

THE “NEW WAY OF WORKING” EXAMINED:

An ICVA briefing paper

September 2017



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

This briefing paper is based on the ICVA network’s participation in several NWoW-focused events held in 2016 and 2017, a review of a variety of documents, and a series of stakeholder interviews.

It is meant to provide an analysis of the NWoW from an NGO perspective, but not an “NGO position.”

It should be considered a “snapshot” in time, as the concepts and activities related to the NWoW continue to evolve.

A suggested reading list is included as annex.

Additional ICVA explainers on the [Grand Bargain](#) and the path towards a [Global Compact on Refugees](#) can be found on ICVA’s [website](#).

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WHAT IS THE NEW WAY OF WORKING?

The New Way of Working (NWoW) is a method of work. It is when a diverse range of humanitarian, development, and – when appropriate – peace actors work towards collective outcomes over multiple years based on their comparative advantage.¹ The approach is context specific, and is meant to reinforce (rather than replace) existing national and local capacities. It is especially relevant in protracted crises. The goal of the NWoW is to reduce need, risk and vulnerability in line with the 2030 Agenda. The NWoW is not a goal in and of itself, and should not be confused with other approaches sharing similar aspirations.

ELEMENTS

| COLLECTIVE OUTCOME | COMPARATIVE ADVANTAGE | CONTEXT SPECIFICITY |
|---|--|---|
| <p>A result or impact that is:</p> <ul style="list-style-type: none"> • quantifiable • measurable • reduces people’s needs, risks, and vulnerabilities • increases resilience • requires the combined effort of different actors • is commonly agreed | <p>When one individual, group or institution is the best placed to act, given its superior capacity and expertise to meet needs and contribute to the reduction of risk and vulnerability.</p> <p>An organization’s mandate does not necessarily give it the comparative advantage in every context.</p> | <p>In some cases where there is an acute conflict or protection crisis it might not be feasible to pursue development goals, whilst in others national priorities might not be reconcilable with providing assistance and protection based on need.</p> |

MULTI-YEAR TIMEFRAMES USUALLY 3-5 YEARS

| ANALYSIS | PLANNING/ PROGRAMMING | LEADERSHIP/ COORDINATION | FINANCING |
|--|--|--|---|
| <p>Actors share a common understanding of risks, needs, gaps and capacities.</p> <p>This is done when all relevant actors come together to:</p> <ul style="list-style-type: none"> • collect reliable data • jointly consider the situation and problem at hand • arrive at a joint problem statement, and • identify priorities for collective action | <p>Actors agree on a set of collective outcomes and then plan backwards from envisioned 3 – 5 year results.</p> <p>They start by asking:</p> <ul style="list-style-type: none"> • What will it take to achieve these outcomes? • Which actors have the comparative advantage to deliver? | <p>An empowered UN Resident and Humanitarian Coordinator (RC/HC) facilitates and connects actors in country regarding:</p> <ul style="list-style-type: none"> • the development of joint problem statements • identifying, implementing and financing collective outcomes • engaging national and local authorities | <p>Financing is tied to collective outcomes rather than projects.</p> <p>It includes:</p> <ul style="list-style-type: none"> • a range of flexible and predictable multiyear programming • diversified tools (like concessional financing, risk insurance, bonds and other instruments) • layering of short, medium and long term programmes, including by the World Bank and other Multilateral Development Banks • Increased investments in prevention, sustainability, and localized responses |

¹ The “New Way of Working”

WHAT ARE THE GLOBAL PROCESSES THAT LED TO THE NWoW?

The World Humanitarian Summit

The phrase “new way of working” (NWoW) made its first public appearance – in lower-case letters – at the May 2016 World Humanitarian Summit in the [Transcending Humanitarian-Development Divides Commitment to Action](#). This Commitment was made by the former Secretary-General Ban Ki-Moon, eight UN agencies, IOM and the World Bank.^{iv} They committed to “implement a ‘new way of working’ that meets people’s immediate humanitarian needs while at the same time reducing risk and vulnerability as proposed in the SG’s report ‘One Humanity Shared Responsibility’...” They referred to the “historic opportunity of the adoption of the 2030 Agenda” and “improving SDG outcomes.”

Agenda 2030 and the SDGs

Less than a year before the World Humanitarian Summit, the UN General Assembly adopted 17 Sustainable Development Goals (SDGs) with specific targets (169 in total) to be achieved over 15 years as part of the [2030 Agenda for Sustainable Development](#). Best known for its catch phrase, “leave no one behind,” the [2030 Agenda’s](#) commitment to “reaching the furthest behind first” and its specific references to people affected by humanitarian emergencies have been described as a “common results framework” under which both humanitarian and development actors can work together to ensure the safety, dignity and ability to thrive of the most vulnerable. Collective outcomes have been called “instalments” towards the SDGs, context-specific “sublevels” of the SDGs, and “enablers and accelerators” of the 2030 agenda in crisis contexts.

