



WHS High-level Anniversary event: **Advancing the New Way of Working**



18-19 May, 2017
Istanbul, Turkey



**AGENDA
FOR HUMANITY**
5 CORE RESPONSIBILITIES
24 TRANSFORMATIONS



**WORLD
HUMANITARIAN
SUMMIT**

WHS High-level
Anniversary event:
**Advancing the
New Way of Working**



“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 is the essence of the New Way of Working
agreed in Istanbul. The Secretary-General and I are committed to turning this commitment into action.”

Amina Mohammed, UN Deputy Secretary-General
Video message to World Humanitarian Summit Anniversary event
18 May 2017



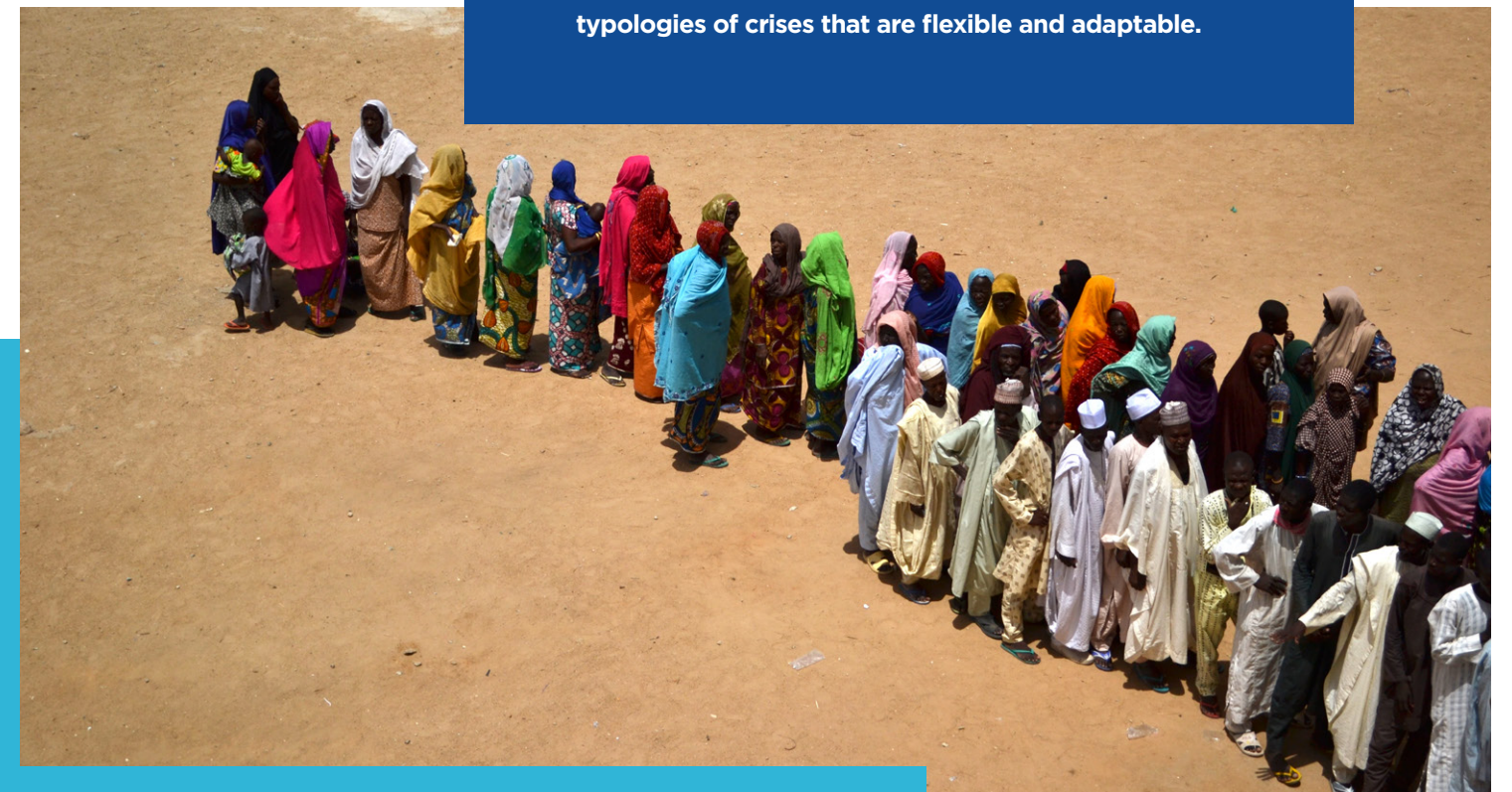
“There are more than 125 million people in need
– we have no choice but to put words into action.”

Ambassador Ahmet Yıldız,
Deputy Foreign Minister, Ministry of Foreign Affairs of Turkey,
18 May 2017

Key points

- **Strong commitment from field leadership and operational actors on NWOW needs to be backed by unified direction from headquarters. There is a need for a clear roadmap from the UNDG and IASC to move forward systemically.**
- **Lack of development actors in fragile contexts is not always the impediment for the NWOW, as most humanitarian actors are actually multimandated and could do more if obstacles are addressed – need to strengthen development work streams in country, and financing support for long term activities as well as medium-term activities that are seen as the responsibility of neither humanitarian nor development donors.**
- **Innovations are everywhere. The field needs the leeway to adapt tools and services to their own needs. Context-specificity is key.**
- **A more flexible approach to planning and coordination is needed. There is an urgent need to move from cookie-cutter approaches to a spectrum of options based on typologies of crises that are flexible and adaptable.**

11 May 2017, Lines for food ration cards. Custom House IDP camp, in the outskirts of Maiduguri, Borno State, Nigeria. OCHA / Yasmina Guerda



