



OCHA

WORKSHOP SUMMARY REPORT

OCHA POLICY DIALOGUE SERIES

West and Central Africa Regional Policy Dialogue

The New Way of Working: from delivering aid to ending need

Dakar, January 2017

“ We must bring the humanitarian and development spheres closer together from the very beginning of a crisis -- to support affected communities, address structural and economic impacts, and help prevent a new spiral of fragility and instability. Humanitarian response, sustainable development and sustaining peace are three sides of the same triangle. This approach relates to the New Way of Working agreed at the World Humanitarian Summit.

United Nations Secretary-General-designate, António Guterres, December 2016 ”



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LIST OF ACRONYMS

CAR	Central African Republic
CILSS	Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel
DRC	Democratic Republic of Congo
ECOWAS	Economic Community of West African States
GFCS	Global Framework for Climate Services
GNDR	Global Network of Civil Society Organizations for Disaster Reduction
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HRP	Humanitarian Response Plan
ICVA	International Council of Voluntary Agencies
IDP	Internally Displaced Person
IM	Information Management
NEAR	Network for Empowered Aid Response
NGO	Non-Governmental Organisation
OCHA	Office for the Coordination of Humanitarian Assistance
OCHA ROWCA	OCHA Regional Office for West and Central Africa
ODA	Official Development Aid
OECD	Organisation for Economic Co-operation and Development
OFADDEC	Office Africaine pour le Développement et la Coopération
PACT	Platform for Action, Commitments and Transformations
POP	Principle of Partnership
RC	Resident Coordinator (UN)
RPBA	Recovery and Peace Building Assessment
RSA	Resilience System Analysis
SDG	Sustainable Development Goals
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
WCA	West and Central Africa
WHS	World Humanitarian Summit

INTRODUCTION

At the World Humanitarian Summit (WHS) in Istanbul in May 2016, global leaders came together to express their commitment to place people at the centre of decision-making and action. In doing so, they reaffirmed that the scale of current humanitarian issues required greater international cooperation. The Summit triggered a major shift in how the global community will work closer together to prevent and respond to human suffering.



THE ROAD TO A NEW WAY OF WORKING...

The consultations leading to the World Summit overwhelmingly called for a *'new way of working'* that does not only to meet people's immediate needs in a principled manner, but also transcend the long-standing divide between humanitarian and development actors, to sustainably lessen the needs by reducing people's risks and vulnerabilities overtime.

The 'New Way of Working' is based on the idea of achieving *collective outcomes*, building on the comparative advantages of a diverse range of actors, over multi-year timeframes. The goal is to effectively decrease humanitarian needs and in doing so, contribute to the longer-term vision of 'Leaving No One Behind' embedded in the Sustainable Development Goals (SDG). Rather than individual efforts, the New Way of Working begins by better defining which shared results can significantly reduce risk and vulnerability. It further outlines better joined-up approaches for humanitarian and development actors to take specific operational and financial measures to deliver on those outcomes together.

The New Way of Working calls for 3 major shifts:

- 1. Deliver collective outcomes:** *transcend humanitarian-development divides*, calling on all relevant actors to achieve strategic collective results that reduce vulnerability and risk over multi-year timeframes
- 2. Anticipate do not wait for crises,** with an emphasis on predicting and preparing for crises and acting based on the best available evidence of risk.
- 3. Reinforce, do not replace, national and local systems,** calling for a re-orientation of international engagement towards enhancing national and local capacities where possible.

...BEGINS IN WEST AND CENTRAL AFRICA

On 18-19 January 2017, seventy participants from across the humanitarian and development sectors in West and Central Africa including UN Resident and Humanitarian coordinators, representatives of UN entities, the OECD, the World Bank, donors, NGOs and members of the West and Central Africa Regional Steering Group for the WHS, gathered together in Dakar to reflect on ways to operationalize the policy shifts emanating from the commitments to the New Way of Working made at the Summit.

This was the first of a series of policy dialogues organized jointly by OCHA and UNDP with an aim of gathering local, national, and regional voices to explore measures to strengthen the humanitarian-development nexus.

"The first wormholes have been made to connect the humanitarian and development ecosystems. We are beginning to make this transcending happen. I would like this workshop to change our 'business as usual', so that we can say that Dakar started the New Way of Working"

- Workshop participant



The objectives of the workshop were twofold:

1. Offer regional, national and local responders and their international counterparts a forum to exchange ideas and good practices on familiar issues described under the New Way of Working, by placing the global policy shifts emanating from the WHS into the regional context;
2. Increase information sharing and understanding of how regional, national and local responders are already pursuing these shifts in an operational context and contribute to the system's wider strategy of translating these ideas into practice.

This report presents a summary of the two-day discussions, looking into what stakeholders in the region identified as challenges, opportunities and enablers for each of the three major shifts needed to implement the New Way of Working. At the end of the document, concrete recommendations emanating from the discussions are presented in a table format.



