

# NEW WAYS of WORKING COLLECTIVE OUTCOMES



# WHAT DOES THIS MEAN FOR PROTECTION?



# SESSION OBJECTIVES

- ✓ Protection actors are informed about the ongoing discussions on collective outcomes;
- ✓ Protection actors can contribute meaningfully at the global, regional and country level discussions;
- ✓ Provide an opportunity to reflect together on how to define a “collective outcome” that can realize human rights and fundamental freedoms;
- ✓ Find ways to advocate for protection to remain central;.



# Four big themes guiding the SG's reforms

Prevention, field-focus, sustainable results and integrated responses

## 1 Prioritize prevention

Making prevention intrinsic to everything the UN does, when addressing current and future risks, beyond conflict

## 4 Break down siloes

Moving beyond siloed approaches towards integrated responses, where each entity builds on its core strengths

## 2 Strengthen field focus

Building a more nimble, effective, transparent, accountable, efficient, pragmatic and decentralized organization

## 3 Deliver on SDGs

Focusing the organization on delivering on the Sustainable Development Goals and 2030 Agenda

**THEMES**

# Three major reform tracks

## Key goals, elements and upcoming milestones

	KEY GOALS	KEY ELEMENTS	MILESTONES
 <b>Management</b> <i>Key origin ref: SG Initiative</i>	More <b>field-oriented and nimble</b> UN Secretariat and <b>empowering managers</b> in return for greater <b>accountability &amp; transparency</b>	<ul style="list-style-type: none"> <li>• Field-focus and pragmatism</li> <li>• Decentralized decision-authority</li> <li>• New organizat'l design for support</li> <li>• Improved transparency / acc'bility</li> </ul>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> SG Report in September</li> <li>• 2<sup>nd</sup> SG Report in early 2018</li> <li>• ACABQ in Mar / 5C in May</li> <li>• Staff consultations / support '18</li> <li>• Full implementation in 2019</li> </ul>
 <b>Development System</b> <i>Key origin ref: QCPR Report</i>	Foster the UN transition <b>from MDGs to SDGs</b> , and improve <b>coordination, performance and accountability</b> of UN support	<ul style="list-style-type: none"> <li>• Realignment around SDG's</li> <li>• Empowered Resident Coordinators</li> <li>• New generation of Country Teams</li> <li>• New Way of Working / nexus</li> </ul>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> QCPR Report in June</li> <li>• 2<sup>nd</sup> QCPR Report in December</li> <li>• ECOSOC in Feb / March</li> <li>• 2<sup>nd</sup> Committee in 2<sup>nd</sup> res. session</li> </ul>
 <b>Peace and Security</b> <i>Key origin ref: HIPPO Review</i>	Ensure a <b>coherent UN response</b> to peace and security challenges <b>across the continuum</b> of UN tools and pillars.	<ul style="list-style-type: none"> <li>• A single political-operat'l structure</li> <li>• A standing principals group</li> <li>• Primacy of politics</li> <li>• Prevention focus</li> </ul>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> SG Report in October</li> <li>• 2<sup>nd</sup> SG Report in early 2018</li> <li>• ACABQ in Mar / 5C in May</li> <li>• Staff consultations / support 2018</li> <li>• Full implementation in 2019</li> </ul>
 <b>Gender Parity</b>	Achieve <b>gender parity</b> in UN Secretariat across entire System	<ul style="list-style-type: none"> <li>• Tailored targets by entity</li> <li>• Dedicated support to achievement</li> </ul>	<ul style="list-style-type: none"> <li>• SG sign-off in September 2017</li> <li>• UN parity at by 2026 (outliers by 2028)</li> </ul>
 <b>Counter-Terrorism</b>	Strengthen strategic leadership in UN counter-terrorism efforts	<ul style="list-style-type: none"> <li>• Streamlined org structures</li> </ul>	<ul style="list-style-type: none"> <li>• UN Office on Counter-Terrorism established in June 2017</li> </ul>
 <b>Agenda for Humanity</b>	Implement five-point plan to deliver better for people affected by crises	<ul style="list-style-type: none"> <li>• Reduce global suffering, risk &amp; vulnerability</li> <li>• Deliver on 5 core responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• World Humanitarian Summit (WHS) '16</li> <li>• New Way of Working Steering Group</li> </ul>
 <b>Human Rights Upfront</b>	Strengthen UN System engagement to avert the most serious violations	<ul style="list-style-type: none"> <li>• Change in UN culture, operations, engam't</li> <li>• Regional monthly reviews (RMR)</li> </ul>	<ul style="list-style-type: none"> <li>• Human Rights Upfront Agenda 2013</li> <li>• RMR review 2017</li> </ul>
 <b>Others</b>	e.g. Improving UN Response to Sexual Exploitation and Abuse; Sustaining Peace; Global Service Delivery Model;		