WHS Anniversary Event Advancing New Way of Working Workshop

DİZ Yıldönümü Etkinliği Yeni Çalışma Yönteminin İlerletilmesi Çalıştayı

18-19 May 2017 ISTANBUL 18-19 Mayıs 2017



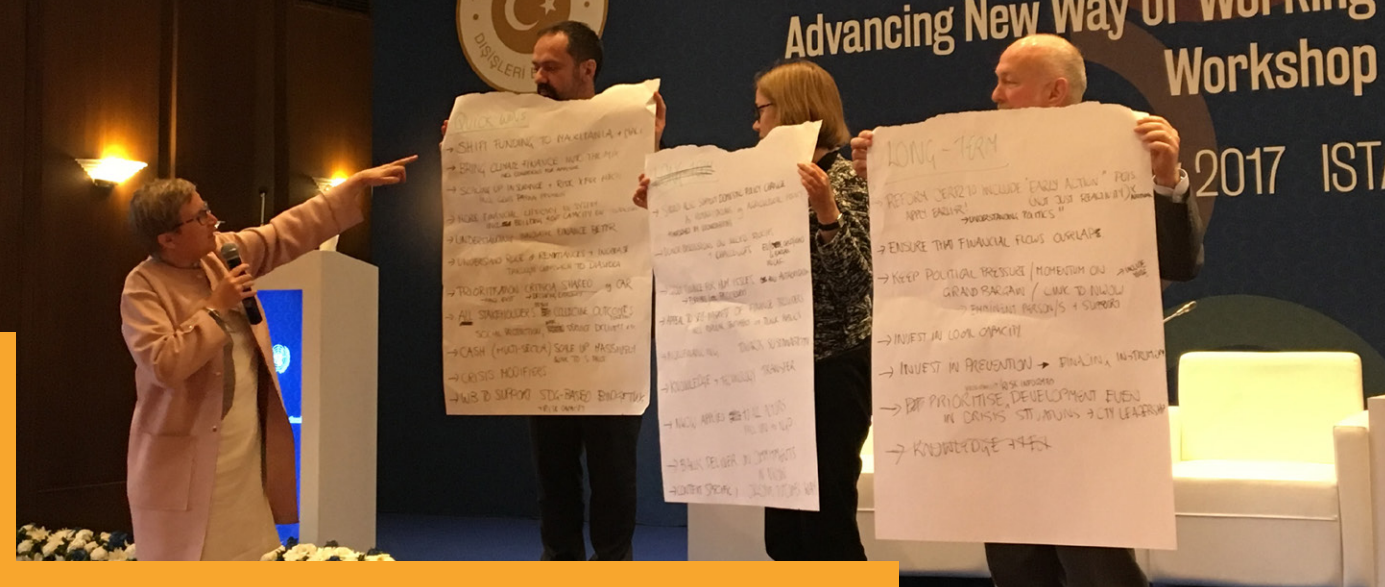
From right to left: Ms. Rachel Scott, OECD; Ms. Sara Sekkenes, UNDP; Ms. Sarah Cliffe, New York University / Center for International Cooperation; Ms. Allegra Maria Baiocchi, UNOCHA

On May 18-19, the **Ministry of Foreign Affairs of Turkey** in partnership with the **UN Office for the Coordination of Humanitarian Affairs (OCHA)** and the **United Nations Development Programme (UNDP)** hosted an event in Istanbul marking the one-year anniversary of the **World Humanitarian Summit (WHS)** with the participation of a diverse group of senior field leaders, including representatives from affected governments, donors, UN field leaders, representatives from UN Agencies, Funds and Programmes, other international organizations and financing institutions as well as NGOs.

The event consisted of a high-level panel and a senior operational workshop focused on assessing progress to date on one of the WHS's key outcomes: the **New Way of Working (NWOW)**. It followed a series of high-level events over the past year, from ECOSOC to a high-level meeting on the **NWOW** hosted by the Government of Denmark in March 2017, to discussions held at the World Bank Spring meetings in 2017. The **NWOW** has the potential to be a key accelerator of advancing SDG implementation in crisis affected

contexts, providing a clear coherent roadmap agreed by all key humanitarian and development actors to move from delivering aid to reducing risk, vulnerability and ultimately ending humanitarian need. As the UN Secretary-General noted in his statement marking the anniversary of the WHS, the Agenda for Humanity and the **NWOW** are key elements to advance his UN reform agenda. The event was therefore also an opportunity for a wide range of partners to make proposals accordingly.

Since WHS, substantial progress has been made on advancing the **NWOW**. The Workshop emphasized that at the heart of the approach is the desire to work toward meaningful results for people affected by crises, particularly in protracted and recurrent humanitarian situations. While specific models may differ to suit diverse contexts, the fundamental approach is defined by the pursuit of collective outcomes that transcend humanitarian-development divides, engaging a variety of actors over multiple years, based on the comparative advantages of contributing actors.



From right to left: Ms. Rachel Scott, OECD; Mr. Patrick Saez, United Kingdom; Ms. Jette Michelen, Government of Denmark; Mr. Mario Samaja, UN Resident Coordinator in Mauritania

THE OBJECTIVES OF THE WHS ANNIVERSARY HIGH-LEVEL WORKSHOP ON ADVANCING THE NWOW WERE:

- 1) **Clarify the elements that make the New Way of Working distinct from other approaches.**
- 2) **Identify the elements that are required from country level to implement the New Way of Working, including examples of steps that have been taken to develop and pursue collective outcomes.**
- 3) **Provide clarity on how different actors are providing technical advisory support for the New Way of Working, including from headquarters and regional level.**
- 4) **Demonstrate examples of collective outcomes based on country-level experience.**

The overarching message from the workshop was that field-level efforts to advance the **NWOW** must **1)** be backed by clear messaging and support from headquarters that provide colleagues in the field with the creative space to adapt tools in unique contexts to operationalize the **NWOW**, and **2)** have the buy-in from donors

investing and creating incentives to encourage all relevant actors to work towards implementing this approach. Recommendations were therefore formulated along two categories: practical steps that can be taken at the country level; areas that require policy and system-level changes to enable the approach.

Key recommendations



3 February 2016, Ziway Dugda woreda, Arsi zone, Oromia region Ethiopia. Sorce and her son Abdallah, 1 year and 8 months. Sorce says that the drought is affecting every family and that they don't have enough food at home to feed themselves. OCHA/ Charlotte Cans

The list below is a sample of the range of suggestions from participating stakeholders. Not all recommendations are suited to all actors and settings, but they offer a sense of the scope of possible actions that can advance the NWOW in practical terms.