The QCPR

The Quadrennial Comprehensive Policy Review (QCPR) is the UN General Assembly’s way to assess the effectiveness, efficiency, coherence and impact of UN operational activities for development. As part of the QCPR, in December 2016 the General Assembly adopted resolution [71/243](#), whose “leitmotif” was that the United Nations must change. It must become more coherent, efficient, and capable of addressing the full range of development challenges set out in Agenda 2030.

In July 2017, UN Secretary General (SG) António Guterres responded by issuing report [A/72/124-E/2018/3](#) on “Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all.” He proposed the creation of a new “Steering Committee” of UN Principals chaired by the Deputy Secretary General with operational leadership from the OCHA/ERC and UNDP to “guide collective action” on the NWoW.^{viii} He also proposed “reinvigorating” the UN Resident Coordinator (RC) System to make RC offices shift from a strict focus on UN Development Assistance Frameworks (UNDAFs) to serving as country-level hubs for strategic analysis and planning towards the SDGs. From the first page on, the SG’s report was placed in the context of “his overall reform agenda, with prevention as a cross-pillar priority.”



On 12 December 2016, António Guterres took the oath of office as the new United Nations Secretary-General.

WHO ARE THE ACTORS?

The NWoW could instead be called something like the “New Momentum to Tackle an Old Problem.” There has been a convergence of political pressure to work together, more holistically, for more effective outcomes:

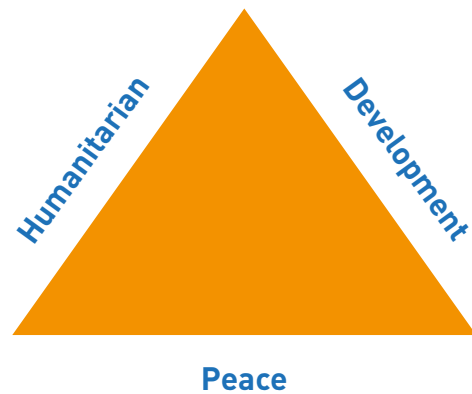
- The SG is fighting to preserve the multilateral system and respond to strong calls from the U.S. and others for a more coherent UN.
- Europeans are responding to the consequences of inadequate support to their neighbouring continents, including the arrivals of refugees and migrants.
- The World Bank is repositioning itself in the development sector, particularly vis-à-vis other development banks, by scaling up in situations of fragility and conflict.
- Many governments, UN agencies, and other actors are firmly behind the Agenda 2030’s commitment to leave no one behind.

The UN vs. Whole of Society

The NWoW is often presented as an “all hands on deck” approach. It requires broader partnerships among UN agencies, international NGOs, national NGOs, the private sector, civil society actors, and governments.^x However, many people believe the NWoW is more about internal UN reform, at least in its first phase. It is meant to get UN Agencies, Funds, Programmes and Secretariat departments and entities to work better together despite their sometimes overlapping, competing mandates. “Our aim is clear: to work better together across the United Nations system and with a greater emphasis on prevention to address the root causes of instability, vulnerability, exclusion and conflict,” the SG stated in his most recent report discussing the NWoW.^{xi} The Executive Office of the SG has pledged to ensure that the NWoW will be taken forward “as part of the SG’s reforms” to enable the right capacities for the UN on the ground to deliver the 2030 Agenda for everyone.^{xii}

The Double vs. Triple Nexus

The NWoW was originally focused on removing the “unnecessary barriers” hindering the collaboration between humanitarian and development actors (a.k.a. the humanitarian-development divide or the “double nexus”). However, in his statement upon taking office in December 2016, the SG called for “sustaining peace” to be considered “the third leg of the triangle.”^{xiii} The importance of peace is echoed in the aforementioned [QCPR resolution](#), which says “there can be no sustainable development without peace and no peace without sustainable development.” In addition, SDG 16 focuses on “promoting peaceful and inclusive societies.” That said, given the importance of humanitarian principles, humanitarians’ methods of interaction with development and peace actors still depends on the context.



The World Bank

For many, the World Bank seems to be the “game changer” in the NWoW discussion. In December 2016, a record-breaking USD75 billion was pledged towards the International Development Association (IDA), the World Bank’s fund for the poorest countries. This would enable the IDA to double its resources to address fragility, conflict and violence (more than USD14 billion), and increase financing for refugees and their host communities (USD2 billion). A new USD2.5 billion Private Sector Window (PSW) is meant to mobilize private sector capital and scale up private sector development in the poorest countries, particularly in fragile situations. World Bank CEO Kristalina Georgieva, who was part of the High Level Panel on Humanitarian Financing, wants to lend her support in considering ways to address the nexus.

