

# Economic Security Strategy 2020-2023



ICRC

The ICRC defines economic security as the condition of individuals, households or communities to be able to cover their essential needs and unavoidable expenditures in a sustainable and dignified manner, given physiological requirements, the environment, and prevailing cultural standards

# Preamble

This document describes how the ICRC will, in coming years, help ensure the economic security of people affected by armed conflict or other situations of violence<sup>1</sup>. It builds on previous EcoSec strategies,<sup>2</sup> and is in line with the 2019–2022 Institutional Strategy, the various regional strategic frameworks, and the latest WatHab and Health strategies. Like its predecessors, this EcoSec strategy is anchored in Doctrine 49.

It sets out the strategic objectives and the enablers required to provide good-quality relief, food security, and livelihood support for people affected – in order to realize the ICRC’s ambition to have a sustainable humanitarian impact.

It is intended to serve as guidance for Operations, for EcoSec and other units, and delegations. It will be accompanied by an operational plan.

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<sup>1</sup> The ICRC uses ‘other situations of violence’ (hereafter ‘other violence’) to refer to situations of collective violence, perpetrated by one or several groups, that do not reach the threshold of an ‘armed conflict’, but that may have significant humanitarian consequences. The ICRC’s engagement in such contexts is guided by its policy, “The ICRC’s role in situations of violence below the threshold of armed conflict” (2014), which is available here: <https://international-review.icrc.org/articles/international-committee-red-crosss-icrcs-role-situations-violence-below-threshold-armed>.

<sup>2</sup> [EcoSec Strategy 2012-2015](#)

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# Introduction

Economic security is pivotal for the well-being of individuals, households and communities affected by conflict or other violence, and by climate change and hazards. It gives them the foundation on which to build their ability to absorb and adapt to shocks – chronic and unexpected – that threaten to overwhelm their coping mechanisms, and to manage future stresses and risks. It is central to the ICRC's efforts to save lives, alleviate suffering, protect human dignity, and respond to the needs of people affected.

EcoSec has expertise in a number of different areas: [nutrition and food security](#); [agriculture](#); [livestock](#); [cash and voucher assistance](#); [market-based programming](#); [microeconomic initiatives](#); and [livelihoods](#). It is also fostering knowledge and experience in other areas: [socio-economic resilience](#); ['climate-smart' programming](#); [urban livelihoods](#); and ['analysis and evidence'](#). All this is supplemented by the expertise of other ICRC divisions and units including Protection, WatHab, Health, WEC and COM. The ICRC thus has a potent mix of skills that it can use to deliver a holistic and relevant emergency response and integrated durable solutions for and with people affected.

The ICRC strives to secure, re-enforce or re-establish adequate nutrition and living conditions, and sustainable livelihoods, for people affected by different stages, degrees or kinds of crisis (pre-, post-, acute, or chronic), and in various settings (urban, peri-urban, and rural environments or temporary settlements). EcoSec teams adapt their responses to the vulnerabilities of people: diversity and inclusion are primary considerations, as are potential barriers to people's access to humanitarian support.

EcoSec's activities aim to reduce people's exposure to the risks created by conflict or other violence (including in combination with climate hazards): they respond to life-threatening needs, strengthen resilience to socio-economic risks, and support access to durable solutions. These EcoSec activities are an intrinsic component of the ICRC's multidisciplinary and collective approach to achieving desired protection outcomes. EcoSec is also committed to ensuring that its programmes do not cause harm, either to the people affected or to their environment.

The EcoSec strategy presented here should enable the ICRC to balance provision of timely life-saving aid with the realization of broader and longer-term outcomes for people affected. The strategy calls for the development and implementation of adapted responses that are promoting economic security and overall resilience to shocks. This will entail reinforcing emergency-response capacities; consolidating programmes and approaches to strengthen the resilience of people affected; and continuing to invest in approaches that help them to become more self-sufficient. EcoSec activities will be part of an interdisciplinary approach involving relevant ICRC units and will be carried out in accordance with AAP (Accountability to Affected People) principles. They will be underpinned by the reinforcement of capacities in data collection and reporting, 'analysis and evidence', and digitalization; by efforts to ensure that Talent Management and learning and development can meet future demands; by a structured approach to partnerships; and by further strengthening of specialized operational support.