WHAT CAN ALREADY BE DONE: PRACTICAL APPROACHES THAT FIELD LEADERS AND OPERATIONAL ACTORS HAVE ALREADY STARTED TO ADOPT AT COUNTRY LEVEL

Analysis, planning and programming

- 1) Make the UN Common Country Analysis a true common tool including analytical inputs from humanitarian and non-UN partners on needs, risks and vulnerability – the RC/HC already has the power to do this and there are concrete examples of innovative approaches being piloted in the field.
- 2) Where possible, align planning timelines and periodicity of UNDAFs, HRP, World Bank Country Partnership Frameworks, and other relevant national plans to facilitate complementarity and coherence between the plans and facilitate the development of a “shared narrative” and collective outcomes that are common among them.
- 3) Be creative with the tools while protecting humanitarian space. Guidance should be built up from experience on the ground, if new tools are needed.
- 4) Create a “moment” during the planning cycle where relevant actors can come together and agree on a small number of shared priority areas and articulate collective outcomes for each one, based upon a joint analysis.
- 5) Collectively identify the most relevant SDGs that will target areas of risk and vulnerability most critical in a given context, in order for the long-term vision to inform medium-term priorities.
- 6) Overcome institutional, procedural and operational obstacles that hinder working together. Where collective outcomes are identified, move from short-term project-based planning to planning for multidimensional and inter-sectoral programming with impact over the short and medium term.

Coordination and leadership

- 7) Map the challenges in each context that make it difficult for the various actors to work together around common solutions, and find practical ways to overcome them.
- 8) Explore opportunities for joined up meetings including the range of development and humanitarian actors present in a given context as a means of tracking progress around identified collective outcomes. This should include NGOs, the private sector and International Financial Institutions (World Bank, but also regional development banks.).
- 9) Where possible to define programming around relevant geographical areas, encourage decentralized cooperation among humanitarian and development actors with mayors and municipalities and explore options to ensure sub-national coordination around collective outcomes.
- 10) Ensure community-level input into setting the collective outcomes, advancing the promise of the SDGs to “reach the furthest behind first.”
- 11) Ensure RC/HC are empowered and supported to deliver collective results, including as the coordination with the government and its involvement, where possible and appropriate, in the identification of development gaps, while also preserving the instruments necessary to meet priority needs, including the activation of the IASC system and humanitarian modus operandi.

Financing Collective Outcomes

- 12) Develop common resource mobilization by the RC/HC, including for NGOs, with a resource mobilization process and prioritization criteria agreed by all actors.
- 13) Expand availability of multi-actor, multi-purpose pooled funds and financing platforms facilitate layered and sequenced mix of financing tools that support the implementation of identified priority collective outcomes, including engagement from national and international private sector, domestic resources and International Financial Institutions such as the World Bank and regional development banks.
- 14) Involve donors and financial partners in the planning process from the start through compacts, for instance, in line with the New Deal for Engagement in Fragile States.

OBSTACLES TO BE ADDRESSED: AREAS THAT REQUIRE POLICY AND SYSTEMIC-LEVEL CHANGES TO SUPPORT COUNTRY-LEVEL IMPLEMENTATION

Analysis, planning and programming

- 1) Headquarters need to signal to their field level and regional staff that they have the space to try new approaches and the leeway to tweak planning tools and processes to fit local needs and contexts. Agree on a clear structure for providing coherent support across the humanitarian/development nexus.
- 2) Develop a “suite of options of collective outcome setting tools”, based upon in-country good practices, with and make it available to field actors that have expressed interest in implementing the NWOW, with the guidance that they can adapt these to their context. This should be based on the creation of a repository of existing tools and approaches (rather than create new tools, collect existing tools and “clean them up”). This should go beyond UN tools and processes. NGOs have a particular role to play in contributing to this collective repository.
- 3) Develop a set of typologies that could be drawn upon to develop context-specific models for the NWOW. This could serve as a way to organize the approaches, tools, and good practices that would be made available to field actors.
- 4) As new processes are emerging that bring humanitarian and development actors into closer collaboration in some settings, think about what is required to uphold humanitarian principles vis-à-vis coordination with development actors.



IDP running, Tal Jarabea Camp. Photo: OCHA/Themba Linden



27 November 2014, Goma, North Kivu, DRC. Credit: OCHA/Naomi Frerotte

Coordination and leadership

- 5) Alongside the efforts of national and local authorities, ensure the RC/HC has the necessary support and understanding to coordinate the full range of stakeholders around collective outcomes, recognizing the unique capacities and limitations of each actor (e.g. need of humanitarian actors to retain the ability to deliver principled and life-saving action).
- 6) Encourage engagement and coordination with a wider range of actors that can contribute to collective outcomes, particularly beyond the UN system. Explore means of accountability and transparency that suit multi-stakeholder approaches.
- 7) “Unshackle” RC/HC and field staff of UN and NGOs from unfeasible reporting requirements and unnecessary processes (applying Grand Bargain commitments on reporting) to free up energy for collective work in the field and more knowledge sharing from reports. (“Implementing the New Way of Working should not be a night-job.”)

Financing

- 9) Donors should incentivize partnerships for collective outcomes by putting more money into multi-purpose, multi-actor trust-funds that support collective outcomes.
- 10) Donors and NGOs to invest time and resources in coordination platforms (e.g. NGO fora/consortia) for NGOs to contribute to the NWOW process.
- 11) Donors at capital level, possibly with the help of the OECD, to organize a dedicated discussion on how to practically adapt financing support to enable the New Way of Working at the country level.

The Anniversary event of the WHS: Opening Panel

The opening panel discussed ways in which the SDGs provide a new universal, integrated framework and a new approach to reach all of those left behind, including those who are forcibly displaced and people affected by humanitarian crises. The SDGs will not be achieved unless we make it a priority to work together across pillars and build partnerships to meet and reduce needs. The panel agreed that these challenges require not only effective humanitarian action but also development approaches to tackle root causes of crises and create opportunities that address risks and vulnerabilities alike to help people become self-sustainable and more resilient to future shocks.

