

## **IASC Task Team on Strengthening the Humanitarian Development Nexus in Protracted Crises *Workplan Stock-taking Exercise***

**Introduction:** On 4 October 2018, the HDN TT convened an expanded all-day meeting to specifically focus on the workplan activities. Against the backdrop of the end of the TT's lifespan (December 2018), this meeting provided a timely opportunity for TT members to take stock of achievements to date, pending actions enabling a conclusion of the ToRs, and the means for ensuring relevant handover. As a contribution to current discussions regarding the restructuring of the IASC subsidiary bodies, this meeting provided the necessary space to discuss possible recommendations to the future body tasked to continue work related to Humanitarian-Development Collaboration. To this end, this document is not a note for the record. Rather it contains the key TT activities and aims to capture – as suggested thus far in the discourse -- recommendations stemming from the substantive discussions related to workplan activities.

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### **WHAT WE KNOW:**

This section regroups workplan activities and actions that contribute to the Task Team's baseline analysis of the processes, mechanisms, (1.1) and operational understanding of the humanitarian development nexus at HQ, Regional and Country Level

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#### **Activity 1.1: Mapping of Global Processes and Mechanisms | Lead: UNICEF, WHO**

One of the first tasks the HDN TT undertook was to establish and maintain an **informational mapping** of existing global processes, initiatives, and mechanisms, operational tools, and field-level activities. The mapping has served as a living resource for field and policy practitioners as well as donors [**HDP Nexus mapping**]. Over time, however, the mapping has become unwieldy given the “mushrooming” and proliferation of bodies, groups and mechanisms all attempting to strengthen collaboration between humanitarian, development, and peacebuilding actors.

UNICEF and WHO are leading a more user friendly, web-based iteration of the mapping. Through discussions, it was noted that the new format (organized as a timeline) provides the opportunity for the TT team to provide some analysis related to 1) engagement and strategic entry point of NGOs; 2) identifying duplications in structures; and 3) identifying opportunities for collaboration beyond the IASC. Given the frequency of developments over time, it was also discussed how best to ensure sustainability of the product. In addition, the mapped information was regarded relevant also to discussions within the UN SDG.

#### **Activity 2.2: Survey to RC/HC | Lead: UNDP and WHO, as co-chairs**

The HDN TT was tasked by the IASC Working Group (WG) (ref 92<sup>nd</sup> IASC WG meeting, 5-6 April 2017) to reach out to HC/RCS with the objective of clarifying gaps and required guidance on the operationalization on the *New Way of Working*. The findings were clear: despite the strides at policy and field level, the **survey** conducted in July 2017 highlighted that i) understanding in country teams varies; ii) the parameters of NWoW remain unclear; iii) implementation is unequal; and further support and guidance is required.

The HDN TT also conducted a **pre-workshop questionnaire** ahead of the Practitioners' support network meeting held in Entebbe, Uganda at the request of field colleagues (2.3) which validated the findings [**Survey Analysis**]. Through discussions, it was noted that much progress has been made since the survey. It was also mentioned that the link between H-D and Peace remains just as unclear as it was during the time

of the survey. While the survey was a one-off under the auspices of the HDN TT, suggestions were made for a “living document”, highlighting the findings useful as a baseline to track progress.

**RECOMMENDATION TO SUCCESSOR-BODY:**

- A. Organize for and conduct follow-up surveys to assess progress in understanding over time.

**Activity 1.4: Typologies | Lead: WHO**

The typologies paper was drafted as an important element and visualization of how the imperative to protect humanitarian space and principles fit in, particularly in situations of conflict. Different types of settings will require a different blend of planning tools and analysis, as well as to what extent humanitarian actors can and should engage with other actors without compromising humanitarian principles. An orientation to typologies of country and sub-national contexts can offer practical guidance to field colleagues on how to avoid a one-size-fits-all approach [[draft v1. Typologies Paper](#)].

Through discussions, it was agreed to close out this document with the understanding that it could be used as a reference document in further work. Among potential uses were a) providing the analytical foundation for thinking about in which context the triple nexus is applicable (and where it is not); and b) ensuring that workshops and planning processes understand and design programmes that are context specific.