EcoSec will carry out a continuum of activities to cover the needs of people affected – from emergency relief to provision of livelihoods and structural support – using all of the ICRC’s modes of action.

## Problem Analysis

The number of people in need of humanitarian aid continues to grow: as many as 168 million people are expected to seek assistance in 2020.<sup>3</sup> Protracted conflict, other violence, and climate change are the main drivers for a wide range of needs, from preservation of life to recovery.

The ICRC’s institutional strategy for 2019–2022 identifies socio-economic inequalities, underdevelopment and poverty as key consequences of conflict and violence, and as sources of social and political tensions.

It is difficult to establish causal linkages between economic distress and conflict or other violence. However, some of the consequences of conflict for a country are plain to see: attrition of state services; erosion of resilience capacities and formal and informal social safety nets; reinforcement of negative coping mechanisms; and in the worst cases, destitution of large numbers of people. Protracted conflict, often extended by the economic downturn – which dims prospects for recovery, *inter alia*, because of deficient social services, disrupted markets and inadequate infrastructure – makes matters worse. It is estimated that civil conflict costs the average developing country 30 years’ worth of GDP, and that trade levels take 20 years to recover after major episodes of violence.<sup>4</sup> These economic challenges are accentuated by longer-term trends such as climate change, demographic pressures, and unplanned urbanization. As a result, while progress is being made in various parts of the world towards realizing the United Nations’ Sustainable Development Goals, underdeveloped countries affected by conflict or other violence are struggling to make any headway at all.

International humanitarian law contains rules that are aimed at protecting civilians during armed conflict and ensuring that their basic needs are met. For example, it is prohibited to attack objects indispensable to the civilian population, including foodstuffs and drinking water installations and supplies. When the basic needs of the population are not met, humanitarian activities offered by impartial humanitarian organizations must be accepted. Intentionally using starvation of the civilian population as a method of warfare, including by denying access of humanitarian relief to civilians in need, is also prohibited and constitutes a war crime. The consequences for the populations affected if these rules are not respected, and more generally of economic distress as a result of conflict or other situations of violence, are grave.

At present, more than 490 million people in the countries where the ICRC works do not have enough to eat.<sup>5</sup> An adequate diet is a necessary condition for building productive households and societies; but the accessibility of safe and nutritious food in adequate quantities is often hindered by various

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<sup>3</sup> OCHA, [Global Humanitarian Overview 2020](#), December 2019

<sup>4</sup> World Bank, [The World Bank Development Report: Conflict, Security, and Development](#), 2011, pp. 5–6

<sup>5</sup> FAO, IFAD, UNICEF, WFP and WHO, [The State of Food Security and Nutrition in the World 2019: Safeguarding against Economic Slowdowns and Downturns](#), 2019

physical, social and economic obstacles. The result in the short term is acute, and sometime fatal, malnutrition; the long-term result is chronic malnutrition that thwarts communities' efforts to lead healthy and productive lives. Stable security conditions, functioning services, efficient management of resources, and sustainable livelihoods are all vital in ensuring that people have enough to eat, which – as has already been noted – is a necessary building block for development. This is an issue demanding urgent action: The Food and Agriculture Organization (FAO), the World Food Programme (WFP) and the European Union have established the Global Network Against Food Crises;<sup>6</sup> and the World Bank is working on the Famine Action Mechanism.

Malnutrition requires urgent multi-faceted responses that incorporate access to nutritious food, therapeutic feeding and health care, and provision of clean water, sanitation and adequate living conditions. Food security on a broader scale requires functioning food systems,<sup>7</sup> including markets, and access of people – physical and financial – to them.