SUMMARY OF DISCUSSIONS

DELIVERING COLLECTIVE OUTCOMES: TRANSCENDING THE HUMANITARIAN-DEVELOPMENT DIVIDE

What would collective outcomes look like? How can leaders guide a process to define those? How can the strengths of different actors be maximized to deliver better results? How can existing coordination mechanisms and tools enable broader engagement toward shared results? How should planning processes across divides better connect to ensure that short-term activities contribute to long-term outcomes in line with the SDGs?

As the nature of crises has changed overtime, those whose responsibility is to respond to crises and prevent human suffering must adapt the way they do 'business as usual'. Protracted crises, long-term displacement, cyclical and persistent food insecurity require a long-term vision that tackles the immediate needs as well as their root causes. This understanding was at the heart of the WHS, where more than half of commitments were addressed to issues related to Core Responsibilities 3 and 4 of the **Agenda for Humanity**, respectively on displacement and the humanitarian/development nexus.

The vision to move beyond coordination between humanitarian and development towards one that focuses on results for people dates back to the 2008

global food security crisis, which hit the Sahel hard. The framework for action developed by the UN to address the crisis then did not refer to humanitarian or development aid, but rather to short, medium and long term activities which, combined, would have both the impact of preventing human suffering immediately while also ensuring the sustainability of results in support of people's livelihoods.

Opportunities, barriers and enablers

Leaders can guide the process of defining collective outcomes by first aligning their analysis tools to build a shared understanding of risks and needs, informed by conflict analysis and socio-economic analysis. This should feed into a common narrative on the crisis, a problem statement that will guide joint planning looking into answering the fundamental question of "what does it take to achieve collective outcomes"?

A number of important steps have already been taken in the region that lend themselves to advancing the New Way of Working. There is a large recognition that humanitarian expertise and analysis on need and vulnerability is necessary to gain a deeper understanding of vulnerability in joined-up or development programming. For example, in Mauritania, the Resident Coordinator (RC) led a process of developing a joint problem statement based on integrated analysis in the lead up to the revision of the UN Development Assistance Framework (UNDAF).

"This divide between development and humanitarian actors is ours; it is not the divide of people we say we are here to serve."

- Toby Lanzer,

**Regional Humanitarian Coordinator
for the Sahel**

In Chad, the 2017-2019 humanitarian frameworks also seeks closer alignment with the national plan as well as the UNDAF and the World Bank and World Bank Country Partnership Framework.

A collective outcome can be described as the result that development and humanitarian actors want to have achieved in 3 to 5 years, as installments towards the SDGs. Participants discussed how to define these and overwhelmingly agreed that they must be time-bound, specific and measurable. It was noted that existing planning tools do not allow for the definition of collective outcomes given their siloed nature. Solutions to this issue need to be context specific. Countries such as Mauritania are moving towards implementing this vision through the new UNDAF, by defining collective outcomes and finding innovative ways to connect humanitarian NGOs to the process. Elsewhere, such as in Central African Republic (CAR), teams are looking at the combination of the Humanitarian Response Plans (HRP), the UNDAF and the National Peacebuilding and Recovery Plan to define collective outcomes.

Across the region, close alignment between UN Country Teams (UNCTs) and Humanitarian Country Teams (HCT) and UNDAF/HRP has been sought with partnerships with NGOs, local civil society, private sector or government authorities built in support of the key focus areas. In Chad, the RC/HC led the identification of seven strategic priority areas under the UNDAF that are complementary to activities under the HRP and can easily be converted into measurable collective outcomes (e.g. increasing access to primary education to x% over the next 3 to 5 years). In Senegal, the HCT and UNCT are integrated into a single body, also including NGOs, to ensure a single forum for coordination.

Participants reiterated that the policy shift cannot be achieved without alignment or better complementarity of short- and long-term financing instruments, including innovative financing tools; shifting from fragmented project funding to predictable mid-term financing for collective outcomes; financing of local capacities; or through partnerships with development banks.

Figure 1: The process from defining to achieving collective outcomes will change from one country to the other, moving from static models to a spectrum of options, given the need for solutions to be context-specific. For the chronic contexts of the Sahel, the following steps have been suggested.



ANTICIPATE, DO NOT WAIT FOR CRISES

Some protracted crises are more predictable than others. This is especially the case in the Sahel where countries are amongst the world's most at risk of crises and disasters¹. Despite massive year-on-year emergency interventions, the number of people affected by crises continued to rise. Humanitarian actors have launched appeals for more than a decade consecutively, often compelled to use emergency response tools and budgets to emergencies that are recurrent and predictable in nature. The cost of emergency needs for Sahel operations has steadily risen by over a ten-fold to \$2.66 billion in the past decade.

In the region, the interdependence of risks and risk factors - growing insecurity, fast population growth and severe vulnerability resulting from a changing climate, environmental degradation, poverty and under-investment in social services- has led to pervasively high levels of cumulative vulnerability. Curbing the trend of mounting need inevitably require integrated common multi-faceted diagnosis of risk and vulnerability, reinforcing local preparedness capacities and early response.

Opportunities, barriers and enablers

Since the 2012 food crisis which has hit the region the hardest in recent years, Governments, regional bodies and the aid community have increasingly invested in designing and implementing risk analysis and early warning tools to monitor situations and to act before the situation deteriorates.