The panel discussed how the WHS created a momentum and a process that pushed further into international forums. In the opening events of the **71st UN General Assembly in 2016**, the impact of the WHS in the international discourse was clear and that now needs to be maintained. The way in which Turkey's own 90 national and core commitments at the WHS are being swiftly implemented after the WHS is an example of the impact of the Summit. In order for such commitments to come to life, the WHS and its agenda for humanity must remain a part of the global agenda.



From left to right: Mr. Dan Kelly, World Vision; Mr. Doug Frantz, OECD; Ms. Maryam Qasim Ahmed, Somalia; Ms. Sarah Cliffe, New York University / Center for International Cooperation; Ambassador Hasan Ulusoy, Turkey; Mr. Hesham Yousef, OIC; Ms. Mbaranga Gasarabwe, United Nations.

WHAT IS NEW ABOUT THE NEW WAY OF WORKING?

It is called the **New Way of Working** because it is meant to represent a **SHIFT**. On the basis of comparative advantage this shift is what will enable development actors to work differently in crises addressing root causes, risks and vulnerabilities, and humanitarian actors to move from perennial emergency response to more strategically sequenced multiyear engagement against the backdrop of longer-term goals. The **NWOW** is possible because of the SDGs and their principle of “reaching those furthest behind first”, which means there is now a shared commitment not only by humanitarian and development actors to end the needs of the most vulnerable. This will require a **REAL** change in mind set and behavior, not just rebranding or re-badging.

“The **New Way of Working** becomes the Leitmotif for the discussions we are having within the OECD/DAC. It is guiding us very strongly. (...) Often the donors are blamed: There is not enough money, it is not well spent, or the way it is disbursed is not flexible enough. There is never going to be a perfect system. That is why we must coordinate, not compete.”

Mr. Doug Frantz,
Deputy Secretary-General, OECD

“In implementing our development-oriented humanitarian policy we are providing a fish for the needy, but we also teach them how to fish, and help them simultaneously build an industry for fishing rods.”

Amb. Hasan Ulusoy,
Director General for Multilateral Political Affairs,
Ministry of Foreign Affairs of Turkey

“We need to have new tools to put basic services into place in areas where there is no Government.”

Ms. Mbaranga Gasarabwe,
DSRSG/RC/HC, Mali

“Changing institutional behaviors will be the most challenging. To make **NWOW** a tangible reality it will have to work for people, not mandates.”

Dan Kelly,
Vice-President, World Vision

“Regional actors are fundamental partners to advance the **NWOW**.”

Amb. Hesham Yousef,
ASG for Humanitarian Affairs, OIC

“We are working to address structures to prevent crises in the coming years, to make sure humanitarian investments will not only alleviate crises in the next few years but beyond that. (...) Our biggest problem in Somalia is lack of water. There are things we can change and things we cannot change - like the climate, but we can be prepared for it.”

Ms. Maryam Qasim Ahmed,
Minister, Ministry of Humanitarian Affairs and
Disaster Management of Somalia.

Key NWOW shifts discussed by the panel

Localization: The panel discussed that the focus on long-term localization of crisis management is a key transformative element of the **NWOW** which distinguishes it from other approaches.

Collective outcomes: It was also noted that defining the goals that humanitarian and development actors can share require both short and long-term assistance and hence a shift from the idea of coordinating two separate distinct systems to operating as one joined up team to achieve collective outcomes.

Multi-year: protracted is the new normal, requiring strategies to respond to crises that go over several years to solve problems, not repeat short-term band-aids.

Comparative advantages: Strategies and the way they are framed must be around who is best suited to meet needs. Governments have traditionally been overlooked, private sector sidelined, NGOs given a narrow parameter, and development and humanitarian objectives running in perpetual parallel with little or no intersection. etc. Collectively we need to break out of this inhibiting environ-

ment and see to the conduciveness of each actor, in every time and place, to contribute to the collective agenda.

Greater focus on vulnerability: The **NWOW** goes beyond meeting humanitarian needs with the objective to address risks and vulnerabilities and the root causes to crisis, with the aim to reduce the needs of populations who are at greater risk of being left behind. Similar to the fundamental principle of the 2030 Agenda, the **NWOW**, with its greater focus on vulnerability, will be led by the imperative to reaching those furthest behind first.

The opening panel was an opportunity for a constructive and creative discussion on these issues and how they could impact UN reform, multi-lateral discussions, NGO engagement and government reappraisal around how to provide assistance. Some of these measures are already being implemented, while others will require broader system changes that can be brought about through ongoing reform processes and policy development. The host government noted in detail how it was using the **NWOW** on its own cooperation frameworks.

Advancing the New Way of Working Workshop

Progress from the field. The strongest support to the **NWOW** comes from actors working at the country level, closer to the needs of people affected by crises, for whom the institutional silos that divide humanitarian and development action can hinder effectiveness. They called for approaches that bridge these tools in a context-appropriate way in order to address people's multidimensional, interconnected needs that cut across humanitarian and development work.

RC/HCs from a variety of countries provided an overview to the state of **NWOW** implementation to date in the three break-out sessions of the workshop: **i.** joint analysis, planning and programing, **ii.** coordination and leadership and **iii.** financing for collective outcomes. The following section highlights some of the existing experience emerging from the field and the challenges hindering further advances.



COLLECTIVE OUTCOMES IN THE CONTEXT OF THE 2030 AGENDA

As noted in the Commitment to Action, the **Sustainable Development Goals** are a common results framework for both short-term and long-term action that aims ultimately to end humanitarian needs.

Workshop participants suggested that key SDG targets that bring together different aid communities should be identified. **Collective outcomes** need to look at a context specific sub-level to the SDGs, be measurable and quantifiable. They need to be important enough to warrant some risk taking on the part of donors. They also need a **results framework with indicators that can measure progress and the milestones to guide results. And, they need a shared platform for the new forum that brings all relevant actors together.**

In linking with national targets, **the prioritization of the most vulnerable must remain paramount and not be compromised or traded off for the sake of government political priorities.**

Analysis, Planning and programming

From cookie-cutter approaches to context-specificity



23 February 2016 Children in a school at Je Yang IDP Camp (pop. 8,700) in Kachin State, Myanmar, OCHA/Pierre Peron

On joint analysis based on a shared understanding of need, risks and vulnerabilities, one example of how RC/HCs are innovating and adapting tools to the needs is by using data from the Humanitarian Needs Overview to inform the Common Country Analysis of the UNDAF.

