



## Summary of the High-Level workshop on Operationalizing and Financing Collective Outcomes<sup>1</sup>

### International Network on Conflict and Fragility

Washington DC, World Bank HQ, 8 March 2018

#### Overview

1. On 8 March 2018, OCHA, UNDP and the OECD Secretariat, in partnership with the World Bank, co-hosted a workshop in Washington DC bringing together development donor members of the OECD International Network on Conflict and Fragility (INCAF) as well as a group of humanitarian donors committed to advancing the New Way of Working (full list of participants attached).
2. The objectives of the workshop were twofold:
  - (i) Identify and clarify how donors can contribute towards the operationalization and financing of collective outcomes and understand in what way collective outcomes need to be presented to donors to allow for donors ‘investibility’;
  - (ii) Identify key outcomes from the discussion to inform the proposed OECD-DAC High-Level Roundtable, tentatively scheduled for November 2018.
3. The event was an opportunity to discuss about modalities and approaches for unpacking the process of articulating and operationalizing collective outcomes. It built on experiences from countries such as Somalia and Chad, where new approaches to joint analysis, joined-up planning and programming are being implemented. It was stressed that the challenge for donors is **not necessarily to provide more money, but how existing financing flows from both humanitarian, development, climate and peace streams can be better aligned and provided in a sequential way towards the achievement of collective outcomes**. This would contribute to overcoming fragmentation and demonstrate that humanitarian financing can have a catalytic effect for sustainable solutions if allocated in connection with other financing streams.

#### Summary of discussion

4. Key points that emerged from the discussion are as follows:
  - **Collective outcomes enable donors to transcend their own humanitarian/development internal divides.** By avoiding potentially sensitive topics such as donor internal institutional set ups, the concept of collective outcomes places the emphasis on agreeing on the landing point - What do we want to achieve collectively over 3 to 5 years as instalments to towards the 2030 Agenda

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<sup>1</sup> Organized by OCHA, UNDP, the OECD, in partnership with the World Bank

in crisis contexts in order to reduce needs, vulnerability and risk? It allows for different financing streams to align themselves behind this common vision, bringing together a whole of government approach, without necessarily requiring donors to merge internal portfolios or financing pipelines.

- **The New Way of Working will not succeed if it is perceived to be UN-centric.** While around 50% of global humanitarian aid is channelled through the UN, only 10% of development assistance is implemented through the UN Development System. It is therefore fundamental to find ways to include the 80% of development aid which is implemented bilaterally by member states in the process of crafting, defining and implementing collective outcomes. Humanitarians often think of donors only as sources of financing, but on the development side, bilateral development agencies are actually a large portion of development action and must be directly involved with a collective planning framework from the very start, as opposed to only at a later stage when things are costed and presented to donors to be financed.
- **There is no aid architecture capable of bringing together the key components necessary to implement collective outcomes.** Acknowledged that more work needs to be done to analyse options to develop the appropriate structure to enable the achievement of collective outcomes. There was no consensus among donors on who should lead such efforts, with many noting that an empowered RC/HC in contexts where governments may lack capacity or be directly related to the root causes of humanitarian crises, such as being parties to a conflict, are the best placed to have such responsibility. Where governments are not at the root cause of a humanitarian or human rights challenge, it was agreed that host governments should facilitate such process. The lack of clear accountability framework behind collective outcomes was noted as an obstacle to be addressed. It was suggested that indicators to good humanitarian/development collaboration to achieve collective outcomes could be added to the DAC peer review as a way to ensure greater accountability.

## Way forward

### 4. Key recommendations emerging from workshop:

- **INCAF members suggested that there was a need for developing further guidance around collective outcomes**, or a “playbook” that would provide further clarity to bilateral donors as well as other financing and technical partners on how to:
  - 1) **Articulate collective outcomes**,
  - 2) **Unpack collective outcomes** (in terms of what activities would be needed to achieve a specific outcome),
  - 3) **Outline key steps for developing a financing** strategy around collective outcomes, as well as,
  - 4) **Provide clarity on how to establish an accountability** mechanism for the achievement of collective outcomes.