The region hosts a large array of flagship risk measurement and forecasting tools and specialized institutions that monitor food security, climate, disasters alerts, markets, poverty levels, or the resilience capacities of households. While some focus on single risks, others such as the composite Index For Risk Management (INFORM²) or the Cadre Harmonisé³, aggregate the exposure to various risks and vulnerabilities. Yet, better linkages between the analysis and decision-making remains the main challenge.

Despite a surge in instruments monitoring vulnerabilities to hazards, forecasting tools to assess the prevalence of conflicts or population movements are missing, although they constitute trigger for recurring needs in the region. Partners also felt that most of the existing risk analysis tools are limited to national and sub-national levels, leaving gaps in cross-border analysis in a region where conflict, natural disasters and population movements transcend national boundaries.

The different sectoral, geographic scope and institutional setup of existing instruments also limit their inter-operability. Partners reported that the proliferation of forecasting tools increased the fragmentation of information and challenged responder's ability to transcend agencies' mandates and explore opportunities for cross-cutting analyses. The West Africa resilience initiative -which aims to propose

¹ The Central African Republic (CAR) is the second riskiest country in the world to live in, exceeded only by Somalia. Prevailing high level of vulnerabilities, low coping capacities as well as high exposure to human and natural disasters, eight countries from the region (CAR, DRC, Mali, Nigeria, Chad, Niger, Guinea and Mauritania) face 'High' and 'Very High' levels of risk, according to the composite Index For Risk Management (InfoRM).

² INFORM identifies countries at a high risk of humanitarian crisis based on the frequency of hazards and exposure, vulnerability and lack of coping capacity.

³ The Cadre Harmonisé (Harmonized Framework) is the regional tool to assess vulnerability and plan the response to food insecurity and malnutrition. The framework integrates different factors and methodologies used by actors involved in food security and malnutrition analysis, with the aim to inform decision-makers and guide action and response within the region. Its strength is to rely on the existing information systems already in place.

How do we overcome the key challenges, in particular, building trust for sharing information, incorporating local perspectives and strengthening analytical capacity? What have been the key elements in successful shared risk analysis attempts?

concrete tools for the integration of a multi-hazard approach, increase cross-agency collaboration and prioritization - represents an opportunity to build on existing models and enhance harmonization.

Governments' leadership –both at the national and decentralized levels – in triangulating risk analysis, steering coordination and rolling out preparedness and response plans is pivotal to achieve results at scale. Partners unanimously recalled that working with national and regional actors to develop effective risk-informed preparedness and response plans was essential to any sustainable strategy. Particular attention needs to be given to ensure early warning systems are shielded from political considerations, to allow early response to occur.

Examining the linkages between early warning and early action, the difficulty of translating data and evidence-base into prompt and actionable action remained the main challenge reported, pointing out that analysis and reports were often not designed with the end-user in mind. The disconnect within institutions themselves (between data collectors and policy makers, and between the local, regional and national levels), as well as between institutions and the decision-makers is also an obstacle.

Chronic emergencies require solutions for which more predictable financing is needed. However, financing opportunities remain extremely limited, and are expected to be even more so in the coming years – in spite of a global consensus on the need invest in preparedness. As a result, faced with growing needs and shrinking resources, agencies in the region are increasingly forced to prioritize emergency responses over preparedness ones, reducing their ability to strengthen communities' resilience and reduce next year's humanitarian caseload.

REINFORCE, DO NOT REPLACE, NATIONAL AND LOCAL SYSTEMS

How to better support local and national leadership and local organizations involved in crisis prevention and response? What policy and operational implications, and investments must be made?

One of the strongest themes to emerge from the World Humanitarian Summit was the emphasis on better recognizing and supporting local and national leadership and local organizations involved in crisis prevention and response¹.

In West and Central Africa, National NGOs and Civil Societies have actively contributed to this debate through the Network for Empowered Aid Response (NEAR) and continue to engage in different forums. At the Dakar meeting, a panel comprised of ECOWAS, NEAR/KEEP and ALIMA

with the facilitation of ICVA and OFADEC discussed localization drawing on the global discussions.

Opportunities, barriers and enablers

Regional and local representatives from Benin, CAR, Chad, DRC, Liberia, Mali, Niger and Senegal, demanded a much clearer and more measurable commitment on localization aimed at inverting the relationship between international and local stakeholders (civil society, NGOs, municipalities, regional initiatives). Increasing leadership and overall footprint of national and local responders in a country and decreasing that of international organizations over time must therefore be an integral part of the New Way of Working.

Partners recalled that while the commitment is strong at the highest level, the push for increased nationally led responses and greater participation of local actors in humanitarian action will require greater and deeper transformations. This will necessitate policy and operational shifts that cut across a range of issues, from financing, community engagement, coordination, capacity development, and the nature of partnerships across the international humanitarian system and between local and international partners. It will also require massive investments to capacitate national actors and equip them with tools and skills to coordinate and respond to emergencies in an efficient and effective manner.