The nature and impact of a conflict or other violence, and threats such as climate shocks and environmental degradation, will determine the extent to which a local or national food system is disrupted. In rural communities that rely heavily on agriculture, the entire food value chain can be disrupted by destruction of agricultural assets, crops and stocks; seizure of natural resources; and displacement. This has a direct effect on the community – food security, livelihoods and social norms and capital are all affected – but populations further afield may also feel the impact. These populations include people in urban settings who are heavily reliant on rural areas and/or on imports, not only for food, but also for their livelihood.

Every aspect of a market system – goods, services, labour – is made fragile by conflict. Where there is no state apparatus, or where the state is dysfunctional, communities and private actors organize themselves to ensure production, employment, and service provision. Certain systems - informal markets and networks - flourish. War economies<sup>8</sup> emerge and decisions about access and benefits are discriminatory and riddled with bias.

It is widely acknowledged that humanitarian action should aim not only to provide life-saving support, but also to have a sustainable humanitarian impact – by strengthening the resilience of communities and institutions to shocks. During an emergency, lives can be saved by the timely provision of food, essential household items and cash. However, people affected must also be empowered to obtain these things by their own means as soon as possible after a shock. Enabling households to restore or establish livelihoods will strengthen their resilience to future crises, regardless of whether these crises are caused by conflict or other violence or are climatic in nature. An enabling environment, even one with the bare minimum of services and infrastructure, can help sustain livelihoods and allow

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<sup>6</sup> The Network was founded by the European Commission for International Cooperation and Development, the FAO and the WFP at the first World Humanitarian Summit in 2016.

<sup>7</sup> A food system consists of the processes and infrastructure involved in feeding a population: i.e. growing, harvesting, processing, packaging, transporting, marketing, consuming, and disposing of food and food-related items.

<sup>8</sup> A war economy combines the following: efforts to finance a war; illegal and criminal activities that flourish with impunity; and a survival economy – which may be connected to a criminal economy that consists of such activities as poppy farming (in Afghanistan) or artisanal mining (in the Democratic Republic of the Congo) – with links to global financial and trading centres. The winners, i.e. those profiting from war, may resist any attempt to restore peace and law and order (“peace spoilers”). See Gilles Carbonnier, *Humanitarian Economics: War, Disaster, and the Global Aid Market*, Oxford University Press, 2016.

people to live in dignity and cover their basic needs and expenditures – in spite of the ravages of war.

For further details, please see the EcoSec document on [the operating environment](#).

## Challenges

### External

Security and access remain issues of great concern to the ICRC. EcoSec activities often require close interaction with households and communities, and sustained proximity to them, throughout a project cycle. Frequently, this also necessitates the presence of large teams in the field for extended periods of time. Efficient management of staff exposure, while ensuring good-quality responses and accountability to people affected, is a primary consideration. Innovative programming – together with community-based approaches, partnerships, and the required technology – is needed to deliver relevant EcoSec responses at scale in complex environments. This must be accompanied by a greater awareness among EcoSec staff of security risks, and – with the support of the relevant departments – by the systematic incorporation of security-risk analysis in project design.

Organizations such as the United Nations Children’s Fund (UNICEF), WFP and FAO, and their network of partners, are addressing needs related to nutrition, food security and livelihoods on a scale far beyond the ICRC’s capacities. They have the means to innovate and to invest in new approaches and multi-year programmes. The ICRC cannot and will not compete with them in terms of scale. However, it must maintain its relevance in these spheres of action by leveraging its multidisciplinary capabilities and its ability to serve people affected in hard-to-reach areas. The ICRC must ensure that EcoSec is part of any holistic problem analysis leading to a cross-cutting response, so that relevant activities can contribute to the realization of broader protection outcomes. Needs related to economic security, such as malnutrition and access to livelihoods and markets, must be met in an integrated manner, while being mindful at all times of the physical security of people affected and the humanitarian imperative to “do no harm”.

