

UNITED NATIONS DEVELOPMENT GROUP & INTERAGENCY STANDING COMMITTEE*Key Messages on the Humanitarian-Development-Peace Nexus*

- 1. Protracted humanitarian crises are the new normal.** Over recent years, the nature of crises has evolved both in sheer numbers and in complexity. These emergencies – often located in fragile contexts and caused by long, drawn-out conflicts, have resulted in massive levels of displacement lasting for years and sometimes decades. These interdependent challenges cannot be solved through short-term or incremental measures or approaches.
- 2. Reducing the impact of protracted crises requires not only meeting immediate needs but also reducing vulnerability** and boosting resilience through measures such as strengthening institutions and capacities, improving livelihoods, and increasing access to services that can enhance people’s ability to withstand future crisis, while addressing the root causes to crises. In practice, this requires providing short-, medium- and longer-term assistance concurrently to vulnerable people - while prioritizing “reaching those furthest behind first”.
- 3. In protracted crises, development and peacebuilding activities are often possible but under-resourced** in high-risk areas. In these contexts, humanitarian assistance has become a gap-filling measure, providing basic social services perennially, thus increasing the risk of aid dependency. At the same time, prevention and peacebuilding is generally initiated too late, not prioritized or insufficiently sustained.
4. Whether dealing with the long-term consequences of drought; managing the impacts of intractable violent conflicts that impede the prospects of peace and development; ensuring durable solutions of the millions of displaced populations; or mitigating the generational impacts of infectious diseases, **aid actors now have to contend with situations that call for fundamentally different modalities**, referred to by many as a new way of working.
5. Against the back drop of the SDGs—with the promise of *leaving no one behind*, **ending needs by reducing risks and vulnerabilities is now a shared commitment** within the UN and beyond. Building on major global processes, including the 2030 Agenda for Sustainable Development, the World Humanitarian Summit, the New York Declaration, and the twin resolutions on Sustaining Peace, new working methods across the humanitarian, development and peace nexus are now imperative.
6. The notion of “**collective outcomes**” has been placed at the centre of the commitment to implement a *New Way of Working that cuts across traditional sectors*. Collective Outcomes can serve to transcend long-standing conventional thinking, silos, mandates and other attitudinal, institutional, and funding obstacles. In practice, this entails defining a collective vision based on joint analysis of context and risks over the short-, medium- and long-term, and set out clear strategies, roles and responsibilities for relevant actors to deliver those outcomes based on their comparative advantage.
7. For the *New Way of Working* to be successful in effectively supporting national governments achieve development goals, **assistance to vulnerable populations must be simultaneous, aiming to achieve measurable impact in meeting needs whilst also reducing need and vulnerability as waystations towards the 2030 Agenda**. Development action will need to be more risk tolerant, and more flexible through context-adaptable programming. Peacebuilding actors will work to address root causes of conflicts and crises, which often stem from or accompanied by violations and neglect of human rights. At the same time, humanitarian action should be placed within the broader context of aid clearly indicating what gap it strives to fill and the actions and indicators required to phase out and normalize this service delivery.

8. In practice, this **will require strong leadership and a coherent approach in analysis, planning, and programming** towards reinforcement of local capacities; building institutions, strengthening resilience, addressing root causes, better anticipating and preventing crises, as well as coordinated and joined up programmes; and joint monitoring and evaluation to assess progress.
9. The *New Way of Working* **will also require a renewed investment in participation of affected populations**. We cannot succeed without accountability to and by those most affected by protracted crises. Shared responsibility requires inclusivity, bringing in national, local, and affected populations not as beneficiaries but as equal partners in analysis and programme design, in achieving collective outcomes and monitoring results. Grievance and dialogue mechanisms are key.
10. **Changes required to make this approach work are institutionally and financially complex**. Given the magnitude of the task, the *New Way of Working* will need to be context-specific. A priori, guidance need to emphasize an approach that learn from the field to clarify gaps and focus on achieving better outcomes. Based on the challenges we currently face **four priority areas should guide the early phases of implementation**:
 - a. ***Invest in consistent and sound joint situation and context analysis*** to establish a joint problem statement and shared understanding of priorities based on reliable data as well as the capacities available to address them. This joint analysis, conducted by all relevant actors led by the UN RC/HC, should identify the areas and population groups of greatest need, risks and vulnerabilities including their drivers and root causes.
 - b. ***Incentivize improved joined-up anticipation, planning and programming***: Joined-up planning will ensure complementarity of approaches and programmatic activities that will help minimize gaps in the response, and increase possibilities of collective efforts towards shared goals. As much as possible, planning should be done in conjunction and consistence with the priorities of national authorities and representatives of the affected populations. Indeed, in every situation, opportunities to cooperate with local, national or regional partners should be sought. Joined-up planning should also ensure nimbleness to react to early warning and forecast-based analysis.
 - c. ***Strengthen leadership and coordination*** through an empowered RC/HC who will work with UN entities, local stakeholders, NGOs, and civil society actors to facilitate the identification, implementation, monitoring and financing of collective outcomes and who can engage with the national and local authorities. Coordination should be organized around achieving collective outcome.
 - d. ***Recalibrate financing modalities to support collective outcomes***: Grant-based funding instruments have limited scope and triggers for use, and are in some situations not dynamic enough when the system requires mobilization of additional resources that could help provide more sustainable solutions. To move from funding to financing, we must leverage and structure different sources of flexible and multiyear public, private and innovative financing to achieve collective outcomes, ensuring the priorities and sequencing needed that can sustain highest possible impact in meeting immediate needs and reducing vulnerability whilst addressing root causes to crises.