**Activity 2.3.1: Practitioners’ Workshops | Lead: UNDP and WHO, as co-chairs**

Two practitioners’ support network meetings were convened by the HDN TT (Entebbe, Uganda in November 2017 covering East and Western Africa; and Dakar, Senegal in May 2018 covering West and Central Africa). These workshops, held in conjunction with higher level regional multi-stakeholder meetings on the NWOW, targeted approximately 20-25 peer practitioners including representatives from the UN, the NGO community and the Red Cross and Red Crescent Movement, possessing the mind-set, in-depth knowledge and hands-on experience in advancing a strengthened collaboration across sectors in the field. The two workshops build on each other -- with the Dakar workshop report featuring a section that triangulates findings and recommendations from Entebbe.

Over the course of these two workshops, points of convergence emerged relating to;

- the need for clear inter-agency guidance on collective outcomes;
- articulating the linkages between the humanitarian - development nexus with other ongoing system wide processes such as that of prevention and sustaining peace, with largely similar asks around integration and policy coherence; and
- the need to clarify roles and responsibilities in delivering on collective outcomes vis a vis mandates of agencies and organizations.

It was also noted that while there may be convergence at the regional level, there is a disconnect between the country-level understanding and regional outcomes. This may be due to the fact that there is a vacuum at the regional level – which the TT has been able to fill – while the national level has clear structures (RCO/DOCO) to which the TT’s engagement has been ad hoc.

**RECOMMENDATION TO SUCCESSOR-BODY:**

- A. Maintain close link to practice and operations. Further work in the IASC needs to be at all times ground in field realities. The practitioners' workshops provide an opportunity to do so.
- B. With two years of conceptual advancements and a gradual maturity of understandings, a mainstreaming of HDP Nexus is suggested into processes relevant to protracted settings, including the HPC, UNDAF/CCA, HRP/HNO drafting, RSA/RBPA as well as the Mainstreaming, Acceleration Policy Support to SDG implementation (MAPS) in crisis settings. In adherence with the Commitment for Action, synergies should be sought with integration efforts on overarching agenda items, e.g. *Prevention, Sustaining Peace* and *the 2030 Agenda for Sustainable Development*, with the objective to ensure the nexus lens is used *within these* in support of policy coherence, effective programming and efficient operations at county level.
- C. Using the findings and recommendations of the two practitioners' workshops as well as the multi-stakeholder meetings, establish mechanisms to translate regional level outcomes to country level.
- D. Establish clear division of labor between the inter-agency subsidiary bodies of the IASC and the role of individual agencies as it relates to providing technical support to individual and collective groups of country teams.

**Activity 2.3.2: Community of Practice Network | Lead: WFP**

The participants of both practitioners' workshops form the bulk of the membership of the Community of Practice Network (CoPN). Since its establishment, the CoPN has continued to gather pace and now boasts over 70 members from UN, NGOs, ICRC, and the IFRC. In terms of profiles, while the majority of the members of the CoPN have humanitarian expertise, it also contains perspectives from peace & security focused practitioners, PDAs, PK mission colleagues, etc. as well as a few development actors. The CoPN – as was originally intended – has been a virtual meeting space to allow field colleagues to continue policy discussions from the regional workshops; seek advice and feedback from fellow practitioners'; and provide support to those in need of assistance. Most recently, the CoPN has also demonstrated its potential to house deployable capacity – with members representing the collective knowledge of the CoPN offering to support and join a national-level meeting in the Central African Republic.

Through discussions, it was noted that there is substantial overlap with the proposed development of a community of practice as outlined in the "People's Pipeline". While it was acknowledged that a system-wide/interagency mechanisms was needed to provide a predictable source of experts conversive with the HDP nexus, often referred to as "trilingual-experts", most TT members agreed, that duplication of efforts should be avoided at all costs. In regard to "trilingual-experts", it was furthermore underscored that 'triple-hat' functions rarely display full-fledged expertise across the spectra but that an expectation of the level of linguistic understanding of the conceptual underpinnings of humanitarian work on the one hand and that of development, prevention and sustaining peace on the other—and, importantly the comparative advantage of each throughout a process of delivering collective outcomes, was required to successfully operationalise the HNP nexus. To this end, a CoPN housing expertise across the HDP nexus was considered imperative.