Donor demands are evolving and new standards for humanitarian action are being set. Donor-country counterterrorism legislation and policies impose limits on who can receive what and where. Because of its household-based approach, EcoSec is particularly subject to increasingly detailed donor scrutiny including who is receiving what; individual proof of receipt of assistance by beneficiaries; reporting on programme and project outcomes rather than outputs; and aggregated data on gender, age and diversity (etc.) of our beneficiaries. To meet these demands, EcoSec must continue to make advances in digitalization and improved data collection and management, and analysis in general.

While seeking to make such advances, EcoSec must also balance its ambitions for efficiency with the best interests of the people affected. Every staff member must follow and apply data-protection rules. This requires contextualizing existing guidelines and monitoring adherence to them.

The private sector is increasingly seeing value in engaging with humanitarian actors, for whom this creates opportunities and, potentially, pitfalls. ICRC teams have a duty to ensure that neither the



population affected, nor their environment is harmed during an ICRC response or as a result of any partnership or handover of responsibilities to other actors. EcoSec must, when forming a partnership, be fully aware of all the implications of doing so. It must work closely with key stakeholders within the ICRC to ensure that partnerships of all types are driven by clearly identified needs and correctly framed and managed. This extends also to the reporting requirements, which must remain reasonable and feasible.

### Internal

The friction and challenges created by the HR 'transformation' at the ICRC are cause for concern. Staffing complex and exposed operations with sufficiently experienced personnel remains a challenge. In EcoSec's case, this is further complicated by the range of expertise it requires and by the perception that it is unable to compete with other organizations for experienced experts. This is particularly urgent at a time when new areas of expertise are emerging and when EcoSec itself is seeking alternative, and innovative, approaches to achieving a sustainable humanitarian impact. Further investment must be made in HR marketing, accompanied by partnerships, to enable EcoSec to meet emerging needs. Learning and development must continue for all EcoSec staff, and the empowerment of resident staff must remain on course, to ensure the availability of competent personnel in hard-to-staff locations.

Growing demands from external stakeholders for compliance and transparency have generated new internal processes and added new responsibilities notably to EcoSec managers who struggle to balance institutional processes with their operational and managerial duties.

Until now, EcoSec has been a marginal presence in the ICRC's efforts to influence behaviour. But a number of factors have created significant opportunities for EcoSec to contribute further to the ICRC's dialogue at the local, national and global levels. These factors include: EcoSec's proximity to people affected; its data on the impact of violence on individuals and households; and the evident link between the behaviour of armed actors and states and people's food security, access to basic needs, and their ability to maintain their livelihoods.

EcoSec's knowledge and data will reinforce the ICRC's message that compliance with the relevant rules of international humanitarian law is key in reducing food insecurity and preventing or mitigating the risk of famine or starvation. At the same time, the fact that parties to conflict have obligations towards populations in need under IHL can support EcoSec's call for a change of behaviour.

EcoSec's experience and expertise, and the evidence in its possession, should be further leveraged to mobilize relevant actors (humanitarian and development actors – including the International Red Cross and Red Crescent Movement – the private sector, and governments) and influence humanitarian policy and action.

# Mission

Persons affected by armed conflict and other situations of violence are assisted in a timely and adapted manner to meet their essential needs and unavoidable expenditures in a sustainable and dignified manner.

# Vision

EcoSec supports people affected – from the emergency to the recovery phase – through a diverse range of people-centred programmes adapted to the needs of the most vulnerable, while being mindful of the humanitarian imperative to “do no harm”.

# Strategic Orientations

## Strategic Orientation 1 – Emergency response

Reinforce the ICRC’s capacity to respond in a timely, efficient and effective manner to economic-security needs in emergencies.