The Grand Bargain Signatories

At the World Humanitarian Summit in May 2016 more than 30 of the biggest donors, international agencies, and NGOs agreed to a [Grand Bargain](#) to achieve more efficiencies in humanitarian financing. Since then, the number of Signatories has grown. Grand Bargain Workstream 10 is dedicated to strengthening engagement between humanitarian and development actors in order to better deal with protracted crises and shrink humanitarian needs over the long term. Measures include new partnerships, better and more contextual and field-based coordination, joint needs assessments, joint vulnerability analysis and multi-year planning – all of which should be tailored to the context with a respect for both actual needs on the ground and the humanitarian principles.

The thrust of Workstream 10 is consistent with the NWoW. In terms of activities, Workstream 10 aims to be a virtual [‘platform’](#) to collect and share good practice from countries that have embarked on the NWoW. Its participants advocate for comprehensive and operationally relevant policies during various NWoW-related events and meetings of other fora, including the IASC, UNDG, OECD, and GHD.

From the outset, Workstream 10 was different from the other Grand Bargain workstreams. It was added during the middle of negotiations because of the High Level Panel Report on Humanitarian Financing’s emphasis on the need to reduce the drivers of need through greater development engagement in protracted settings. Some of its components are captured by other Grand Bargain workstreams, like those dedicated to needs assessments and multi-year planning/funding.

Although their aims are similar, the Grand Bargain and the NWoW are distinct because they were agreed to by different stakeholders. The NWoW was agreed by the UN and the World Bank while the Grand Bargain was signed by a more diverse group (donors, UN agencies, the Red Cross Red Crescent Movement, and NGOs). Furthermore, the goal of the Grand Bargain is to achieve more efficiency in the humanitarian sector, while the goal of the NWoW is to reduce need, risk and vulnerability in line with the 2030 Agenda.

The Inter-Agency Standing Committee (IASC) & the UN Development Group (UNDG)

The IASC was established in 1992 to serve as the primary mechanism for inter-agency coordination relating to humanitarian assistance. The IASC’s Humanitarian Development Nexus Task Team (HDNTT) brings together UN agencies, the Red Cross Red Crescent Movement, NGOs and the World Bank around a workplan focused on: 1) shaping and contributing to a common understanding of the nexus; 2) reviewing and assessing current policy, guidance and operational tools based on a common understanding to identify gaps and best practices; and 3) ensuring coherence in field support towards successful implementation of the NWoW. The HDNTT’s recent survey to RC/HCs in 28 country operations showed that understanding of the NWoW varies, the parameters are unclear, implementation is unequal, and support and guidance is required. To respond to these findings, the HDNTT will first focus on developing light guidance on collective outcomes.^{xiv}

The UNDG was created in 1997 to improve the effectiveness of UN development activities at country level. It is a consortium of 32 UN funds, programmes, specialized agencies, departments and offices that play a role in development. It has a subsidiary body dealing with the NWoW called the UNDG Sustaining Peace Sustainable Development Results Group. Unlike the IASC, it does not include NGOs and the Red Cross Red Crescent Movement.

OCHA and UNDP

OCHA and UNDP appear to have emerged as the lead UN agencies advancing the NWoW. They have both actively contributed to NWoW-focused events and the production of material. They have worked together to respond to some field requests for assistance. They have both been designated operational leadership roles in the forthcoming UN Steering Committee of UN Principles, given OCHA’s coordination role in the IASC and UNDP’s role supporting the UNDG (mentioned above). UNDP is scoping out options to improve staffing related to the NWoW through a “People Pipeline” and a “Deployable Advisory Capacities” initiative. The Agenda for Humanity’s webpage managed by OCHA includes a contact for further information on the NWoW: OCHA’s Policy Development and Studies Branch at ochapolicy@un.org.

WHAT ARE THE IMPLICATIONS OF THE NWoW – OPPORTUNITIES AND RISKS?

Opportunities

What is “new” about the NWoW is the notion of shared goals (“collective outcomes”) over several years. The premise is that humanitarian, development, and – when appropriate – peace actors would have a more lasting positive impact, particularly in protracted crises, if they pulled together in the same direction rather than operated in silos.

The hope is that the NWoW would help:

- 1. Transition from aid dependency to sustainable development** by harnessing the complementarity of different sectors around goals they can all aspire to, like social cohesion, and helping smooth the transition when programmes are “handed over” from humanitarians to development actors.
- 2. Adapt to protracted crises being the “new norm.”** Humanitarian appeals today last for an average of 7 years, and 89 percent of humanitarian financing goes to crises lasting more than 3 years.^{xv} Nevertheless, multi-year humanitarian plans and programmes are the exception, rather than the norm.^{xvi} Humanitarians continue to carry out short-term interventions year after year, while development actors act more slowly over a multi-year period.
- 3. Overcome “divisions, inefficiencies, and even contradictions”** resulting when institutions work side by side on different projects within the same communities bringing different goals, different time frames, disjointed data and analysis, and un-connected resources to those same communities while focusing on “mandates” or “missions” first.^{xvii}
- 4. Consider problems from the perspective of “those whose livelihoods and lives are at risk on the ground,”** for whom “the distinction between humanitarian assistance, development support, and building peace is meaningless” because these challenges “affect people’s lives in a unified and simultaneous manner.”^{xviii}
- 5. Convince development and peace actors to change their ways.** Development actors should establish a presence beyond capitals and safe locations, enter protracted crises sooner, and programme in areas that can benefit the world’s most vulnerable. Global political leaders should step up prevention and resolution of conflicts and fully fund peace-building, peaceful co-existence programming, and conflict resolution. After all, the individuals most likely to be left behind on the path towards the Sustainable Development Goals (SDGs) are displaced and other crisis-affected people.
- 6. Alleviate the effects of today’s staggering humanitarian funding shortfall,** which the High-Level Panel Report on Humanitarian Financing put at USD15.5 billion.^{xix} That report advocated for “shrinking the needs” altogether by using the world’s scarce resources of official development assistance (ODA) “where it matters most – in situations of fragility.” The increase in the number of crises that are not getting resolved and are compounding humanitarian requirements and outpacing the donors’ ability to respond.