# Development reform

A repositioned UNDS fit to support the integrated 2030 Agenda



# SG “ Vision for change”

The international aid system, including the United Nations, non - governmental organizations and donors to commit to working in a new paradigm marked by three fundamental shifts: (a) reinforce, do not replace, national and local systems; (b) anticipate, do not wait, for crises; (c) transcend the humanitarian - development divide by working towards collective outcomes, based on comparative advantage and over multi - year time frames”.



# New Ways of Working (1/2)

The Commitment to Action signed at the World Humanitarian Summit specifically calls for:

- ◆ predictable and joint **situation and problem analysis**;
- ◆ better **joined-up planning and programming**:  
between actors to enable them to agree on a set of **collective outcomes**;
- ◆ strengthened **leadership and coordination**; and
- ◆ **financing modalities** that can support collective outcomes



# New Ways of Working (2/2)

Necessary elements in line with SG's report:

- ◆ Investing in risk analysis and incentivizing **early action** in order to minimize the impact and frequency risks and hazards;
- ◆ Supporting and investing in **local, national and regional leadership**, including amongst affected populations'
- ◆ Preserving **emergency capacity** to deliver predictable and flexible urgent and life-saving assistance and protection; and
- ◆ **Transcending humanitarian-development** divides to work collaboratively towards **collective outcomes**.



# What is a collective outcome?

- A collective outcome is a shared result-oriented objective within or between **humanitarian, development and where relevant peace-building partners**, which:
  - ✓ Reflects common areas of concern and strategic priorities between actors ( also to ensure early engagement of all) ;
  - ✓ Is quantifiable, measurable, and aims to decrease vulnerabilities by striving to address root-causes;
  - ✓ Builds on stakeholders' comparative advantages;
  - ✓ Is based on a multi-year timeframe linked, where applicable, to the SDGs to ensure Government's ownership



# The Centrality of Protection

- ◆ The IASC Statement on the Centrality of Protection, 2013;
- ◆ The IASC Protection Policy in 2016:

*The purpose of humanitarian action is:*

- ✓ *the protection of the rights of affected people;*
- ✓ *all humanitarians have a role to play;*
- ✓ *the intended outcome is a reduction in the risk to affected people*



# How to ensure the centrality of protection in collective outcomes?

- Country Examples
- Sudan
- DRC
- The refugee world (i.e. CRRF/WB/Gov/Dev)
- Others?

# Some (early) lesson learned

## Building on the existing programmatic building blocks:

- Avoid reinventing the wheel by using what works currently;
- Focus on comparative advantages of the various stakeholders - look at what is needed;
- Agree on overriding principles;
- Do NOT try and get everyone to agree to everything;
- Allow form to follow substance (coordination to follow programmes), not the opposite



# Some (early) lesson learned

- Implement using harmonized programmatic tools and appeals wherever possible (HRP/RRP/UNDAF):
  - Break down problems and limit actors to those with capacities to address them;
  - Publish the goals and targets to beneficiaries know what to expect
  - Joint forces on : targetting, feedback loops, M&E including reporting.
  - Avoid new processes and bureaucracy – this is an approach – not a new process



**THE END**