevent COVID-19 transmission, support duty of care and minimize risk for those on the ground delivering humanitarian response. Aid workers were regularly tested to monitor and prevent potential COVID-19 transmission and they limited the number of face-to-face meetings.



El Progreso, Honduras. Volunteers from Jovenes Contra la Violencia distribute stickers in El Progreso. The stickers display testimonies from people who have been forced to flee. One testimony reads: “They gave us 24 hours to leave our home.” – Karen, 24 years old. Another reads: “My son had to go to live in another city because they wanted to kill him here.” – Wil, 67 years old. *UNHCR/Nicolo Filippo Rosso*

Local NGOs and private sector groups played a key role in responding to needs. Localization became more important than ever, as COVID-19-related movement restrictions hampered international organizations and larger agencies. Local partners, grassroots organizations, community leaders, volunteers and CSOs informed operational planning and directly responded to the crisis. Localization of aid again proved to be paramount in delivering a timely, context-appropriate response, with local actors responding quickly, empowered by their first-hand knowledge of affected communities.

In Honduras, local coordination teams were established in Cortés and Santa Bárbara, the two most-affected departments. In San Pedro Sula, Cortés’s capital and the country’s industrial hub, OCHA set up an office with large spaces to facilitate meetings with partners in compliance with COVID-19 protocols. Preventative health brigades were organized in the most affected communities, with direct support from the Ministry of Health. OCHA teamed up with local NGO ADASBA to lead the Local Coordination Team in a partnership that demonstrated how organizations in the field are essential to effective coordination during a crisis. UNHCR worked with local leaders to facilitate access to communities plagued by high levels of criminal violence and provide humanitarian assistance to people in need.

In neighbouring El Salvador, Save the Children used a cascade strategy, training volunteer leaders on responding to GBV needs, case management and protection. The volunteers then defined case identification criteria with local and municipal leaders and created approach strategies for face-to-face response via psychosocial support, cash transfers and/or shelter assistance.



Comayagua, Honduras. The 33-year-old Director of Jovenes Contra la Violencia visits a family in Comayagua affected by heavy rain and flooding. His organization helps young people escape gang violence. *UNHCR/Nicolo Filippo Rosso*

Technology helped bridge distances, speed up community outreach and target specific groups, mitigating the effects of COVID-19 restrictions. In Guatemala and Honduras, localization was accompanied by the effective use of technology to offset pandemic-related limitations. OCHA staff quickly adapted to facilitating virtual coordination and planning forums for local and global partners, based on protocols developed in the regional office. Organizations such as Action Against Hunger found that technology could offer direct virtual contact with affected people, particularly in urban areas. Technology also helped to shorten and simplify time- and resource-intensive processes, such as identifying target populations. Organizations in Guatemala set up booths in remote areas to conduct needs assessments and gather community feedback via mobile phones, thus limiting contact and potential exposure to the virus. PAHO in Honduras also implemented the Telesalud (TeleHealth) system. This allowed patients to receive remote medical consultations and save time and money, while reducing COVID-19 exposure for patients and medical staff.