Risks

Working collectively towards a limited number of agreed, prioritized collective outcomes over a period of several years under the NWoW's framework poses the following risks:

- 1. Losing a focus on saving lives and the capacity to swiftly respond in emergencies.** When humanitarian issues are placed within a broader framework, tensions naturally arise between short-term and long-term orientations and between focused and comprehensive approaches. Combining approaches can result in a loss of visibility for rights- and needs-based humanitarian priorities, and therefore a decline in associated resources. This has been observed in operations with integrated missions and combined planning processes.
- 2. Losing the distance needed to maintain neutrality and independence.** Development is usually closely coordinated with governments, some of whom are parties to conflict and/or are either unwilling or unable to prioritize resources for the most vulnerable.^{xxii} By extension, this same concern could apply to working more closely with development agencies, Multilateral Development Banks, and the private sector.
- 3. Losing the essence of the nexus.** The NWoW is not just about transcending the humanitarian-development divide or better navigating the humanitarian-development nexus – which NGOs and others have been doing for years. The NWoW is also associated with advancing the 2030 Agenda and the SG's two priorities: peace and UN reform. Some are uncomfortable linking humanitarian decision-making too closely to SDG targets.^{xxiii} Some are also worried that discussions about the NWoW are UN-centric.
- 4. Slowing down humanitarian response.** Adjusting from an annual to a multi-annual approach in concert with others naturally takes time. Critics of the idea to align existing planning processes, like those for the Humanitarian Response Plans (HRPs) and UN Development Assistance Frameworks (UNDAFs), say doing so would create unacceptable delays. It is not unprecedented for an HRP to take 7 months to finalize or an UNDAF to take 2 years to agree.
- 5. Overshadowing other important conversations emanating from the World Humanitarian Summit,** including those on Member State responsibility to prevent and end conflict, a global campaign against the erosion of respect for international humanitarian and human rights law and the protection of civilians, and reinforcing and supporting national and local responders.

WHAT DOES THE NWoW MEAN FOR NGOS?

“I call upon the many courageous and invaluable non-governmental organizations to join in this cause and contribute to collective outcomes, including through the specialization and consolidation of their efforts.”

Former UN Secretary-General Ban Ki-Moon

The role of NGOs

NGOs are playing crucial roles as operational implementers, advocates and partners. Many NGOs are already multi-mission-focused and implementing a mix of humanitarian, development, and other types of programming. They are investing in resilience, preparedness and early solutions planning. Their first-hand knowledge of the situation on the ground could help steer collective efforts to support the most vulnerable. Some NGOs have already begun writing lessons learned to inform the NWoW and have offered ideas to address issues like gender and the humanitarian principles.

However, the role of NGOs in the NWoW is unclear. NGOs were not party to the UN-World Bank’s May 2016 “Commitment to Action” launched at the WHS that first referenced the phrase “new way of working.” NGO participation is not foreseen in the creation of a new Steering Committee of UN Principals to guide the NWoW. NGOs participate in the IASC Humanitarian Development Nexus Task Team, but have no access to its counterpart on the development side, the UNDG Sustaining Peace Sustainable Development Results Group. NGOs simply do not have the access to all the fora where the NWoW is being discussed.

Impact on NGOs and Humanitarian Action

The likely impact of the NWoW on NGOs and humanitarian action more broadly is also unclear. Unlike the Grand Bargain on Humanitarian Financing and the path towards a Global Compact on Refugees (both explained in earlier ICVA briefing papers), the NWoW has no articulated implementation process, no group or agency officially leading its implementation, no official point of contact for non-UN entities to approach for support, no official pilot countries, and no future milestones or benchmarks to take stock of progress. This could change after the creation of the Steering Committee of UN Principals.