### Overview

“Preparedness” was a theme of the last two EcoSec strategies, but the nature of this preparedness continues to evolve with the emergence of new opportunities and working methods. Investment in preparedness is key to successful longer-term impact of ICRC responses. For instance, the ability to deliver timely and successful emergency aid carried out in accordance with the humanitarian imperative to “do no harm” prepares the ground for livelihood support that is more sustainable. The ICRC must continue to strive to develop more efficient and effective methods of assessing and responding to emergencies, tackling both causes and consequences in a multidisciplinary manner. Preparedness efforts that are cross-cutting, and flexible delivery mechanisms such as multipurpose cash grants, will be key enablers for achieving results.

### Objectives

- ▶ Work with Logistics and Administration to streamline procedures and approaches for ensuring preparedness, sound planning, and timely delivery of goods, cash, and services, while also retaining the flexibility necessary for adapting to rapidly changing conditions and needs. This includes standard operating procedures; preparedness (for both cash and in-kind assistance); and emergency-response mechanisms for delivering adapted short-term solutions (including local

purchases). This will also facilitate the development of guidance and tools to strengthen the ICRC's mechanism for rapid deployment.

- ▶ Continue to develop preparedness capacities – internally within EcoSec, and the ICRC's capacities together with those of the rest of the Movement – in such areas as anticipating and preparing for future shocks and needs by collecting and analysing relevant data; and being ready to deliver joint and pertinent responses such as multipurpose cash grants; and to undertake scalable approaches such as the provision of social safety nets.
- ▶ Explore possibilities with Protection and Assistance units for more closely coordinated preparedness efforts, including situation monitoring and integrated responses.

## Strategic Orientation 2 – Resilience strengthening

Strengthen the resilience of populations affected by collaborating across areas of ICRC expertise and ensuring a continuum of support from emergency to recovery for sustainable humanitarian impact.

### Overview

Strengthening the resilience of people affected requires a detailed understanding of household and community dynamics and capacities, and of the surrounding environment. To be relevant and useful, responses must involve the people affected, various ICRC departments, Movement partners, and external collaborators. Multi-sectoral and longer-term programming is required to support, over time, the populations living in contexts of protracted, recurrent or predictable crises – in order to strengthen their capacity to absorb and adapt to shocks, such as climate hazards and environmental degradation, that exacerbate the vulnerability of people living in conflict.

### Objectives

- ▶ Define and implement multi-year projects that are integrated with other ICRC units and departments, the Movement and external partners, based in joint project-cycle management. Relevant resilience indicators will be used to measure results.
- ▶ Operationalize the concept of 'resilience strengthening'. This should take into account our methods of engagement with communities and partners to build social capital and should emphasize development and reinforcement of community structures (cooperatives, associations, informal groups) to build on local capacities.
- ▶ Develop 'climate-smart' programming that enables people and communities living in conflict environments to absorb and adapt to climate shocks, while also limiting the ICRC's environmental impact. These responses will focus on agriculture and livestock related activities. Possibilities for programmes in urban settings will be explored as well

## Strategic Orientation 3 – Pathways to self-sufficiency

Support the efforts of people affected to become self-sufficient – through people-centric, innovative, flexible and durable responses, and by seeking sustainability and scale through partnerships.

### Overview

Humanitarian aid is one of many livelihood strategies of survival and recovery for people affected, but it is clearly not their preferred state of being. Self-sufficiency and financial certainty enable households to make better choices and long-term plans. The ICRC aims to enable people to meet

their essential needs and unavoidable expenditures in a “sustainable and dignified manner”. We can seek to enable people to retain their dignity by ensuring their full participation in the development and delivery of a response, but ensuring ‘sustainability’ is much harder in conflict environments. ‘Sustainability’ must not be confused with ‘resilience’. Sustainability implies continuity, stability and predictability. ‘Resilience’ refers to the capacity of people or a system to bounce back after a shock and, in the best case, to be able to weather any subsequent, similar shocks. However, the end result of our efforts to strengthen resilience may not be sustainable.

EcoSec will use its experience and expertise, in partnerships with others, to further test, advance and scale inclusive responses that are based on a detailed understanding of the existing capacities of people affected and of the systems they are part of. This may include an examination of obstacles to food security, including where these stem from a lack of respect for the relevant rules of IHL or other applicable law, or gaps in the existing legal framework. This will also enable the ICRC to influence the behaviour, legal rules, norms and frameworks that shape these systems and structures.