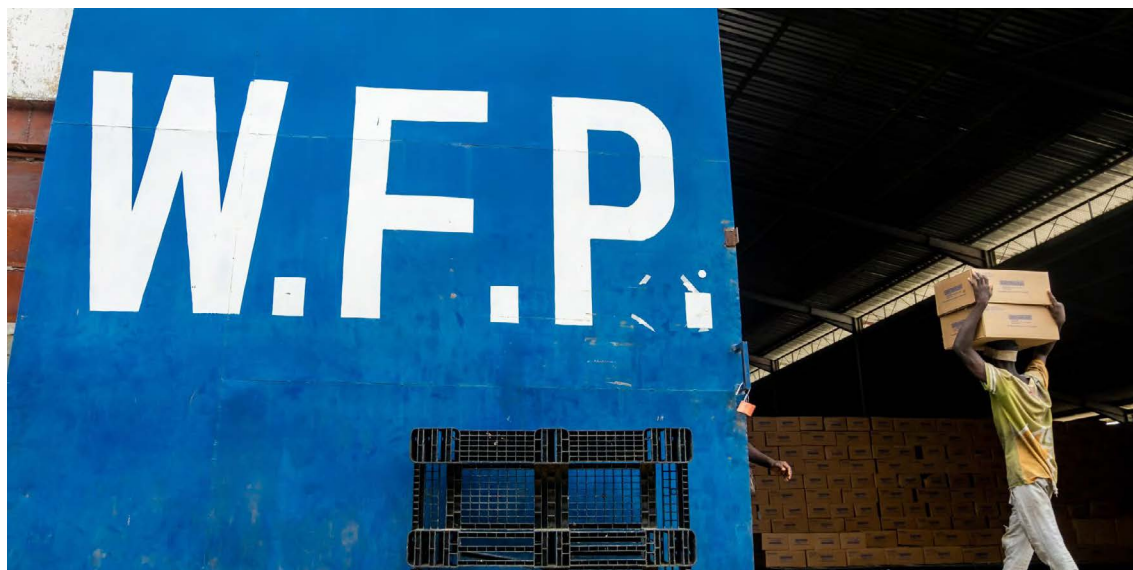
Part three: Delivering better

High-Level Task Force on Preventing Famine

The worst food crises for decades are taking place simultaneously and on multiple fronts. Since the High-Level Task Force (HLTF) on Preventing Famine was created in March 2021, it has focused on advocating for famine prevention resources and improved access to people in need. It has also worked to join up efforts to share data and real-time information.

This work draws on the collective efforts of the IASC members and has provided an opportunity to jointly raise awareness and come together to avert famine. The HLTF has repeatedly rung the alarm bell at the highest levels, exposing the seriousness of the situation through a number of actions: A joint FAO-WFP Call for Action to Prevent Famine in March 2021; Briefings to the Group of Friends on Action on Hunger and Conflict; A letter from the UN Secretary-General to all Member States, calling for action on famine prevention; A high-level advocacy event on famine prevention; Coordination of advocacy efforts with partners beyond the HLTF.¹ These actions have been complemented by calls to donor capitals, missions by the IASC Principals to the affected countries and media outreach. A coordinated campaign of weekly digital content has

Northern Bahr El Ghazal, South Sudan. In South Sudan, people in need often live in remote and hard-to-reach areas. Poor infrastructure leaves vast areas of the country isolated during the rainy season, meaning vulnerable communities can remain cut off from assistance for months. To overcome these challenges, WFP piloted the use of an amphibious all-terrain vehicle that can easily overcome obstacles. It carries up to 1 ton of cargo, has low fuel consumption and can travel 500 to 600 km on a full tank. A fleet of 10 vehicles is stationed in swampy areas of Old Fangak, Ganyiel and Nyal. This enables WFP to deliver food to places that have so far been reachable only by air, cutting transport costs considerably. *WFP/Gabriela Vivacqua*



Maiduguri, Nigeria. Workers offload a food truck in the WFP warehouse in Maiduguri. UN agencies and partner organizations work around the clock to provide access to food for the most vulnerable communities affected by violence and food insecurity across Nigeria. *OCHA/Damilola Onafuwa*

been produced and Member State briefings and events organized, including during the ECOSOC Humanitarian Affairs Segment in June. OCHA leads resource mobilization efforts on behalf of the HLTF. The system has been able to collectively scale up in high-risk countries, thanks to donors' generous support. However, resources received were often below the amounts required or imbalanced in their allocation, leading to difficult trade-offs in some contexts:

In **South Sudan**,² humanitarian action brought six counties back from the brink of famine through a targeted, multisectoral scale-up in the most food insecure areas. Over 500,000 severely food insecure people facing catastrophic levels of acute food insecurity (IPC Phase 5) received life-saving assistance, and 100,000 families received livelihoods assistance. Lack of additional funding has come at a cost for people in non-IPC Phase 5 areas. Resources, including reduced food rations for IDPs in camps, were re-prioritized, resulting in gaps and potentially increased vulnerability in other parts of the country.