Assuming the NWoW is primarily focused internally within the UN, the brunt of immediate changes will be felt by UN colleagues. However, NGOs could be impacted if:

- They are asked to share their analyses and assessments, contribute to the development of joint problem statements, and influence the prioritization of collective outcomes.
- They are asked to participate in planning processes that are aligned (in terms of timeframes and sought outcomes), and the creation of multi-year, integrated plans.
- RCs are “empowered” to increase their leverage.
- New financing instruments are introduced, which may or may not be accessible to NGOs, and which may shift a focus away from funding projects to funding collective outcomes and in turn miss critical populations and issues.

Some have argued that the NWoW’s theory of change is flawed. NWoW literature talks about “whole-of-system” change, when others say humanitarians are part of an “ecosystem” or “landscape” – not a “system.”

Actors implicated in the NWoW are driven by structures and forces demonstrably resistant to coherent action.^{xxvi}

In order to have a lasting impact, the NWoW must overcome competition, bureaucratic obstacles, and all participants’ limited bandwidth.

The success of the NWoW will hinge upon how effectively it balances a sustained focus on collective outcomes with a commitment to the two key sets of principles endorsed by ICVA’s membership: the humanitarian principles (humanity, independence, neutrality and impartiality) and the principles of partnership (particularly the emphasis on complementarity, building on comparative advantages and local/national capacity).

Opportunities for NGO engagement

Many NGOs in ICVA's network have expressed a desire to better understand the NWoW. To this end, ICVA has: hosted a series of NGO meetings, including post-workshop debriefs at the global and regional levels; written briefing papers, including workshop reports and this paper; worked with PHAP on a [webinar](#) on the NWoW; and developed a reading list of important literature, reports, etc. (see annex)

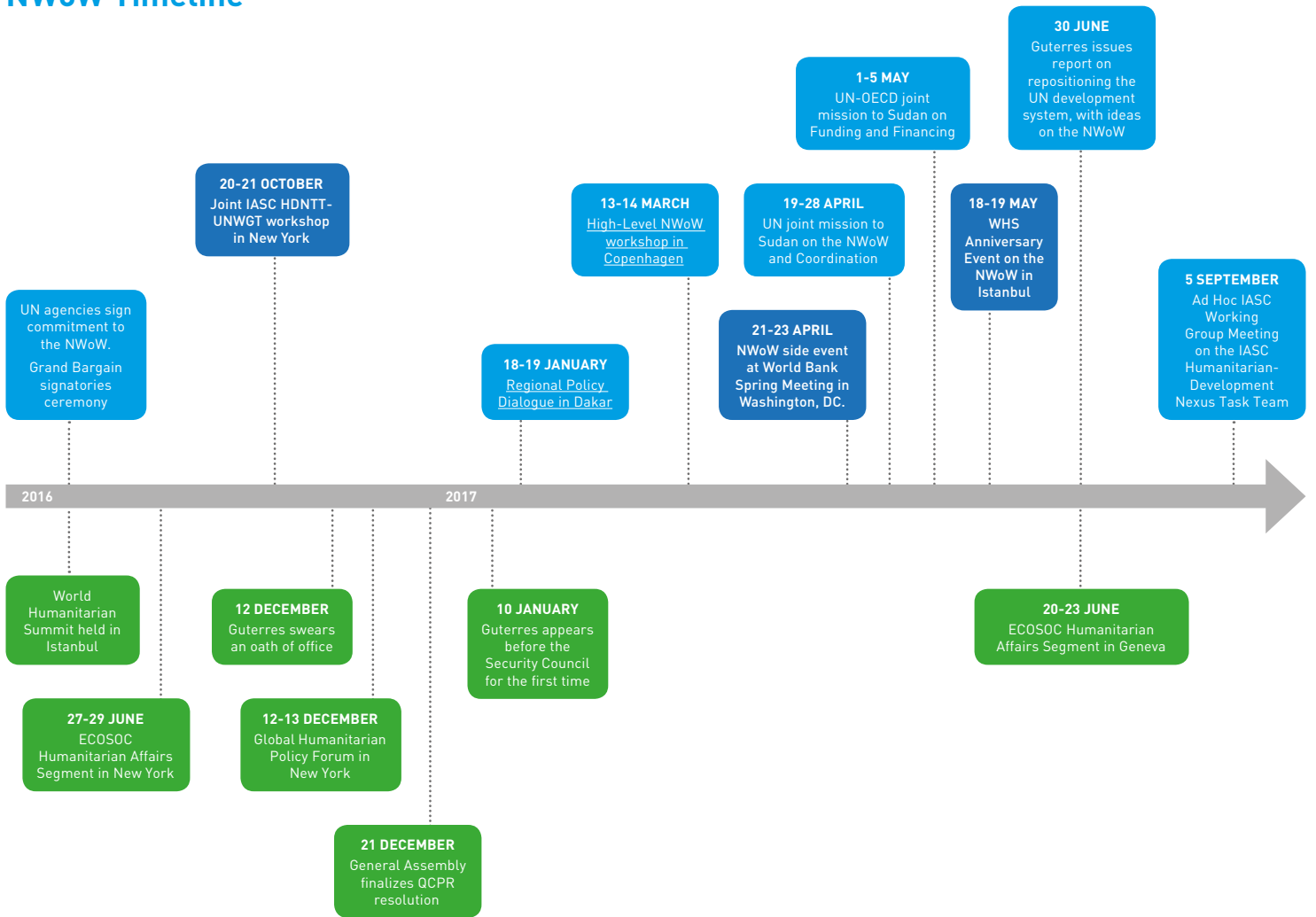
At the global level, NGOs willing to dedicate staff time to participate in NWoW-related discussions can join:

- **ICVA's NGO group focused on global policies**, which is linked to the Inter-Agency Standing Committee (IASC) Working Group. This group of ICVA members meets periodically by phone/webex, receives email updates from the ICVA Secretariat, and provides guidance and feedback to inform NGO messaging and action. The NWoW and localization are two key policy issues receiving ICVA members' attention in this group.

- **The IASC's [Humanitarian Development Nexus Task Team](#)** (mentioned earlier) meets monthly, with a dial-in for members not present in New York or Geneva. Its Secretariat generates an impressive amount of analysis, visual graphics, and key messages. This IASC group will soon develop light guidance to articulate collective outcomes and work with the IASC Reference Group on Principled Humanitarian Action to explore how to carry out the NWoW in accordance with humanitarian principles.

- **Ad hoc NWoW-related workshops, high level events and side events.** The NWoW has been the subject of a series of meetings to promote and encourage discussion and take stock of progress (see timeline below). It is on the agenda for the 24-25 October 2017 [WFP Annual Partnership Consultations](#) in Rome.

NWoW Timeline



At the regional level, members are encouraged to connect to ICVA's Regional Representatives and Regional Working Groups in Africa, Asia and MENA.

ICVA would welcome your observations about the NWoW's implementation, which can be mailed to ICVA Secretariat secretariat@icvanetwork.org.

At the country level, RC/HCs have been encouraged to experiment with new ways of working suited to their unique contexts. Although there is a reluctance by some to explicitly designate NWoW "pilot countries," special attention is being paid to Ethiopia, Burkina Faso, the Central African Republic, Sudan, Mauritania and Pakistan. ICVA is investing in supporting country-level NGO fora, which could play a very important role in raising the NGO voice in the NWoW discussion.

REFERENCES

- i** [“New Way of Working,”](#) by OCHA-PDSB, March 2017, page 6.
- ii** [“New Way of Working,”](#) by OCHA-PDSB, March 2017, page 10.
- iii** [“New Way of Working,”](#) by OCHA-PDSB, March 2017, page 11, 14.
- iv** [“Commitment to Action – transcending humanitarian-development divides,”](#) 23 May 2016, signed by former UN Secretary-General Ban Ki-Moon and the heads of WHO, UNDP, WFP, UNHCR, FAO, UNICEF, UNFPA, and OCHA, endorsed by the World Bank and IOM.
- v** [West and Central Africa Regional Policy Dialogue – The New Way of Working: from delivering aid to ending need.](#) January 2017, Dakar, page 11 - and the [“Report of the Secretary-General on Repositioning the UN development system to deliver on the 2030 Agenda – ensuring a better future for all,”](#) A/72/124-E/2018/3, 11 July 2017, page 58.
- vi** [“WHS High-level Anniversary Event: Advancing the New Way of Working,”](#) 18-19 May 2017, Istanbul, page 13.
- vii** [West and Central Africa Regional Policy Dialogue – The New Way of Working: from delivering aid to ending need.](#) January 2017, Dakar, page 14.
- viii** [“Report of the Secretary-General on Repositioning the UN development system to deliver on the 2030 Agenda – ensuring a better future for all,”](#) A/72/124-E/2018/3, 11 July 2017, page 16.
- ix** [“Report of the Secretary-General on Repositioning the UN development system to deliver on the 2030 Agenda – ensuring a better future for all,”](#) A/72/124-E/2018/3, 11 July 2017, pages 3-4.
- x** [“New Way of Working,”](#) by OCHA-PDSB, March 2017, page 9.
- xi** [“Report of the Secretary-General on Repositioning the UN development system to deliver on the 2030 Agenda – ensuring a better future for all,”](#) A/72/124-E/2018/3, 11 July 2017, page 3.
- xii** [Outcome Document on the “High-Level Workshop on the New Way of Working – Advancing Implementation,”](#) 13-14 March 2017, Copenhagen, page 14.
- xiii** [“Secretary-General-designate António Guterres’ remarks to the General Assembly on taking the oath of office.”](#) 12 December 2016.
- xiv** There is no clear entity developing guidance on planning/ programming, empowered leadership or financing.
- xv** [“After the World Humanitarian Summit: Better Humanitarian-Development Cooperation for Sustainable Results on the Ground,”](#) supported by the Center on International Cooperation, June 2016, page 2.
- xvi** [“After the World Humanitarian Summit: Better Humanitarian-Development Cooperation for Sustainable Results on the Ground,”](#) supported by the Center on International Cooperation, June 2016, page 8.
- xvii** [“One humanity: shared responsibility,” the report of the Secretary-General for the World Humanitarian Summit.](#) A/70/709, 2 February 2016, page 32.
- xviii** [“Report of the Secretary-General on Repositioning the UN development system to deliver on the 2030 Agenda – ensuring a better future for all,”](#) A/72/124-E/2018/3, 11 July 2017, page 15.
- xix** [“Too important to fail – addressing the humanitarian financing gap,”](#) the report of the High-Level Panel on Humanitarian Financing to the Secretary General, January 2016, page 2.
- xx** [“Too important to fail – addressing the humanitarian financing gap,”](#) the report of the High-Level Panel on Humanitarian Financing to the Secretary General, January 2016, page v.
- xxi** For example, the experience to date in countries where Humanitarian Response Plans (HRPs) have been linked to UN Development Assistance Frameworks (UNDAFs) shows how development and political agendas can crowd out or overshadow humanitarian and protection priorities.
- xxii** That said, the literature on the NWoW clearly states that in linking to national targets, the prioritization of the most vulnerable must remain paramount, not compromised or traded off for the sake of a governments’ political priorities.
- xxiii** MSF has warned the NWoW’s approach to collective outcomes places humanitarian aid at the service of the SDGs, “re-engineering the very DNA of humanitarian action by redefining it as an auxiliary to the transformation of human society. It is too early to say whether this has been borne out.
- xxiv** ICVA Report and Analysis on the 20-21 October 2016 “Joint Workshop on the Humanitarian, Development and Peace Nexus between the UN Working Group on Transitions & the IASC Task Team on Humanitarian and Development Nexus in Protracted Crises,” pages 2-3.
- xxv** [“One humanity: shared responsibility,” the report of the Secretary-General for the World Humanitarian Summit.](#) A/70/709, 2 February 2016, page 47.
- xxvi** [“Emergency Gap Series 4: The Cost of Coherence,”](#) by Marc DuBois, December 2016, page 4.
- xxvi** [“Emergency Gap Series 4: The Cost of Coherence,”](#) by Marc DuBois, December 2016, page 4.