Good practice from Burkina Faso Ms Metsi Makhetha, RC, Burkina Faso

In Burkina Faso, for the past decade, the response to malnutrition in the Sahel has been resourced through humanitarian budgets supporting international actors to distribute nutritional supplements to the most vulnerable groups year after year, despite the predictability and the key role that malnutrition has in undermining progress not only towards achieving SDG 2, but also key interdependent SDGs such as SDG 3 on Health and SDG 4 on Education, among many others. Some of the best practices to date that could be useful for implementing the **NWOW** elsewhere include the following:

- Data by humanitarian partners and INFORM were the main source for the vulnerability and risk analysis in the CCA. Participants warned that in order to be truly transformative, the **NWOW** must be inclusive and the CCA must become a true “com-

mon” Country Assessment, integrating all relevant actors, including NGOs. This is a challenge, as there is a tension between the UNDAF being a UN process and the **NWOW** aspiration for an all-inclusive approach.

- The concept of collective outcomes provides a solution to this tension, as the outcomes, framed as 3-5 years instalments towards the SDG 2030 vision, should encompass an inclusive vision that takes into account NGO contributions as well as that of national and local authorities where possible.
- There is a need for a common forum for all actors to engage in a common planning process, going beyond the government and the UN, encompassing also civil society, the private sector and multi-lateral development banks.
- Ensuring that the government takes seriously its responsibilities to provide basic services in the most vulnerable areas of the country is both a prevention strategy and a humanitarian strategy to transform the commitment to leave no one behind a reality.

It was noted that collective outcomes should be at the center of the whole planning process. Ideally, only after they are articulated--as means to an end,

should discussions on programming, coordination tools and comparative advantages be held.

The structure that must follow in order to achieve these context-specific collective outcomes needs to be flexible, shifting from the current model of static tools, towards giving the leeway for field actors to adapt and create ad hoc tools and services that are unique to each context. Finally, comparative advantages should be analyzed ad tasks dis-

tributed to relevant actors. The same organizations may have different comparative advantages from one crisis to another.

Adjusting the planning processes and structures behind programming can be time consuming and resource-intensive. RC/HCs need donors to create the right incentives for change, such as demonstrating from the get-go their strong commitment to plan for collective outcomes.

Key takeaways:

- **Focus on vulnerability as a way of finding common ground between humanitarian and development tools.**
- **Make the UN Common Country Analysis a true common tool inclusive of non-UN actors – the RC/HC has the leverage to do this today.**
- **Find space to come together as one community to identify areas of shared interest, such as a “sustainable development forum”**
- **Align timeframes of planning documents where possible**
- **Map the practical challenges that make it difficult for agencies to work together and identify areas for complementary programming.**
- **Clarify implications for collaboration in UN Peacekeeping and or political mission settings.**
- **Explore accountability frameworks that clarify roles and responsibilities in delivering collective outcomes.**
- **In exploring relevant partners and comparative advantage, consider mandate to act, capacity to act, and positioning to act among key criteria and aim for broad inclusivity.**
- **Signal to field colleagues that they have the leeway to be creative with tools – shouldn’t be developed at HQ and then imposed from the top. Guidance should be built up from the ground, if new tools are needed.**

“Are we going to continue to use our own spin-around-our-orbit coordination mechanisms?”

Anthony Craig,
World Food Programme

“Humanitarian principles are becoming an excuse for exclusion. As long as we don’t address local capacity, we will not build resilience.”

Meryem Aslan,
Oxfam

Coordination and Leadership

Form follows function



17 February 2017 Reconstructing homes, Bangui, Central African Republic, OCHA/ Yaye Nabo Sene

Participants to the Coordination and Leadership group agreed that promising practice was already moving ahead:

Current practice in Pakistan Mr. Neil Buhne, RC/HC

In the FATA region of Pakistan, 5 million people were displaced in 2008 have returned. IDPs have returned to a situation of acute vulnerability. FATA is one of the poorest and most under-developed regions in the country. Shelter and economic infrastructure was significantly damaged by the conflict; there is a lack of livelihoods and basic services; and the justice and governance systems are virtually non-functional. Returnees are provided with cash grants and food assistance upon return, but subsequently they are faced with no jobs or services. Humanitarian actors realized that addressing peoples' short, medium and longer term return and recovery related needs required humanitarian and development actors to work together. In-country partners agreed to develop a multi-year unified transition plan starting in 2018.

Some of the best practices to date that could be useful for implementing the **NWOW** elsewhere include the following:

- Pooling data collected by the World Bank, through OCHA's information management system and WFP and UNICEF's vulnerability data to compile a shared analysis as the basis for the joint strategy.
- Creating a FATA Transition Task Force from the HCT, UNCT and WB Partnership for the hybrid humanitarian-development, transitional appeal, using the HRP structure but organizing it according to government sectors instead of Clusters.
- Increasing coordination capacity in FATA region by entering into a cost-sharing arrangement between different agencies, each placing a Head of Sub-Office in the region to carry out coordination around humanitarian and development issues, thus serving the system as a whole.
- Ensuring that financing from the World Bank is aligned with UN and NGO activities.