The funding debate remains contentious, with only approximately 2.1 percent of the global humanitarian funding getting channeled to local actors². To address this, the **Grand Bargain** recommended that donors commit to channel at least 25 percent of funding directly to local actors by 2020.

Actors noted that localization should not be reduced to financing but also on the collective impact to be achieved, greater sustainability, effectiveness and trust. For instance, NGOs should be recognized based on their comparative advantage rather than excluded due to their limitations. They recalled that localization does not only include the role of national NGOs, but also that of national and local authorities, such as municipalities. At the national and local level, where possible, Governments should be steering coordination around collective outcomes, based on their comparative advantage.

Looking into improving the sustainability of our impact, partners noted that exit strategies must be factored more systematically in the planning from the onset and that international organizations must strive to leave a more durable foot print – for instance by reinforcing skills and bringing local partnerships into programming. Participants also noted the need to build trust for accountability on funding received by tapping into the Principle of Partnership (PoP) and the Charter for Change initiatives, which seek to engage on a more equal and constructive setting in humanitarian action. Greater effectiveness in humanitarian response requires complementarity and partnership between international and local actors.

1 Secretary General's report on the Outcomes of the WHS, September 2016

2 2015 Global Humanitarian Report by the Development Initiatives



KEY OUTCOMES



The following table provides a bird-eyes view of the challenges and recommendations brought forward during the two-day discussions, looking into key steps to achieve collective outcomes.

IMPROVE JOINT ANALYSIS OF RISKS AND VULNERABILITIES	
Barriers identified	Proposed way forward
The multiplicity of data collection tools and forecasting mechanisms creates confusion. A lack of overview of the scope and type of data being collected and available across the region led to duplication of efforts.	<ul style="list-style-type: none"> Retrieve, map out and compile existing tools (including at the community level) and lessons learned to either build on existing forecasting tools or inform the development of new initiatives when gaps remain. Reach agreement at the strategic level on what data is missing to inform decision-making and develop joint problem statements. For the Sahel, the Cadre Harmonisé represents an opportunity to build on.
Analysis remains siloed by sectors.	<ul style="list-style-type: none"> Develop common multi-risks diagnosis based on the integration of existing tools. In West and Central Africa, this could be done through the roll-out of UNDG West Africa Common Analysis and prioritization exercise to better address the Sahel complex risk context through (1) The integration of a multi-hazard approach; (2) Increased cross-agency collaboration and coordination; (3) The use of common tools and approaches; (4) Common prioritization for resilience strengthening through government processes and UN humanitarian and development planning approaches.

IMPROVE JOINT ANALYSIS OF RISKS AND VULNERABILITIES

Barriers identified	Proposed way forward
No 'common platform' is available for humanitarian and development actors to develop a shared analysis.	<ul style="list-style-type: none"> Set up coordination platforms for partners from across the private sector, humanitarian, development, Government bodies to coordinate data collection, including joint assessments, as well as create space for joint analysis and/or systematic participation of humanitarian actors in development analysis and vice versa. In Cameroon INFORM analysis is being used in the Recovery and Peace Building Assessment.
Government and regional partners are not sufficiently involved in the analysis and often not aware of all tools used by international actors, whereas in turn regional / national / sub-national capacity and data is often not sufficiently used by international humanitarian actors.	<ul style="list-style-type: none"> Establish mechanisms and fora's to exchange information and reinforce cooperation around data and analysis more systematically, as well as build capacities for data collection at the regional (ECOWAS, G5, CILSS) as well as national level, and where relevant share methodologies.
Cross border analysis remains weak	<ul style="list-style-type: none"> Strengthen cross-border analysis through engaging the leadership of relevant regional bodies (i.e. CILSS, ECOWAS, G5) and leadership at national level (Governments, UNCT, NGO). In this vein the Resilience System Analysis (RSA) for Senegal, Mauritania, Mali and Gambia was conducted across the 4 countries in February 2017.

BETTER JOINED UP PLANNING

Barriers identified	Proposed way forward
The multiplicity of planning processes in country (UNDAF, Peace-Building, HRP, Government national programme) creates confusions and scattered use of limited resources	<ul style="list-style-type: none"> Where there are multiple processes, explore timing options for joint plans. At a minimum, ensure that outcomes and timelines are aligned, and that synergies and complementarities are referenced between different planning processes. Across the region and in countries ranging from Chad to Mauritania, efforts are already being made to harmonize planning processes and to identify common strategic priority areas between all actors that are in line with national plans.
Planning processes are often linked to funding opportunities. Both humanitarian development actors adapt their plans depending on their capacity to mobilize resources and expected budgets.	<ul style="list-style-type: none"> Invest in understanding donors' strategies and timeframes to better advocate for their coordinated support to collective, multi-year planning.
Current coordination mechanisms are not facilitating discussion between development and humanitarian actors and are designed for 'the old way of working'.	<ul style="list-style-type: none"> Adapt existing coordination mechanisms to the specific needs in the country, including what collective outcomes need to be achieved, who needs to be around the table and what planning processes are required to deliver on them. Across the region, this can include strengthening partnerships with development banks, including the World Bank, the African Development Bank and the Islamic Development Bank and reinforce cooperation with regional partners (i.e. ECOWAS, G5, and CILSS) around specific collective outcomes.
The sustainability of the impact of humanitarian action remains weak in the region, especially when driven by international actors.	<ul style="list-style-type: none"> Ensure that international programmes include a hand-over/exit strategy. Part of planning for collective outcomes should factor in that over 3-5 years, national / local responsibilities are increased. In the region, this could be done by ensuring that international organizations formulate a tangible foot print - reinforce skills and bring local partnerships into programming.
Planning processes does not take into consideration sufficiently the local and community levels.	<ul style="list-style-type: none"> A bottom-up approach will facilitate joint planning. Ensure the tenure of decentralized coordination meeting, gathering the views from the field and using those to inform national conversations. It is easier to focus on the concrete problems at the field level, and decide how to better collectively tackle it.