Humanitarians in **Yemen**³ are reaching approximately 10.9 million people each month with food security and agriculture assistance across the country's 333 districts. However, additional funds are urgently required to maintain this vitally needed assistance. Without additional funding, 5 million people may see cuts in assistance by the end of 2021.⁴

On behalf of the HLTF, OCHA has developed a comprehensive overview of access constraints and context-specific access analysis for each country concerned. Conflict and insecurity remain the major drivers of access constraints in almost all countries at risk of famine. If humanitarians' access is restricted, they cannot respond to food insecurity and nutritional needs at the speed required. Enhanced security measures, coordination with authorities, and local outreach and community engagement are just some of the actions humanitarians take to try to mitigate access constraints.

FAO and WFP continue to strengthen their collaboration around data to create an evidence base



Al Noeyah, Yemen. Beneficiaries receive food packages at the Al Noeyah distribution point, supported by the World Food Programme. *WFP/Ayman Fuad*

for timely alerts. The jointly issued FAO-WFP hunger hotspot reports⁵ analyse countries and situations, assessing where and why acute food insecurity is likely to deteriorate over the coming months. The annual and midyear issues of the Global Report on Food Crises provide further evidence of the increasingly intense and widespread nature of acute food insecurity at a global level.

Despite these efforts, the situation has only grown more urgent and the outlook for 2022 is grim. Since 2020, there has been a considerable rise in the numbers of people in Crisis or worse (IPC/CH Phase 3 or above), affecting around 161 million people in 42 countries/territories in 2021.⁶ However, given the worsening situation at the end of 2021 and that IPC analyses do not cover all the countries at risk, if additional contexts are factored in, numbers are likely to be even higher and up to 283 million people could be acutely food insecure or at high risk in 2021 across 80 countries. Latest projections⁷ indicate that as acute hunger spikes around the world, the number of people on the very edge of famine (IPC Phase 4/Emergency or worse) in 43 countries has risen to 45 million. This number is up from 41 million earlier in 2021 and 27 million in 2019. Alarming, the number of people in Catastrophe (IPC/CH Phase 5) is now also more than four times higher than the estimates for 2020. New data reveals a dire trend, with 584,000 people across four countries – Ethiopia, Madagascar, South Sudan and Yemen – facing starvation and death.⁸ It is extremely likely that without scaled-up and sustained action to avert famine now, 2022 will witness humanitarian needs far exceeding those seen in the last decade.

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¹ This has happened through the IASC RG 3 and examples include ICVA Open Letter and the Joint statement of the Global Food Security, Health, Nutrition, and WASH Clusters on Famine and Food Crises

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³ OCHA, Famine High Level Event - Yemen. As of 1 October 2021

⁴ WFP, 3 million people in Yemen could face ration cuts in October unless new funding arrives, WFP Chief says

⁵ FAO and WFP, Hunger Hotspots - March-July 2021, Hunger Hotspots - August-November 2021

⁶ FSIN, Global Report on Food Crises 2021, September 2021 update, p. 1

^{7,8} WFP, Press Release, 8 November 2021



Part three: Delivering better

Operationalizing the Nexus Through Basic Social Services and Durable Solutions

With humanitarian crises around the world increasingly protracted, humanitarian operations can last for 10 or 20 years, sometimes longer. This creates the risk of entrenched humanitarian dependencies, not least for the tens of millions of people around the world living in protracted displacement.

Therefore, humanitarian actors must redouble their efforts to ensure assistance not only meets humanitarian needs but reduces them by contributing to sustainable national and local systems and to durable solutions for displaced populations. It is key that humanitarian actors work alongside development and peacebuilding actors. This will help to ensure that people can access basic social services and progress to self-sufficiency, guided by the promise of Agenda 2030 to “reach the further left behind first.” Lack of access to adequate basic social services is a challenge in many countries with Humanitarian Response Plans and Refugee Response Plans. While the primary responsibility for the delivery of these services lies with Governments, they can struggle to live up to this responsibility due to gaps in territorial control, exclusionary policies or weak administrative capacity.