FURTHER READING *(in order of publication date)*

1. [“Principles of Partnership: A Statement of Commitment,”](#) endorsed by the Global Humanitarian Platform, 12 July 2007. The Principles of Partnership - complementarity, responsibility, equality, results-oriented approach, and transparency - are highly relevant 10 years later in the nexus conversation. Endorsers include NGOs, UN agencies, the Red Cross Red Crescent Movement, and the World Bank.
2. [“Future Humanitarian Financing: Looking Beyond the Crisis,”](#) by Lydia Poole, May 2015. This work, commissioned by CAFOD, FAO and World Vision for the Inter-Agency Standing Committee on Humanitarian Financing. It recommends taking a narrower definition of humanitarian action, and playing a more assertive role in demanding consideration of the needs of vulnerable and crisis-affected populations in government and development policy and in business practices.
3. [“Too important to fail – addressing the humanitarian financing gap,”](#) the report of the High-Level Panel on Humanitarian Financing to the Secretary General, January 2016. This report is best known for its proposal of a “Grand Bargain on efficiency.” It starts, however, with a chapter called “Shrink the needs, a shared responsibility,” which is very relevant to the nexus discussion.
4. [“One humanity: shared responsibility,” the report of the Secretary-General for the World Humanitarian Summit.](#) A/70/709, 2 February 2016. This report plants many of the seeds that later reappeared in the NWoW (e.g. collective outcomes, comparative advantage, empowering leadership, and investing in humanity). The most relevant sections are “Core responsibility four: from delivering aid to ending need” and “Core responsibility five: investing in humanity.”
5. [“Commitment to Action – transcending humanitarian-development divides,”](#) 23 May 2016. This commitment, under “Changing People’s Lives: From Delivering Aid to Ending Need” introduced the phrase “new way of working.” It was signed by Ban Ki-Moon, the UN Secretary-General, and the heads of WHO, UNDP, WFP, UNHCR, FAO, UNICEF, UNFPA, and OCHA. It was endorsed by the World Bank and IOM.
6. [“The Peace Promise: commitments to more effective synergies among peace, humanitarian, and development actions in complex humanitarian situations,”](#) 23 May 2016. This is a set of common commitments made by humanitarian, development and peacebuilding actors to simultaneously deliver humanitarian assistance, ensure conflict sensitivity and synergies in programmes, and address the drivers of conflict. It has been endorsed by 30 UN entities and NGOs, and was coordinated by the UN Peacebuilding Support Office (PBSO).
7. [“After the World Humanitarian Summit: Better Humanitarian-Development Cooperation for Sustainable Results on the Ground,”](#) June 2016. This 26-page think piece by the Center on International Cooperation draws on a collaboration by OCHA, UNDP, UNHCR, UNICEF, WFP and the World Bank. It explores issues like humanitarian principles, translating conceptual shifts into practice, and concrete steps to implement the NWoW. It has an easy-to-read format and provides nice country-specific examples. Annex 3 provides a summary of recent reviews and key global agendas (e.g. Addis Ababa, Sendai, Paris Agreement on Climate Change, etc.).
8. ICVA Report and Analysis on the 20-21 October 2016 [“Joint Workshop on the Humanitarian, Development and Peace Nexus between the UN Working Group on Transitions & the IASC Task Team on Humanitarian and Development Nexus in Protracted Crises.”](#) This workshop only focused on joint (or joined up) analysis and planning, but revealed many challenges of putting the NWoW into practice.
9. [“Secretary-General-designate António Guterres’ remarks to the General Assembly on taking the oath of office.”](#) 12 December 2016. Here he described humanitarian response, sustainable development and sustaining peace as “three sides of the same triangle.”
10. [“The cost of coherence,”](#) by Marc Dubois, December 2016. This is the 4th publication in MSF’s Emergency Gap Series focused on declining emergency response capacity in the humanitarian sector at large. It challenges the wisdom of linking humanitarian action to the SDGs at a time when the global context demands even greater independence.
11. [West and Central Africa Regional Policy Dialogue – The New Way of Working: from delivering aid to ending need.”](#) January 2017, Dakar. This report talks about “3 major shifts”: collective outcomes, anticipating crises, and reinforcing (not replacing) local systems, and provides many country-specific examples. It identifies specific barriers and proposes ways forward to address each barrier.