Current practice in Central African Republic Ms. Najat Rochdi, DSRS/RC/HC

The crisis in CAR which erupted in 2012 has resulted in close to half of the country's population requiring basic humanitarian assistance, including 434,000 IDPs. Conflict-related needs overlap with underlying vulnerabilities and entrenched development and governance deficits. To this end, humanitarian and development partners in the country, under the leadership of the DSRS/RC/HC have taken a number of steps to ensure a coherent response:

- The National Recovery and Peacebuilding Plan (RCPCA) 2017-2021 developed with support from the UN, the EU and the World Bank, has a framework conducive for collective outcomes and provides an excellent basis for coherence across the humanitarian-development-peace nexus.
- The UNDAF+, HRP and the Integrated Strategic Framework are all speaking to each other, and are in line with the overall vision outlined in the RCPCA.
- Regular advocacy with the Government and other partners around structural issues, including the meaning of "vulnerability", ensuring an environment for the sustainable return of IDPs, and maintaining flexibility to respond to renewed humanitarian crises.
- Regular joint meetings between HCT, UNCT and the SRS.
- Joined-up resource mobilization including for NGOs acted as an incentive for NGOs to participate in coordination and joined-up planning, and a clear, joined-up strategy was appreciated by donors.
- Are we going to continue to use our own spin-around-our-orbit coordination mechanisms?

Participants noted that to advance the **NWOW**, coordination must take place around clear objectives to meet humanitarian needs while at the same time reducing risk and vulnerabilities - with the function of coordination determining its form. The latter could deviate from the existing UNCT and HCT formula, depending on the context, and include task forces or platforms dedicated to coordinating around a plan to achieve a number of objectives, around a specific objective or 'collective outcome', or be dedicated to a particular geographical area.

Participants noted that there was a need to think about what is or is not required to uphold humanitarian principles vis-à-vis coordination with development actors. Maintaining space for principled humanitarian action is an important issue that must be addressed in any planning effort, or in the coordination around collective outcomes. Participants proposed that agency and NGO headquarters work together to provide further guidance on this issue.

Participants further highlighted the need for a clear division of labor and accountability framework to determine who has which role or comparative advantage in providing for certain needs, addressing certain risks, reducing specific vulnerabilities, and responsible for delivering the identified outputs to the collective outcome. In this regard, participants fully agreed on the need to find ways to extent coordination to include actors outside the traditional humanitarian or development systems, to include local leaders such as mayors, traditional leaders, local businesses and affected populations, as well as big global players such as IFIs and the international private sector. Such coordination could take on more flexible and decentralized forms - by bringing coordination to those that need to be included rather than expecting them to participate in centralized coordination structures (for example, by supporting local NGO consortia).

Participants emphasized that instead of creating new tools for the **NWOW**, the focus should be on compiling a repository of existing tools and approaches, and making this available for all actors at field level to adapt to fit with their needs. Other elements of

successful coordination already known but in need to be strengthened, where also discussed, such as increased capacity for the RC/HC to coordinate in a way that facilitates coherent approaches, or financial investments in multi-actor, multi-purpose pooled funds.

Key takeaways:

- **Coordinate around clear and collective objectives.**
- **Agree on a shared vision first and then on a division of labor and accountability framework. Financing should come in behind a clear vision.**
- **Include the most vulnerable in the setting of collective outcomes by better utilizing NGOs and community structures.**
- **Establish multi-partner forums/task forces/groups that include the IFIs and the private sector**
- **Reach out to mayors, traditional leaders and local businesses and find ways to support them in coordinating amongst themselves and with others.**
- **Increased capacity for RC Offices to coordinate a more varied group of stakeholders around collective outcomes, including non-UN actors.**
- **Financial incentives from donors to encourage working together over competition.**
- **Creating repositories of tools and approaches to facilitate the NWOW in country.**
- **Facilitate further joint dissemination on the NWOW to different constituencies (i.e. webinars, NGO information platforms, etc.).**
- **Need to ease reporting requirements on RC/HCs and others to enable them to try new approaches.**
- **Provide headquarters guidance on how to preserve humanitarian space / uphold humanitarian principles in a context of the NWOW.**

Financing for collective outcomes Creating incentives for change

Challenges from Mauritania Mr. Mario Samaja, RC

Mr. Mario Samaja, RC for Mauritania, in his presentation shared a number of challenges in implementing the **NWOW** in Mauritania. One big challenge for Mauritania is to attract the attention of the international community to the country's humanitarian and development needs.

- Due to the phase out of the humanitarian architecture, issues related to acute vulnerability tend to be less visible, posing a challenge for resource mobilization; therefore, well-thought communication and resource mobilization strategy is needed;
- Multi-year predictability of financing is weak;
- Available finances do not have sufficient flexibility for reprioritization and reprogramming to effectively address changing circumstances;
- The government's interest in the New Way of Working is limited;
- The UNCT's exposure to the range of financial tools and flows is limited, especially for innovative financing which presents an opportunity for broadening the financing base for the country.

Participants noted that the financing agenda has areas for short-, medium- and longer-term action in order to support collective outcomes and invest in results to go beyond delivery of emergency assistance. The discussion explored the range of financial tools and resources that make up the "financing jigsaw," including domestic, multilateral and bilateral aid, as well as private sources ranging from philanthropy to direct giving and remittances. A core message from the exercise was that across these sources, a broader range of funding is available if it is systematically channeled into well-planned programming. Far greater attention is needed to understand available resources at the national level to pursue collective outcomes, whether from domestic revenue, private sources, risk insurance, or utilizing pooled and international funding such as climate finance, in partnership with governments and key actors at country level. This was part of the general push to build greater "financing literacy" among key actors involved in defining and delivering collective outcomes. It was also recognized that while pursuing a more diversified approach to financing, in the near-term, some focus must remain on supporting adaptations to the existing donor system that is dedicated to humanitarian and development actors, including the scale-up of multi-sectoral cash and greater investment in early action.

Key takeaways:

- Scale up insurance and risk transfer to spread and reduce the costs of risk.
- Invest greater capacity at the national level in understanding role of remittances, linked to outreach to diaspora, to support priority collective outcomes.
- Find ways to engage donors as one of the stakeholder groups in the planning process and identification of collective outcomes as a means of building partnership.
- Prioritize the delivery of social protection and basic social services as priority areas for pursuing collective outcomes.
- Broaden the availability of funding that allows for “crisis modifiers,” shifting funding in case of shocks, including shifts between local and international implementers as recipients
- Explore opportunities to support SDG-based budgeting, as the World Bank and some NGOs are currently doing.
- Promote space for donors to provide examples of progress and challenges, and advocate for a donor approach that is delivered in line with the NWOW, including by the World Bank.
- Identify visible champions for the financing agenda to maintain momentum.
- Work toward the establishment of an early action pot that can be triggered to mitigate slow on-set crises.
- Prioritize risk-informed development for investment; in many settings, development actors are already there, they just need to be incentivized to do risk-informed programming.