IMPROVE COORDINATION AND LEADERSHIP

Barriers identified	Proposed way forward
Weak presence of joint platform cutting across coordination architecture of Government, UN, civil society and others actors inhibits working towards collective outcomes.	<ul style="list-style-type: none"> Steer coordination meetings that cut across-the development, humanitarian and private sectors, using 'collective outcomes' as the center around which coordination is created, with everyone who can contribute to the outcome being part of the coordination. The SDGs provide guidance, but it takes leadership from all groups of actors to focus the discussion on selecting 2-3 priority outcomes to be achieved over the next 3-5 years. For each context, the value of having separate UNCTs and HCTs should be reviewed. Senegal offers an example of a joint development-humanitarian country team that includes NGOs.
Policies, guidelines and joint strategies often exist but they are either not implemented or implemented in silos.	<ul style="list-style-type: none"> Select, train and capacitate senior coordinators (including RC/HCs) to lead on transformations to steer actions toward collective outcomes. This shall be included in their induction training and packages, as well as office resources.
International coordination structures are sometimes perceived as a duplication of those existing at the national level. In addition, the inaccessibility of these international coordination mechanisms to national and local actors prevent optimal use of capacity and inhibit the sustainability of preparedness and response efforts.	<ul style="list-style-type: none"> Map out and understand existing capacities and structures available in country to build on to complete or improve where needed, depending on context needs and collective outcomes sought. Consider integrating national counterparts, including Governments, into coordination structures where relevant, and at minimum, ensure linkages between those.
Turn-over in leadership (RC/HCs, Heads of organizations, etc.) often makes it difficult to sustain "cross-pillar" coordination.	<ul style="list-style-type: none"> Recognize leadership as a team effort. Consider establishing a team of senior leaders in the country who can shepherd through a process around collective outcomes over 3-5 years and ensure new leaders are integrated into this.

FINANCING THE NEW WAY OF WORKING

Barriers identified	Proposed way forward
The short-term nature of financing does not allow for predictability. Lack of systematic multi-year funding hampers genuine investment in risk analysis and the roll out of comprehensive and sustainable preparedness or response activities.	<ul style="list-style-type: none"> Advocate collectively for multi-year funding as an essential tool to sustain our action. Invest in understanding why issues such as multiyear financing are difficult for some donors (i.e. domestic legislation prohibiting or issues of mistrust on the use of funds) and try to find ways to address them, or find alternative solutions.
Some donors choose to keep flexibility of funding at their level rather than enabling operational actors to use resources as they adapt to changing context in order to ensure the achievement of collective outcomes.	<ul style="list-style-type: none"> Invest in mapping out various existing financial instruments, with the view of blending Official Development Assistance (ODA), private, climate financing and peace to support the achievement of collective outcomes. Explore the role of financing platforms to support empowered leadership to manage a broader financing architecture and ensure that it leverages the impact of domestic resources. Depending on the context, the RC/HC would support Government leadership on this. Allow space for the RC/HC and other senior leaders to develop genuine multi-agency programmes and engage fundraising for those.
Lack of success narrative inhibits donor support, thus limiting responders' ability to achieve outcomes together with the buy in of all actors involved.	<ul style="list-style-type: none"> Increase 'investability' by documenting 'success stories' and establishing a comprehensive plan or connecting existing plans (for example, with the definition of outcomes that are shared among different strategies) which outlines a clear a collective vision over the long term, supported by sound evidence on risk that would benefit from the buy-in of all key stakeholders.
Despite the rhetoric on bridging the humanitarian/ development divides, donors and responders still frame their activities as projects that are often labeled either 'humanitarian' or 'development'.	<ul style="list-style-type: none"> Based on the agreement to achieve collective outcomes, advocate for donors to incentivize the funding of comprehensive multi-agency programmes that are thematic in nature and transcend labels of humanitarian or development to focus on short, medium and long term results.

FINANCING THE NEW WAY OF WORKING

Barriers identified	Proposed way forward
RC/HC and country teams lack the appropriate knowledge on the various existing financing opportunities beyond their traditional tools and are unable to diversify the finance base.	<ul style="list-style-type: none"> Map out funding instruments available for risk analysis, early action and preparedness activities as well as other specific programming, and create training modules for RC/HCs on the diverse and innovative financing opportunities to increase awareness of new financing tools.