## Objectives

- ▶ Develop the EcoSec approach to ‘structural interventions’ to include more systemic analyses and responses. This includes enhancing EcoSec competencies to contribute to a cross-cutting analysis of systems and structures, their interdependencies and existing capacities, and required actions to ensure they (e.g. market systems and ministries) can deliver what is necessary to support people affected, over an extended period, and even in situations of chronic conflict. The focus will be on market systems and market-based programming, including value-chain development. This objective also includes more systemic approaches in connection with detention.
- ▶ Harness, nurture and bring to scale new approaches. Some of these - including social safety nets, multipurpose cash grants, and microfinance instruments – already exist at the ICRC, but at limited scale. To that end, continue to foster a culture of innovation among EcoSec staff and establish the necessary support mechanisms within the unit, and links with relevant stakeholders both inside and outside the ICRC. This will entail enhanced sharing of experiences and documented learning within and beyond the ICRC.
- ▶ Incorporate AAP principles and methodologies to ensure people-driven adaptation of programmes and innovation.

## Enablers

### Working across disciplines to provide a holistic humanitarian response

#### Overview

Providing a truly impactful response to the needs of people affected requires effective engagement with communities and a multidisciplinary approach. This means collaboration among various sections of the ICRC throughout the Results Based Management (RBM) cycle, including the carrying out of

joint assessments, problem-and-response analyses, response design, monitoring, evaluation, and learning. Shared and/or collaborative tools and processes must be developed jointly. EcoSec will engage proactively with colleagues from other areas of expertise on this and take the lead as necessary. This goes beyond the referral of cases from other units/departments; it requires the entire ICRC to seek a holistic understanding over time of the needs of individuals, households, communities, structures or systems.

### Actions

- ▶ Promote and ensure cross-cutting approaches – in the ICRC’s overall analysis of and response to needs – to such matters as nutrition, ‘one health’, socio-economic issues, livelihoods and resilience strengthening. In designing and carrying out impactful nutrition-related activities, attention will be paid specifically to ensuring that nutrition is recognized as a multidisciplinary responsibility of the ICRC.
- ▶ Establish EcoSec as a key partner in developing joint methodologies for AAP-compliant multidisciplinary needs assessments, monitoring and evaluation and in designing adapted responses, while also making sure to include multifaceted vulnerability criteria and targeting.
- ▶ Continue to provide support for the institutionalization of cash and voucher assistance as a key means to meet a variety of needs.

## Reinforcing data and reporting, analysis and evidence, and digitalization capacities

### Overview

Accurate and relevant data are crucial for designing programmes and measuring results. EcoSec will focus on building its capacities in collecting, analysing and using data for decision-making purposes. At the same time, it will seek to enhance internal and external collaboration in such areas as data collection and reporting, analysis and evidence, and digitalization. Such collaboration will include combining secondary and primary (internal) data – on key indicators for ICRC responses – to create an early-warning system. Efforts will also continue to be made to link field-level operational data with wider institutional data requirements (including for performance monitoring and disaggregation of data). Technology will be vital for realizing EcoSec’s ambition to provide a more efficient and effective response to the needs of people affected. The unit will therefore continue to seek out better and more suitable digital means and/or digital solutions for this purpose. The supporting document in this regard is the [A&E Strategy 2019–2022](#). In all cases, actions are aligned with and contribute to institutional strategies and initiatives in the areas of data collection and reporting, analysis and evidence, and digitalization.

### Actions

- ▶ The unit produces high-quality analysis to identify socio-economic vulnerabilities and their underlying causes. Timely and continuous EcoSec datasets and analyses are used to proactively contribute to and inform strategic direction, decision-making and narratives in delegations; within EcoSec; and within the ICRC as a whole.