Aleppo, Syria. A man is seen working in his newly rehabilitated blacksmithing workshop in Karm Al-Qaterji. Karm Al-Qaterji neighbourhood in east Aleppo city used to be an important commercial hub, hosting many industries including metal, textile, and food. However, a decade of conflict has taken a heavy toll on the neighbourhood, just like the rest of the city, damaging homes, businesses, and infrastructure, and forcing people to flee. Over the past four years, UNDP has been supporting a series of integrated projects to help families to return home and rebuild their lives through improving their access to basic services, enhancing their resilience and supporting their livelihoods. *UNDP Syria*



Taiz, Yemen. A displaced man sews a cap inside his shelter at an IDP camp in Taiz governorate. *OCHA/Mahmoud Fadel*

When development actors, particularly international financial institutions, withdraw from financing the delivery of basic social services through Governments, this often shifts the responsibility to humanitarian actors, who already have high caseloads and are chronically under-resourced.¹ While humanitarian organizations usually focus on delivering immediate life-saving assistance, collaboration with development actors is required to ensure the sustained delivery of basic social services. Collaboration with peacebuilding actors may be needed to ensure the governance and security required to deliver these services. With each actor working according to their mandate, humanitarian, development and, where appropriate, peace collaboration (the HDP nexus) can contribute to not only meeting people's basic needs but to reducing underlying risks and vulnerabilities and ensuring resilience. Strengthening national and local systems to deliver basic social services and respond to future shocks is the most sustainable way to achieve this.

With the number of IDPs and refugees at a record high and millions of these people living in protracted displacement, the advancement of durable solutions is critical. In September 2021, the report by the UN Secretary-General's High-Level Panel on Internal Displacement pointed to an "imperative for durable solutions." The panel called for a shift towards a more development-oriented approach and for more predictable engagement of development actors in the early stages of displacement crises. Development and peace actors must work alongside humanitarian actors and focus on strengthening public systems and basic social services to assist IDPs together with refugees and other persons of concern and their host communities.

The panel called for a stronger role for UN RC/HCs in driving nexus approaches to advance durable solutions for displaced populations at the country level. In many countries, RC/HCs, UN Country Teams and HCTs have successfully implemented strategies to achieve 'collective outcomes' between humanitarian, development and peace actors, including through joint analysis and better joined-up planning, programming and financing.



Benghazi, Libya. This man was 20 years old when he fled what he calls “the persecution of the residents of Tawergha.” He was driving towards Sirte to join his family, who had fled Tawergha shortly before him, when a missile struck the area. Since then, he has had difficulty moving his tongue, drastically affecting his speech. His injuries make it difficult for him to find work and look after his family. Despite this, he remains thankful that he survived the attack and now has a family. Epitomizing the resilience of most people in the Qaryounis settlement, he said: “My family are healthy, so I have nothing to complain about.” *OCHA/Giles Clarke*

Several countries have agreed on collective outcomes to strengthen basic social service delivery, including Cameroon, DRC, Libya and Somalia. Other countries offer good practice for humanitarian actors working together with Government, development and peacebuilding actors to ensure the delivery of basic social services. For example, in CAR, the Government and partners committed to investing in redeploying the territorial public administration, relaunching public services and restoring State authority. This was done in parallel with efforts towards the recovery of local communities and socioeconomic resilience, particularly in marginalized and remote regions most affected by the crisis. A Social Protection Working Group also meets at national and local levels to ensure complementarity between humanitarian and development cash assistance.

In Iraq, a structure with area-based coordination mechanisms has been set up in areas of high return of displaced people to ensure complementarity of humanitarian, development and Government action on the ground. The UN Sustainable Development Cooperation Framework has added a fifth chapter on durable solutions to stress the importance of finding durable solutions to end displacement in Iraq by 2024.