WFP has continued to chair the CoPN with the offer of extending this service into the successor structure to ensure the IASC contribution to the broader community of practice.

**RECOMMENDATION TO SUCCESSOR-BODY:**

- A. Ensure that future mechanisms to be established with the purpose of convening and training field-practitioners working on strengthening the collaboration between humanitarian, development, and peacebuilding action should build on– not duplicate – the IASC HDN TT-hosted CoPN managed by WFP.

**Activity 2.3.1: Evidence Gathering | Lead: UNDP and WHO, as co-chairs + UNDP/CIC/NYU**

**Progress Snapshots:** So far 11 “HDPN Progress Snapshots” have been produced. The information contained in them were taken from the responses from HDPN practitioners through a pre-workshop questionnaire. This information was then categorized under the main elements of HDPN, namely collective vision statement, joint planning, joint programming, and coordination. In collaboration with OCED, a section on financial flows has also been included. So far, two Snapshots (Mauritania and CAR) have been endorsed by the RC/HC themselves. As a few of them furthermore have been updated, could contribute to the baseline and help measure progress over time. It was therefore suggested that these should be seen as living documents, and that they should be periodically updated over time.

**Collecting Evidence Study commissioned by UNDP to the CIC/NY:** Linking with a broader and related process of evidence-gathering on the NWoW anchored also under the JSC, and building on the IASC survey to RC/HCs conducted in 2017 and on the findings and recommendations coming out of a series of meetings and workshops that have taken place since WHS, including in Dakar, Copenhagen, Istanbul, and Entebbe, the concrete objectives of the review are: a) to collect and analyze structured information at country level with the goal of identifying concrete examples of obstacles and good practices related to NWoW implementation, as well as to propose potential ways forward, including; b) to disseminate its analysis, make recommendations, and facilitate information-sharing and policy discussion among and between relevant stakeholders; c) and to provide an evidence-base for the work of the DSG-led Joint Steering Committee on Humanitarian and Development collaboration.

**RECOMMENDATION TO SUCCESSOR-BODY:**

- A. Ensure that guidance and policy is grounded in large amount of evidence gathered by the Task Team and related bodies over the last two years.
- B. In collaboration with the UN SDG and DOCO, maintain snapshot files as baseline and add to these with relevant periodic updates, and new baseline snapshots of areas not yet covered, e.g. MENA region, LAC, Asia pacific etc. as relevant.
- C. There are useful preliminary recommendations from the CIC/NY study as it stands now, to refocus this JSC workplan to high level matters including (interaction with IMF on fiscal space and structural adjustment plans in countries, high level financial consolidation of needs from various mandates-specific angles to implement collective outcomes, high level interaction with donors and Governments, advice to SG on impact of UN reforms on HDPN implementation).

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**CONCRETE ASKS:**

Based on “what we know”, this section regroups a number of activities whose main outputs are forward-looking normative (1.3) and operational (1.5) guidance. This section also covers a discussion on structures and mechanisms that need to be in place to maintain predictable technical support to the field (3.1).

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**Activity 3.1 | Country Support Lead: UNDP and WHO, as co-chairs**

**Sudan:** Sudan was the first mission of its kind, jointly conducted by the UN Working Group on Transitions, the Global Cluster Coordination Group, and the HDN TT. Sudan proved to be the testing ground for a number of elements of the NWoW, include coordination arrangements, accountability mechanisms, and the inclusion of donors in the design and implementation process.

**Mali:** planning for a HDPN workshop in Mali remains underway. A tentative timeframe for late March 2019 has been agreed with members of the HDN TT, including WHO, IOM, FAO, UNHCR, UNDP, OCHA, ICVA and NRC assisting the country team in the planning. Linkages between the HDN TT and a technical assistance support project by the EU, Luxemburg, and Switzerland is being developed.