Cross cutting issue: preserving humanitarian principles and space

As noted in the Commitment to Action on the **NWOW**, “nothing should undermine the commitment to principled humanitarian action”. The **NWOW** reinforces the primacy of humanitarian principles and recognizes that the way principles can enable new partnerships is always context-specific. For example, in violent conflict situations, the ability of humanitarian action to contribute to collective outcomes may be limited. However, some participants noted that humanitarian principles should not be used as an excuse to exclude local actors or NGOs from strategic planning processes, nor should they be interpreted in a way that presumes only humanitarian action is principled. While recognizing the uniqueness of humanitarian principles, participants also highlighted that both development and humanitarian actors share additional principles, many of them, for example, such as transparency or the commitment to timely aid delivery, have already been embedded in recent processes such as the New Deal for Engagement Fragile States.

A strong message emanating from the workshop was the call to avoid equating the preservation of humanitarian space and the respect of humanitarian principles with technical humanitarian tools that can and should evolve in a ever changing humanitarian landscape where innovation and adaptation is key for ultimately adopting new approaches in order to save lives and provide protection more effectively and sustainably. The **NWOW**, as one of the main outcomes from the WHS is a way to foster such adaptation and innovation in the way all actors can work towards ending humanitarian need.

Keeping the political momentum, next steps?

There will always be obstacles to change. But many of these obstacles are not insurmountable. As demonstrated by many of the participating RC/HCs, and senior UN and NGO staff working on this issue, context-specific innovative solutions are already being implemented distanced from the rigidity that is often perceived to emanate from HQs. So while there will be a lot of constraints, many of them are not binding but more of an inconvenience in nature.

Other binding constraints may indeed be major stumbling blocks. To advance the **NWOW**, country teams and HQ must address these issues as a matter of priority, to unleash the power of innovation and meet

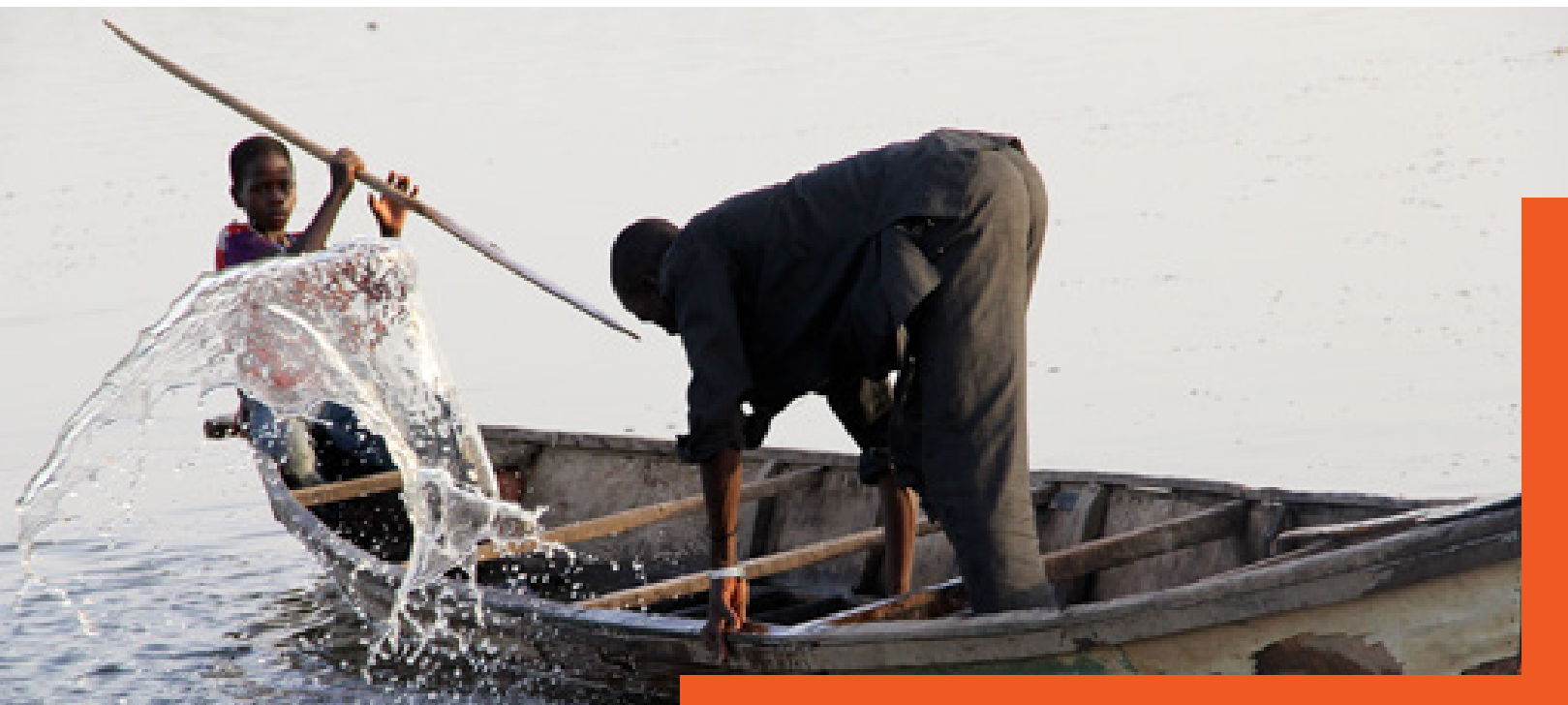
the growing demands from the field and move forward. Much of the advances to date have been made overcoming non-binding constraints. To make further progress on the **NWOW** it is now necessary to address constraints of a more binding nature. These may require new policies and institutional change that can enable more conducive inter-agency and multi-stakeholder arrangements. The institutional reforms being advanced by UN Secretary-General Antonio Guterres are opportunities to further advance the **NWOW**.

“We have to make sure everyone in the field ‘gets the memo!’”