- ▶ EcoSec responses are evidence-based: they are rooted in systematic and solid assessments, monitoring, evaluation, accountability, and learning enabled by means of technology. Capacities among staff – at the ICRC, National Societies, and partners – are reinforced as necessary.
- ▶ The A&E Strategy 2019–2022 is successfully implemented.

## Consolidating human-resource management and learning & development

### Overview

Successful programming requires dedicated and competent staff. Given the rate of growth and turnover among them, retaining and nurturing staff is an issue that deserves close attention. Strategic workforce planning – which must include the integration of new staff and effective management of the compendium process and the career interests of individual staff members (mobile and resident) – will be of great importance. The introduction of functional competencies will clarify the skills requirements and the learning path for EcoSec staff.

Learning and development continues to be crucial for the careers of all EcoSec staff. Synergies will be sought with other areas of ICRC expertise, to ensure alignment of learning objectives and tools and cross-fertilization of knowledge and skills.

### Actions

- ▶ Continue – in coordination with Talent - to seek new and innovative ways to attract skilled staff in key areas of expertise (both for mobile and resident staff).
- ▶ Systematically on-board new mobile staff (as per plans defined in 2019).
- ▶ The [EcoSec LnD Strategy 2019-2022](#) is successfully implemented and evolved to determine relevant synergies with other métiers.

## Partnering for enhanced outcomes

### Overview

For EcoSec to diversify and scale its response, partnerships will be of great importance. The unit already has several formal and informal partnerships throughout the world. These partnerships are often with national societies, government ministries, or related to cash and voucher activities. EcoSec must have the ability and flexibility to form partnerships that are of the greatest possible benefit to people affected. The operating procedures for these partnerships must be in line with ICRC practices and the Movement's Fundamental Principles.

### Actions

- ▶ Define, with the in-house personnel concerned, rules for identifying potential partnerships, taking into consideration such factors as return on investment, due diligence, legal frameworks and relationship monitoring.<sup>9</sup>

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<sup>9</sup> In line with the WatHab strategy

- ▶ Create a toolbox containing guidelines, tools, documents and templates to help EcoSec undertake partnerships throughout the world in a coherent manner.
- ▶ Identify new partnerships for programming, research and humanitarian diplomacy - within the Movement; with the private sector; humanitarian and development actors; academic institutions; governments; and local organisations and institutions - and determine the rules of engagement for such partnerships.

## Enhancing operational support

### Overview

The unit's drive to enhance quality and innovation in the ICRC's economic security activities, and in its own contribution to the realization of broadly defined protection outcomes, requires a network of skilled EcoSec staff. EcoSec specialists at headquarters and in the various regions have an important role in ensuring the maintenance of high standards in programmes globally. They follow industry trends and developments and introduce new methods and approaches among other EcoSec staff. EcoSec programme managers ensure coherent and good-quality responses by integrating the various areas of EcoSec expertise and applying RBM principles.

To ensure that the ICRC remains relevant in the field of economic security and is able to incorporate socio-economic considerations in good-quality multidisciplinary responses to the needs of people affected, it is necessary to continue investing in relevant tools and in the network of EcoSec specialists and programme managers.

### Actions

- ▶ Identify and collaborate with external actors with expertise unavailable within the ICRC.
- ▶ Consolidate and strengthen the regional support network of specialists.
- ▶ Reinforce the programme-management skills of EcoSec staff, including their ability to jointly implement multidisciplinary responses.

## Annexes

[EcoSec Operating environment \(video\)](#)

[EcoSec Achievements 2015–2018](#)

[EcoSec LnD strategy](#)

[EcoSec A&E strategy](#)

[EcoSec Value chain proposal](#)

[EcoSec Concept Note on Diversifying Livelihoods](#)

[Nutrition strategy \(upcoming\)](#)

*The ICRC helps people around the world affected by armed conflict and other violence, doing everything it can to protect their lives and dignity and to relieve their suffering, often with its Red Cross and Red Crescent partners*



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