

**High-Level Workshop on the New Way of Working  
13-14 March 2017, Copenhagen**

**Action Areas**

**Summary**

1. Bringing together participants from Member States, UN entities, multilateral and bilateral donor agencies and NGOs, totalling 120 people, the workshop demonstrated high-level commitment to provide the necessary political, operational and financial support to enable progress and overcome barriers to implementation of the New Way of Working. The overall focus of the workshop was on achieving collective outcomes that will reduce needs, risks and vulnerability, particularly in settings affected by fragility, conflict and displacement.
2. The New Way of Working is a multi-stakeholder agenda that requires the active engagement of all stakeholders: national governments, local authorities, national and international civil society, bilateral and multilateral partners, humanitarian actors, development practitioners and peacebuilders. The New Way of Working should not be perceived as a multilateral-only or UN-only agenda.
  - The New Way of Working is about addressing prevention *and* a more sustainable response to crisis and displacement. A response that takes its starting point in the short and long term needs of those displaced and the communities, which host them.
  - The New Way of Working is an agenda that takes its starting point in adapting to and responding to the real challenges collectively, working collaboratively across institutional boundaries on the basis of comparative advantage, and seizing synergies to achieve the Sustainable Development Goals. The NWOW is not about making challenges fit into a narrow definition of mandates and rigid interpretation of roles and responsibilities.
3. Discussions highlighted the wealth of experience and initiative at the country level and globally – including governments, the UN system and NGOs, the World Bank, and bilateral partners – the event focused on ongoing implementation in four country contexts - Yemen, Somalia, Ethiopia and Uganda - to draw out operational lessons.
4. The New Way of Working calls for delivering on collective outcomes for people at the country level, to measurably reduce needs, risks and vulnerabilities. These collective outcomes provide the predictability and focus required to reduce humanitarian need overall by building resilience and extending development gains to the most vulnerable, including those affected by fragility, conflict and displacement. Participants emphasized the importance of prevention and peacebuilding measures to tackle the root causes of conflict and fragility and ensure sustained results. The discussion recognized that principled humanitarian action is paramount to provide life-saving response to the most vulnerable people, and that context is therefore central in determining how and where the New Way of Working is advanced.
5. Three key action areas emerged: a) support efforts led at the country-level to take forward the New Way of Working in self-selected countries, shaped by the dynamics of the context; b) significantly strengthen joined-up flexible, multi-year planning, programming and financing, for humanitarian action and risk-tolerant development engagement in fragile and conflict-affected settings with protracted crises; c) prioritize prevention and triggers for preventive action.

## **Outcomes from the three thematic dialogues**

### *Leadership*

1. Participating governments presenting case studies from their own countries noted the important role that they are playing in implementing the New Way of Working as a shared responsibility with international counterparts, and they encouraged continued investment in the capacity of national and local responders and direct support to nationally-led plans to reduce needs, risk and vulnerability. It was also seen as necessary to maintain separate humanitarian plans in certain contexts to enable independent response where necessary.
2. As the key element of the New Way of Working is ensuring delivery of results at the country level, country-level leadership teams are the main driver of implementation. At country level, national and local governments, bilateral and multilateral actors noted their plans to work with NGOs and other partners to further explore the New Way of Working in their respective context. Several Governments, Resident Coordinators/Humanitarian Coordinators and World Bank Country Directors highlighted plans for implementation recognizing the need for additional staff and technical capacity at the country level.
3. With the presence of many RC/HCs at the meeting, it was noted that added capacity in Resident Coordinator Offices would enable the RC/HC function to promote the elements of the New Way of working, using convening authority to promote joint analysis and joined-up planning and to leverage the range of capacities of different stakeholders to achieve collective outcomes.