In some countries, the formulation of collective outcomes on internal displacement has helped drive collaborative approaches towards durable solutions. In Somalia, a collective outcome has been agreed at the national level to reduce the risks and vulnerabilities of displaced populations, contributing towards solutions. Durable solutions are one of the three priority areas for the operationalization of the HDP nexus in the country. The focus on solutions has created high-level political momentum and resulted in the March 2021 launch of the national Durable Solutions Strategy.²

Humanitarian Guidance and Mechanisms

Burkina Faso: Cooperation Framework to Leave No One Behind

In 2022, the humanitarian community in Burkina Faso has applied a targeting methodology that takes into account the severity of needs and accessibility of services by populations in need of assistance; conducts a geographic analysis to focus on areas in which populations are on the move (displacement) and/or face challenges in accessing basic services and assistance through regular national structures; and considers the humanitarian community's capacity to respond to these needs. Through this process, the humanitarian community is enhancing the rigour of its targeting process and thus the credibility of its financing request. Affected populations, national authorities and donors considering the Burkina Faso HRP can have greater confidence that the humanitarian community has the capacity to deliver the support indicated, and that it is not replacing national systems but prioritizing their extension to people most in need. In tandem, the development community in Burkina Faso is developing the new UN Sustainable Development Cooperation Framework, in collaboration with humanitarian partners, which offers a unique opportunity to bridge from the HRP through the Cooperation Framework to Leave No One Behind and ensure that the triple nexus approach becomes a reality.

In the picture, community members and IDPs work together and acquire new agricultural skills at a land-rehabilitation project at Sirighin, Burkina Faso. This is part of a WFP resilience activity that aims to go beyond food assistance. Internal displacement is growing in Burkina Faso due to insecurity. Many of the displaced people have been relying on food assistance for more than two years. WFP

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¹ OCHA, Safeguarding and strengthening delivery of basic services in fragile states.

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Part three: Delivering better

Towards Enhanced Data Responsibility in Humanitarian Action

Data responsibility in humanitarian action is the safe, ethical and effective management of personal and non-personal data for operational response. It is a critical issue for the humanitarian system to address, and the stakes are high.

Data is an important component of humanitarian response. Data management relating to crisis contexts, affected people and humanitarian operations allows the humanitarian community to respond more effectively and efficiently. However, as organizations manage increasingly large volumes of data, they also face more complex challenges and risks. Irresponsible data management in humanitarian response can place already vulnerable people and communities at greater risk of harm or exploitation and expose key vulnerabilities. This is of particular concern when humanitarian actors handle sensitive data¹ — data that is likely to lead to harm when exposed.

Personal and non-personal data can be sensitive in humanitarian action. While the humanitarian system has a common understanding regarding the sensitivity of personal data, determining the sensitivity of non-personal data is more complex. For example, data on the locations of medical facilities in conflict settings can expose patients and staff to risk, whereas this information is typically less sensitive in natural disaster response settings. Therefore, it is critical that the humanitarian

Mogadishu, Somalia. An internally displaced Somali woman holds her registration card while waiting for humanitarian supplies that were flown to Mogadishu. *UNCHR/Siegfried Modola*

Humanitarian Guidance and Mechanisms

IASC Operational Guidance on Data Responsibility in Humanitarian Action



In February 2021, the IASC launched its [Operational Guidance on Data Responsibility in Humanitarian Action](#) — the first-ever system-wide guidance to ensure data responsibility in all phases of humanitarian action. It provides concrete guidance on how to maximize the benefits of data for humanitarian action while avoiding harm to already vulnerable populations. More than 250 stakeholders from the humanitarian sector were involved in developing the guidance. *In the picture, a woman from Vanuatu shows her card from the Unblocked Cash programme implemented by Oxfam and the Vanuatu Resilience Business Council (VBRC) in the aftermath of Tropical Cyclone Harold. OXFAM/Arlene Bax*

system addresses data responsibility — including data protection, data privacy and cybersecurity — in humanitarian action. Data responsibility can also be a powerful enabler of trust, ensuring that data is treated in a principled manner, kept confidential and used solely for humanitarian purposes.

In recent years, humanitarian actors have developed principles, policies and strategies for data responsibility. These include system-wide guidance, such as the [IASC Operational Guidance on Data Responsibility in Humanitarian Action](#). Other global strategies and policies also guide data management within the UN system, such as the [UN Secretary-General's Roadmap for Digital Cooperation](#), the [Strategy of the UN Secretary-General for Action by Everyone, Everywhere \(2020-2022\)](#) and the [OCHA Data Responsibility Guidelines](#).