FURTHER READING *continued* (in order of publication date)

12. [Outcome Document on the “High-Level Workshop on the New Way of Working – Advancing Implementation,”](#) 13-14 March 2017, Copenhagen. This workshop focused on collective outcomes; highlighted four country contexts: Yemen, Somalia, Ethiopia and Uganda; and its annex provides a helpful list of actions announced by participants.
13. [“The New Way of Working” booklet](#) by the OCHA Policy Development and Studies Branch. 16 March 2017. This is an excellent, 16-page policy paper explaining key concepts related to the NWoW. It focuses primarily on the humanitarian-development nexus (not peace), and gives some examples of collective outcomes and processes.
14. [Summary Record of the 92nd IASC Working Group Meeting,](#) 5-6 April 2017, Rome. This included the NWoW as one of several agenda items. It identified the need for better communicating what the NWoW means, clarifying roles and responsibilities with regard to field level support, and lingering divisions in the group on the links to the peace agenda.
15. Report on “The New Way of Working and Coordination Mission – Sudan,” 19-28 April 2017. This mission was composed of representatives from the Global Cluster Coordination Group (OCHA, GPC/UNHCR, Global Early Recovery Cluster/UNDP), the IASC HDNTT (UNDP, UNHCR, OCHA, WHO), and the UNDP Working Group on Transitions (WFP and UNICEF).
16. [“From Funding to Financing: Financing Strategy Mission Report – Sudan,”](#) by UN MPTFO and the OECD, 1-5 May 2017. The visiting OECD, UN MPTFO and OCHA financing specialists recommended a 2-phase financing approach that was context-specific for Sudan towards financing for collective outcomes.
17. [“WHS High-level Anniversary Event: Advancing the New Way of Working,”](#) 18-19 May 2017, Istanbul. More than 100 people met to assess progress to date on the NWoW. The report provides country-specific examples and general recommendations.
18. [“Presence and Proximity: To Stay and Deliver, Five Years On.”](#) By Ashley Jackson and Steven A. Zyck, 22 June 2017. This independent study was commissioned by OCHA, NRC, and the Jindal School of International Affairs.
19. [“Breaking the Impasse: Reducing Protracted Internal Displacement as a Collective Outcome.”](#) By Walter Kälin and Hannah Entwisle Chapuisat as part of the OCHA Policy and Studies Series, 22 June 2017. It has been described as using “NWoW” language to tackle a long-standing issue.
20. [“NGO statement on strengthening the humanitarian-development cooperation in forced displacement situations,”](#) presented at the UNHCR Standing Committee’s 69th meeting, 28-30 June 2017, Geneva. It was focused on displacement, but is very relevant to the NWoW discussion.
21. [“Report of the Secretary-General on Repositioning the UN development system to deliver on the 2030 Agenda – ensuring a better future for all,”](#) A/72/124-E/2018/3, 11 July 2017. This report is framed “within the context of [the SG’s] overall reform agenda,” with prevention as a cross-pillar priority. It proposes some UN-focused suggestions like the creation of a UN Steering Committee of Principals and a Funding Compact between the UN and member states.
22. [“The Role of the Deputy Humanitarian Coordinator,”](#) by Hosanna Fox, Katharine Roberts, and J. Davidoff – a one-year independent study commissioned by ICVA and published in September 2017.



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