### *Analysis and Planning*

4. When discussing guidance for analysis and planning, participants called for context-driven models of country-level, multi-stakeholder engagement to articulate collective outcomes based on joint analysis, risk and needs assessment and joined-up planning. It was noted that analysis and planning should “build on what works” in terms of existing tools, and promote process-light models that are flexible and derive from the realities on the ground, not top-down approaches. National workshops or dialogues were proposed to build on what is already working and to ensure country-specific models.
5. Any new guidance and tools should build on existing frameworks, including the work being done within relevant Grand Bargain workstreams, and country and regional engagement to advance implementation at country-level. Further opportunities should be provided for exchange and lessons learned through country-to-country and regional discussions and peer networks, and evidence should be consolidated at the global level.
6. The Comprehensive Refugee Response Framework (CRRF) was recognized as one concrete opportunity for all actors to demonstrate their commitment to the New Way of Working by improving collective responses to protracted refugee situations, under the leadership of host governments. It was noted that the New Way of Working is particularly useful in addressing protracted internal displacement.

### *Financing*

7. It was emphasized that progress cannot be made without predictable, flexible, multi-year financing, including existing pooled funding mechanisms, that supports humanitarian and

development actors to make tangible reductions in needs and risks for the most vulnerable people, including increased engagement of key financing institutions such as International Financing Institutions, private sector actors, and banking and insurance industries, in addition to investments already announced by the World Bank.

8. Further collaboration across humanitarian and development entities should be incentivized by donors, governments and others investing in agreed priorities, drawing on a range of financing tools, including robust domestic resource mobilization, greater use of risk insurance, concessional loans, catastrophe bonds, draw-down options and regional and national-level platforms to channel funding.
9. Financing appeals should be designed and launched to ensure that they incentivize programming for resilience and development outcomes while also serving to mobilize resources for life-saving assistance in the first instance. More development investment should be done in emergency hot spots where emergencies are recurrent. In this way humanitarian and development aid streams should be better interlinked, and both humanitarian and development actors should work with Governments to invest more domestic resources (both public and private) to go towards addressing the underlying needs, risks and vulnerabilities in the affected communities. Doing so will require collaborating on issues of governance and capacity-building for governments to have better risk-based planning.

## **ANNEX: ACTIONS ANNOUNCED BY PARTICIPANTS**

*The following actions were announced by individual participants during the closing session*

- 1) The Government of Turkey announced a workshop during mid-May to follow up on the Copenhagen meeting and mark progress in the New Way of Working at the one-year anniversary of the World Humanitarian Summit.
- 2) The RC for Burkina Faso will focus on finalizing collective outcomes toward achieving SDG 2 (end hunger, achieving food security and improved nutrition and promote sustainable agriculture), including identifying which capacities exist to support government and engage a range of actors, including the private sector, into the strategy.
- 3) The US Department of State is reviewing its Relief & Development strategy to identify pilots for the New Way of Working for learning and to leverage good practices. The US is also looking to model good behaviour internally for cooperation between humanitarian and development actors, including joint missions by these two sides of the US Government.
- 4) The Executive Office of the Secretary-General of the United Nations ensure the New Way of Working is taken forward as part of the Secretary-General's reforms, to enable the right capacities for the UN on the ground to deliver the 2030 Agenda for everyone.
- 5) The Government of Uganda, in collaboration with multilateral and bilateral partners and NGOs will hold a New Way of Working workshop in April preparation for the Secretary-General's Solidarity Summit on in May. The RC and UNCT will also continue to contribute good practice to the New Way of Working Process, and will explore how to incentivize improved collaboration as a performance measurement for the UN Delivering as One.
- 6) The RC/HC for Sudan is leading the development of a multi-year strategy for Sudan and has started discussions with donors in country to mobilize holistic financing for the strategy. An inter-agency mission in early April will review the coordination architecture and opportunities for the New Way of Working in Sudan, and the RC/HC would welcome the opportunity to "pilot" the approach more broadly in Sudan.
- 7) The Senior Transformative Agenda Implementation Team (STAIT), aiming to provide support to Humanitarian Coordinators and Humanitarian Country Teams on the nexus issue, noting that eight countries have requested peer-to-peer support in 2017. STAIT will explore the option of dedicating webinars to sharing good practice on the New Way of Working.
- 8) The Administration for Refugee and Returnee Affairs (ARRA) of Ethiopia is ready to contribute to advancing the role of Government in the New Way of Working approach, including identifying domestic alternatives where there is limited government capacity to convene the approach.
- 9) The Multi-Partner Trust Fund Office (MPTFO) will continue to design instruments that support field needs, bring costs down, and offer coherence.
- 10) The UK Department for International Development (DFID) is already working across the humanitarian and development sectors, and is now planning a review of DFID's response to protracted crises. DFID is supportive of pilots and publicizing what works, and is particularly interested in the role of data and what can be done to leverage new data platforms to facilitate decision-making in real time.