Allegra Maria Baiocchi,
Regional Representative, OCHA regional office for West and Central Africa

Background

1 March 2016, Tagal, Chad, Abakar and his son on the family's small pirogue. They fled when Boko Haram arrived in their village. OCHA/Ivo Brandau



Since the World Humanitarian Summit, substantial progress has been made on advancing the **NWOW** to transcend humanitarian-development divides towards achieving collective outcomes, over multiple years and based on the comparative advantages of a variety of actors.

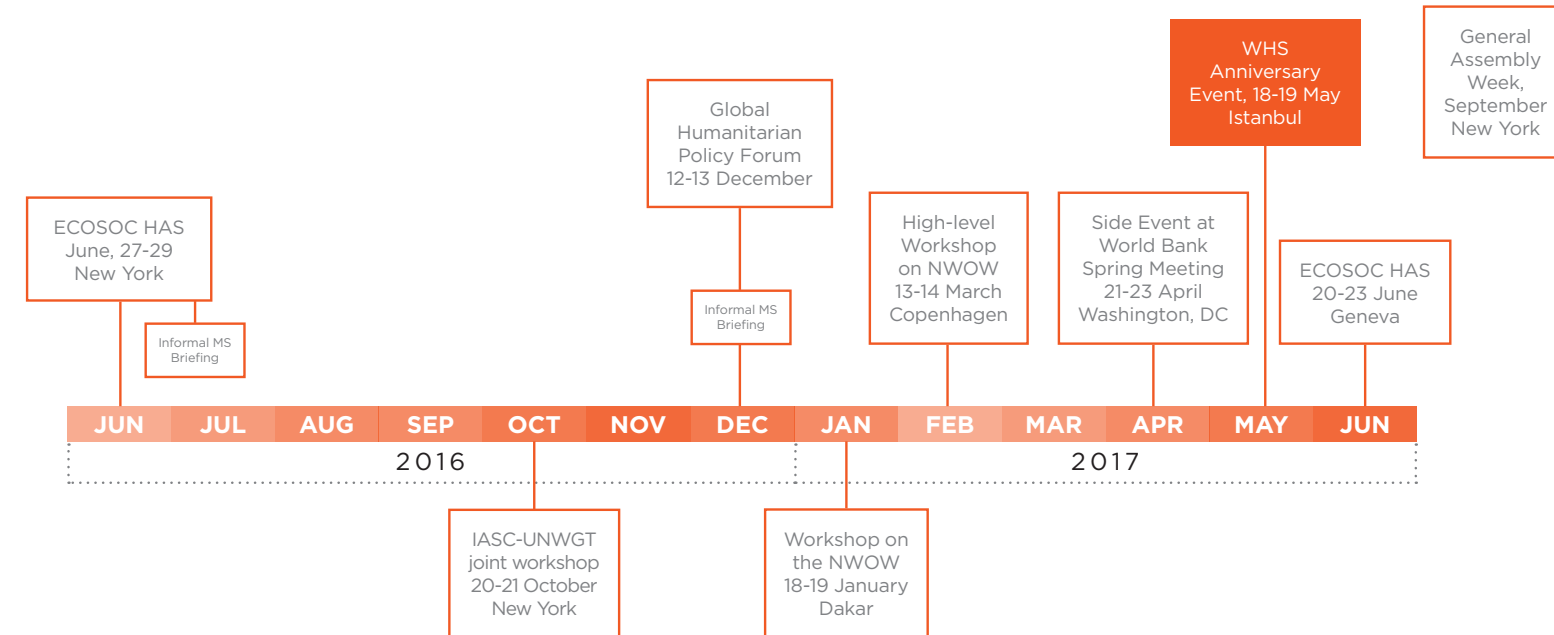
From the initial Commitment to Action on the **NWOW** pledging to move from delivering aid to ending needs, signed at the WHS by the UN Secretary-General and key UN principals and endorsed by the World Bank, the strong push towards swift implementation was followed by action of field colleagues and country teams who have already taken steps to adapt the new Way of Working to their operational realities.

The **NWOW** has now been referenced by the UN General Assembly with regard to the work of both

the UN Development System and the humanitarian components of the UN system. The **NWOW** is also noted as a cornerstone of the new United Nations-World Bank Partnership Framework for Crisis-Affected Situations, signed in April 2017. Among NGOs, most continue to work across humanitarian and development spheres, in many cases driving results that cut across those silos and promote resilience and advance development gains in areas such as food security, education, livelihoods, and health.

The key priority now is to meet the bottom up demand for change with the top-down framing and support required for a coherent and systematic roll out of the **NWOW**. This applies equally in self-starter countries as diverse as Burkina Faso, Pakistan, Sudan or the Central African Republic, as in any of the four countries affected by famine or famine risk, Yemen,

New Way of Working Timeline



South Sudan, Somalia and Northeast Nigeria, where the Secretary-General committed to bring together the IASC and the UNDG in line with the **NWOW**.

In order to clarify the key constitutive elements of the **NWOW**, those that make it distinct from other approaches or business as usual, a series of events to refine the concept and support immediate operationalization based on context-specific feedback and participation of field leaders and operational partners took place over the past year. Opportunities and challenges hindering progress were discussed both at the high-level deliberations of the ECOSOC Humanitarian Affairs Segment in 2016 and the ECOSOC Operational Activities for Development Segment in 2017, as well as via a series of policy dialogues with field leaders and operational partners both in Dakar and in New York through a special Global

Humanitarian Policy Forum with dedicated sessions on the **NWOW**, consultations at the OECD International Network on Conflict and Fragility, as well as high level meetings with member states and senior leadership from the World Bank, the UN and NGOs in Copenhagen and at the World Bank Spring Meetings in 2017.

On May 18-19, at the occasion of the first anniversary of the WHS, more than 100 people comprising ministers, government officials, senior UN, World Bank, OECD and NGO leadership, representative of local response organizations, think tanks and partners gathered again in Istanbul. The purpose of this event was to assess progress to date on the **NWOW**, as one of the main outcomes from the WHS, aiming to identify and support advances as well as address bottlenecks and barriers for faster transformation.



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