BETTER LINKING EARLY WARNING TO EARLY ACTION

Barriers identified	Proposed way forward
Owing to limited resources, resilience and preparedness activities carried by humanitarian actors remain scattered and spread thinly, thus limiting their impact at scale.	<ul style="list-style-type: none"> Uphold Government leadership and governance in triangulating risk analysis, steering coordination and rolling out preparedness and response plans to achieve results and policy shifts at scale. This can be done through ensuring capacity building are embedded into programmes or by encouraging the geographic concentration of investments across all sectors of the response into areas or communities of great risk to multiply impact. This follows the ambitions of Niger's 'Commune de Convergence' programme which looks at geographically targeted investments through local resilience plan combining rural development, nutrition, social services, social protection and emergency assistance coordinated by the local councils with the support of the UN.
Coordination and capacity building around early warning mechanisms and preparedness action is often disconnected from the local and communities levels.	<ul style="list-style-type: none"> Systematically establish early warning and preparedness working groups at national level and sub-national levels and decentralize humanitarian coordination and preparedness activities. Support Governments in developing better communication flow between local and national levels.
Linkages between early warning and early action remain weak, and the translation of data's and evidences into prompt and actionable action is challenging.	<ul style="list-style-type: none"> Invest in optimizing information flows from forecaster to responders, by designing improved dissemination systems based on decision-makers' needs to make informed choices. This could be done by involving advocacy and communications colleagues (and technical working groups or clusters) to transform data analysis into actionable recommendations for stakeholders to implement. Building on the comparative advantage of the private sector to integrate its knowledge, experiences, systems and resources in supporting and sustaining early warning systems is also encouraged.
Low levels of ownership and financing for preparedness, early warning and early response activities by Governments.	<ul style="list-style-type: none"> Advocate with Governments to better invest their own resources into national preparedness and response mechanisms by setting aside 5 per cent of their annual budgets to disaster management. Effective preparedness must be inclusive, bringing together and drawing on the capacities of diverse stakeholders at community, national, regional and international level.
The sustainability of the impact of humanitarian action remains weak in the region, especially when driven by international actors.	<ul style="list-style-type: none"> Ensure that international programmes include a hand-over/exit strategy. Part of planning for collective outcomes should factor in that over 3-5 years, national / local responsibilities are increased. In the region, this could be done by ensuring that international organizations formulate a tangible foot print – reinforce skills and bring local partnerships into programming.



NEXT STEPS

This policy workshop was the first one among a series of high-level events to advance the New Way of Working. In West and Central Africa, the work is just starting. As we start the second year of SDG implementation, the New Way of Working can serve as an enabler and accelerator of the 2030 Agenda in crisis contexts. Along with the new UNDAF guidance, the New Way of Working shall lead to a new generation of joined up analysis and planning in the region. Donors must continue to create the incentives for this ambitious reform to advance.

In several countries, including Burkina Faso, Chad, the Central African Republic, DRC, Mauritania and Senegal, concrete efforts are already underway to advance the New Way of Working.