Despite considerable progress, gaps remain between global frameworks and their practical application in field operations. Technological and policy solutions are needed that can safely secure humanitarian data against cyber operations, enable partnerships with private sector vendors, and ultimately secure a neutral, impartial and independent humanitarian cyberspace.

Increasing Cyber Threats Call for Scaled-Up Investment in Data Responsibility in Humanitarian Action

Proliferating offensive cyber operations have ‘potentially devastating’ humanitarian consequences if they disrupt critical infrastructure that supports essential public services, such as medical facilities, financial services, energy, water, transport and sanitation. This was noted by the Open-Ended Working Group on Developments in the Field of Information and Telecommunications in the Context of International Security.² Over the past decade, humanitarian organizations have increasingly been exposed to adverse cyber activity that has grown in sophistication and scale.³ Save the Children and Human Rights Watch experienced data theft as part of the 2020 Blackbaud hack,⁴ a ransomware attack that likely went undetected for several months.

Humanitarian Guidance and Mechanisms

IASC Operational Guidance on Data Responsibility in Humanitarian Action



The [OCHA Data Responsibility Guidelines](#) offer a set of principles, processes and tools to support OCHA's data work. They also address how OCHA should implement the IASC Operational Guidance on Data Responsibility in Humanitarian Action. The guidelines are informed by research and field testing conducted over the past several years. This includes OCHA offices in 10 operational contexts piloting a working draft of the guidelines in 2019 and 2020. Several OCHA offices have already adopted important aspects of the guidelines. In Iraq, OCHA worked with the Assessment Working Group to incorporate data responsibility actions into the Multi-Cluster Needs Assessment process. In Somalia, OCHA worked with the HCT to agree on an [Information Sharing Protocol](#), which includes a data and information sensitivity classification for data generated about the crisis. In Cameroon, OCHA and its partners developed two different Information Sharing Protocols for the responses in the country's Far North and north-west/south-west regions. OCHA's Centre for Humanitarian Data supports OCHA offices with adopting the guidelines through advisory services, support missions, trainings, templates and tools. For more information on how OCHA supports data responsibility, visit the [Centre's website](#). *In the picture, a humanitarian worker conducts an assessment at the Al Sha'ab IDPs collective center in Aden, Yemen. OCHA/Matteo Minasi*

The United States Agency for International Development (USAID), Catholic Relief Services and over 150 organizations were affected by the 2021 USAID-Nobelium hack, which may have compromised beneficiary information and staff data.⁵

Many humanitarian organizations struggle to diagnose when a cyberoperation has occurred against them, and they may lack basic cybersecurity standards.⁶ HRP contexts are among those least prepared for cybersecurity threats, according to the Global Cybersecurity Index of the UN's International Telecommunication Union.⁷ Growing nation State cyber militarization, increased use of cyber operations by non-State actors, and evolving and sophisticated cyber capabilities present a grave threat to people affected by and working in humanitarian crises.⁸

Addressing data responsibility, including data protection, data privacy and cyber security, in humanitarian action is therefore critical for the humanitarian system. It can also be a powerful enabler of trust, ensuring that data is treated in a principled manner, kept confidential and used solely for humanitarian purposes.

Since 2020, principles, policies and strategies have been developed for data responsibility in humanitarian action. These include system-wide guidance, such as the Inter-Agency Standing Committee Operational Guidance on Data Responsibility in Humanitarian Action, as well as global strategies and policies to guide data management within the UN system, such as the [Secretary-General's Roadmap for Digital Cooperation](#), the [Data Strategy of the Secretary General for Action by Everyone, Everywhere \(2020-2022\)](#),⁹ and the [OCHA Data Responsibility Guidelines](#).

Despite considerable progress, gaps remain between global frameworks and their practical application in field operations. Technological and policy solutions are needed which can safely secure humanitarian data against cyber operations, enable partnership with private sector vendors and ultimately secure a neutral, impartial and independent humanitarian cyberspace.

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