**CAR:** Linked to the outcomes of the Dakar workshops, colleagues in CAR showed interest in standing up HDPN mechanisms in-country and requested TT support. Through the IASC, ICVA, OCHA and UNDP colleagues were deployed, and through the CoPN, a member of that network experience in Somalia and Cameroon was also engaged.

Through the experience and lessons, gathered in receiving and coordinating these requests for country support missions, **it is clear that generic terms of references are needed to ensure a minimum common reading of the individually, or collectively delivered nexus understanding.** As suggested by the group, and in follow up to previous drafts as part of hand-over recommendations the co-chairs commit to producing these ToRs, looking at various scenarios in HDPN implementation. It was further suggested that the channels for support requests from the field should be predictable and transparent.

**RECOMMENDATIONS TO SUCCESSOR-BODY:**

- A. Contribute to the establishment and maintaining of a coordination role in providing technical support to country teams, by proactively seeking out country teams lagging and in need of support and bringing country-based actors to an adequate baseline understanding of the nexus.
- B. Based on products from the HDN TT and other subsidiary bodies within and beyond the IASC, explore the development of core learning modules/training materials that outline the fundamental pillars of supporting the implementation of the nexus.
- C. Identify a number of pilots over the next two years to offer continuous support. This should involve a commitment by the successor-body, in collaboration with the Humanitarian Financing successor-body to monitor, learn from, track, support and follow-up a set group of country teams.
- D. Based on learning from HDPN implementation – and in collaboration with DOCO, PBSO -- aim to produce inter-agency definition of the humanitarian development peace nexus.

**Activity 1.3 | Understanding Linkages with Sustaining Peace & Preventions | Lead: IOM and UNDP**

This analysis was drafted through HDN TT consultations as part of the HDN TT’s role in producing strategic analysis in support of policy-setting discussion. As such it was used as a background document for the WG deliberations [in Q2 2017]. Since then, there has been considerable developments and evolution in thinking at the global and regional level (following the multi-stakeholder meetings and other workshops), where “peace”, “peace & security”, and “peacebuilding” have all featured prominently.

Currently, this activity aims to update the thinking in the earlier version of the paper on the linkages to prevention and sustaining peace, by leveraging input from actors outside of the IASC, including DOCO, DPA, and PBSO. The paper will consist of various sections, including a) why considering the linkages to peace important; b) the challenges associated with this given the need to maintain humanitarian space and principles; c) outlining various position on the subject; as well as d) provide minimum standards and red lines;

IOM and UNDP lead a sub-group in the drafting of a document as presented.

**A. RECOMMENDATIONS TO SUCCESSOR-BODY:** with ongoing discussions and initiatives, also under other pillars, including within the Results Group on Transition and Recovery of the UNSDG, it is suggested that efforts are made to strengthen the collaboration further with the aim of developing a joint UNSDG-IASC product on the linkages to peace to ensure policy coherence. The attached is a contribution to furthering such discussions and food for thought.

**Activity 1.5 | Articulating Collective Outcomes | Lead: UNDP and WHO, as co-chairs with support from WFP**

The term “collective outcome” since its inception in the SG report to WHS and the subsequent Commitment to Action. The notion of collective outcome has not only been put at the center of discussions among humanitarians, the term (with different connotations) is now being deployed in forums related to the Sustaining Peace Agenda; the UN -World Bank partnership; and the SG’s Prevention Agenda, and the revised 2019 UNDAF guidance to name but a few.

WFP convened a workshop on collective outcomes as a contribution to the work of the Inter-Agency Standing Committee (IASC) Task Team on Humanitarian Development Nexus, 29–31 October 2019 with the objective to take stock of projects and initiatives that individual UN agencies and NGOs have undertaken, as well as ongoing nexus projects, with a view to articulating a common IASC position through commonly-agreed understandings and criteria defining collective outcomes. The workshop was at senior practitioners’ level with a mix of representatives from Country Offices and HQs from UN agencies, NGOs, World Bank, allowing for a multi-stakeholder dialogue.

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