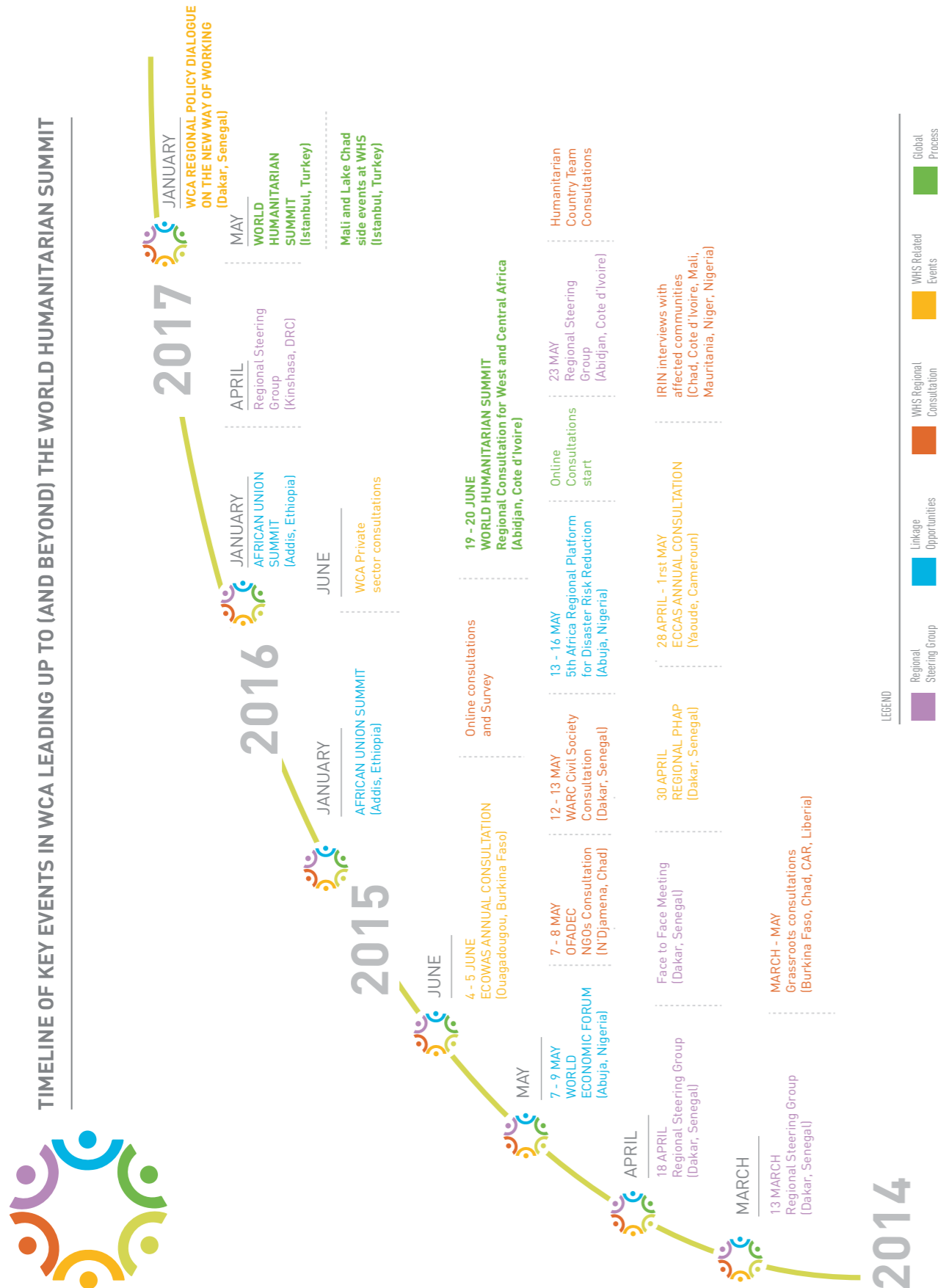
Two months after the policy workshop in Dakar, a group of likeminded political champions will meet in Copenhagen to demonstrate their support to this new agenda.

In addition, OCHA Regional Office for West and Central Africa (ROWCA) is partnering with the UN Development Group to support discussions around new way of working in the preparations for the UN Development Assistance Framework (UNDAF) development in West and Central Africa. ROWCA will also join the Quality Support and Assurance/Peer Support Group Team which is based in Dakar.



ANNEXES

TIMELINE OF KEY EVENTS IN WCA LEADING UP TO (AND BEYOND) THE WORLD HUMANITARIAN SUMMIT



WORKSHOP PROGRAMME

Agenda

Day 1: Wednesday 18 January

08:30	Registration
09:00	Opening Statement – Toby Lanzer, Regional Humanitarian Coordinator for the Sahel
09:10	Welcome remarks and objectives – Allegra Baiocchi, OCHA Regional Representative
09:30	<p>Introduction: The WHS, the SDGs and the New Way of Working</p> <p>Reflections on the WHS and its outcomes, including the New Way of Working and its three key shifts: Reinforce, do not replace national and local systems; Anticipate, do not wait for crises; and Deliver collective outcomes: transcend humanitarian-development divides. What do the SDGs and specifically the idea of “leaving no one behind” mean for humanitarian actors and the way they relate to development actors? How can we use the opportunity of the SDGs to transcend humanitarian-development divides in different contexts?</p> <p><i>Remarks by the Hansjoerg Strohmeier (OCHA) and Bruno Lemarquis (UNDP)</i></p>
10:30	Morning Break
11:00	Welcome remarks and objectives – Allegra Baiocchi, OCHA Regional Representative
11:00	<p>Session I: Delivering collective outcomes: transcending humanitarian-development divides</p> <p>Kick-start Presentations followed by Plenary Discussion on:</p> <p>(1) Identifying collective outcomes: What would collective outcomes look like? How can leaders guide a process to define those? (2) Drawing on comparative advantages: how can the strengths of different actors be maximized to deliver better results? How can existing coordination mechanisms and tools enable broader engagement toward shared results? and (3) Adopting multi-year timeframes for planning and financing: how should planning process across divides better connect to ensure that short-term activities contribute to long-term outcomes in line with the SDGs?</p> <p><i>Moderator: Toby Lanzer, RHC</i> <i>Speakers: Bintou Djibo (RC Senegal), Stephen Tull (RC CHAD), Rachel Scott (OECD), Patrick Verammen (DFID)</i></p>
12:30	Lunch
13:30	<p>Facilitated Group Discussions</p> <p>Breakout groups on (1) Joint analysis, (2) Better joint-up planning, (3) Coordination and Leadership and (4) Financing to explore key steps to advance the New Way of Working and identify barriers and enablers for success.</p> <p>Group leads: <i>Group 1 Joint Analysis – Mario Samaja, RC Mauritania</i> <i>Group 2 Better joint-up Planning – Stephen Tull, RC Chad</i> <i>Group 3 Coordination and Leadership – Toby Lanzer, RHC</i> <i>Group 4 Financing – Rachel Scott, OECD</i></p>
15:00	Afternoon Break
15:30	<p>Plenary Discussion</p> <p>Feedback and discussion on outcomes. What are the issues identified, which opportunities are there to address them? Emerging good practices from local, national and regional actors?</p> <p><i>Rapporteur: Hansjoerg Strohmeier and Bruno Lemarquis</i></p>
17:30	End of Day 1