- 11) The RC/HC for Ethiopia advocated for generating champions for the New Way of Working among local leaders in each context. The RC/HC has established a multi-stakeholder platform to strengthen the link between different actors and explore how to strengthen joint analysis, build an evidence base to compel people to work differently, capture case studies, and refine the approach to financing. The group has developed a Bundle+ approach that integrates life-saving and urgent development interventions in geographic priority areas.
- 12) OCHA will continue to provide support to operational teams in the field in applying the New Way of Working at the country level, and work closely with UNDP and others in providing support from the headquarters level, including through the Steering Committee for the four countries facing or at risk of famine in early 2017.
- 13) UNICEF plans to mobilize humanitarian actors to build systems and “leave something behind” in the key areas where UNICEF leads, such as water and sanitation, education and protection, clarifying how to leave something behind in a principle manner.
- 14) Germany will explore how to comprehensively contribute to the New Way of Working through different instruments and tools, including through the Comprehensive Refugee Response Framework (CRRF) in refugee settings, recognizing that the primary goal is to address priority humanitarian need, but also that humanitarian assistance can be designed in a way that contributes to development.
- 15) Norway plans to deliver on its commitments to the Grand Bargain and look for more ways to incentivize the scale up of cash. Norway is presenting a white paper to Parliament shortly, developing a new Norwegian strategy for engagement in fragile settings.
- 16) UNDP will continue supporting field leadership and act as an "ally at HQ." Will provide opportunities to exchange lessons and knowledge at regional level, including through workshops with OCHA and other key partners on practical solutions. Will further develop the People Pipeline with UN partners to make a system-wide initiative.
- 17) FAO will ensure that during the IASC Working Group on April 5-6 all principals are briefed to take discussion forward.
- 18) UNFPA will explore how to adopt collective outcomes with other agencies and called to donors to push them and others to follow through on this.
- 19) The EU Commission (ECHO and DEVCO) plans to support 14 countries identified for rolling out the humanitarian-development nexus in line with the “EU approach to forced displacement and development”. The EU will also take forward their new communication on Resilience, building on the public consultation.
- 20) The OECD is working on policy development around financing strategies that are more attached to planning and more adapted to needs on the round, working closely with OCHA to capture ongoing initiatives.
- 21) ODI will align more of their internal objectives across humanitarian-development work at the level of analysis and policy development.
- 22) Denmark is rolling out its new Strategy for Development Cooperation and Humanitarian Action. Denmark strengthens the coherence between humanitarian responses and development

cooperation through measures such as joint planning and analyses, common agreements bridging humanitarian and development funds to international and civil society partners, linking of humanitarian action to development-oriented country programmes. It also includes – with full respect for the humanitarian principles – comprehensive engagements in fragile and conflict-affected crises. Denmark is rolling out this approach linking humanitarian action and development in response to fragility and displacement, both in its own programmes and policies and in its strategic policy dialogue with bilateral and multilateral partners. Moreover, Denmark is engaged to help support Governments in their implementation of the Comprehensive Refugee Response Framework to facilitate a stronger development orientation in relation to refugee affected areas. As a donor Denmark will seek to incentivize collective outcomes and will ensure that its financing mechanisms are sufficiently flexible and efficient as called for in the Grand Bargain.