09:00	Introduction Day 2: Recap from day 1
09:30	<p>Session II: Anticipate, do not wait for crises Kick-start Presentations followed by Plenary Discussion on: (1) Enhancing risk analysis (2) Financing Preparedness (3) From early warning to early action. Shared evidence and analysis is key in effective risk management and evidence-based decisions making. Yet shared analysis is often the exception rather than the norm. How do we overcome the key challenges, in particular, building trust for sharing information, incorporating local perspectives and strengthening analytical capacity? What have been the key elements in successful shared risk analysis attempts? <i>Moderator: Rachel Scott (OECD)</i> <i>Speakers: Mario Samaja (RC Mauritania), Arame Tall (GFCS), Adessou Kossivi (GNDR)</i></p>
10:30	Morning Break
11:00	<p>Facilitated Group Discussions, Plenary Feedback and Presentations <i>Group leads:</i> <i>Group 1 Risk Analysis Gilles Chevalier and Ahmadou Dicko</i> <i>Group 2 Early Warning and Early Action Bruno Lemarquis and Patricia</i> <i>Group 3 Preparedness Norbert Allale and Corentin</i> <i>Presentations: Massamba Diop (ARC), Ahmadou Dicko (HDX Lab)</i></p>
13:00	Lunch
14:00	<p>Session III: Reinforce, do not replace, national and local systems Kick-start Presentations followed by Plenary Discussion on: One of the strongest themes to emerge from the World Humanitarian Summit was the emphasis on better recognizing and supporting local and national leadership and local organizations involved in crisis prevention and response. Taking a more locally-focused approach has policy and operational implications that cut across a range of issues, from financing to community engagement, coordination, capacity development, and the nature of partnerships across the international humanitarian system and between local and international partners. <i>Facilitators/Moderators: Mamadou Ndiaye (OFADEC) and Marco Rotelli (ICVA)</i> <i>Speakers: Brenda Moore (KEEP/NEAR), Godfrey Alozie (ECOWAS), Matt Cleary (ALIMA)</i></p>
15:30	Afternoon Break
16:00	<p>Session IV: Advancing the New Way of Working in the region, opportunities and challenges –an agenda for action. Based on the discussions over the past two days, what are the short term and long-term opportunities for advancing the NWOW at national, regional, and global levels (eg. new commitment from governments that provides a framework for identifying shared results, new sources of funding that cut across silos, new technical capacities to support planning, conferences and other forums, etc;? <i>Rapporteur: Hanjsoerg Strohmeier and Bruno Lemarquis</i></p>
17:00	<p>Conclusions and Next Steps Discussion on solutions from the region and opportunities for connecting with global processes. Roadmap for the New Way of Working. <i>Toby Lanzer, RHC and Allegra Baiocchi, OCHA</i></p>
18:00	Reception

USEFUL RESOURCES AND LINKS

World Humanitarian Summit (global)

World Humanitarian Summit website
<https://www.worldhumanitariansummit.org/>

Agenda for Humanity
<http://www.agendaforhumanity.org/>

World Humanitarian Summit Platform for Action, Commitments and Transformations
<http://www.agendaforhumanity.org/aboutthecommitments>

One Humanity, Shared Responsibility – Report of the UN Secretary General report for the WHS
<http://sgreport.worldhumanitariansummit.org/>

Outcome of the WHS – Report of the UN Secretary General
<http://bit.ly/2mKe0kw>

The Grand Bargain: A Shared Commitment to Better Serve People in Need
<http://www.agendaforhumanity.org/initiatives/3861>

World Humanitarian Summit (West and Central Africa)

WCA regional consultation report ahead of the WHS, May 2014
<https://rowca.egnyte.com/dl/QvG0Rk6u2i>

WCA regional consultation with the private sector, June 2015
<https://rowca.egnyte.com/dl/ubTYSy6pwT>

Common African Position on Humanitarian Effectiveness
<https://rowca.egnyte.com/dl/INpbhazZFu>

West and Central Africa Regional Policy Dialogue on the New Way of Working

Webpage for the dialogue (agenda, participants, thematic notes, etc.)
<http://www.unocha.org/rowca/world-humanitarian-summit>

Other useful links

Sustainable Development Goals
<https://sustainabledevelopment.un.org/sdgs>

African Center of Meteorological Application for Development
<http://www.acmad.net/new/>

CILSS Information Centre on food security, fight against desertification and water management in the Sahel and West Africa
<http://www.agrhymet.ne/>

ARC – Africa Risk Capacity
<http://www.africanriskcapacity.org/>

HDX – Humanitarian Data Exchange
<https://data.humdata.org/>

