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

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

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

4. **Break down siloes**
   Moving beyond siloed approaches towards integrated responses, where each entity builds on its core strengths
Three major reform tracks

**Key goals, elements and upcoming milestones**

### OVERVIEW

#### Peace and Security
- **Management**
  - Key origin ref: SG Initiative
  - Peace and Security
  - Field-focus and pragmatism
  - Decentralized decision-authority
  - New organizational design for support
  - Improved transparency and accountability

#### Development System
- **Management**
  - Key origin ref: QCPR Report
  - Foster the UN transition from MDGs to SDGs, and improve coordination, performance and accountability of UN support
  - Realignment around SDG’s
  - Empowered Resident Coordinators
  - New generation of Country Teams
  - New Way of Working / nexus

#### Gender Parity
- **Management**
  - Key origin ref: HIPPO Review
  - Achieve gender parity in UN Secretariat across entire System
  - Tailored targets by entity
  - Dedicated support to achievement

#### Counter-Terrorism
- **Management**
  - Strengthen strategic leadership in UN counter-terrorism efforts
  - Streamlined org structures

### MILESTONES

- **1st SG Report in September**
- **2nd SG Report in early 2018**
- **ACABQ in Mar / 5C in May**
- **Staff consultations / support ‘18**
- **Full implementation in 2019**
- **1st QCPR Report in June**
- **2nd QCPR Report in December**
- **ECOSOC in Feb / March**
- **2nd Committee in 2nd res. session**
- **1st SG Report in October**
- **2nd SG Report in early 2018**
- **ACABQ in Mar / 5C in May**
- **Staff consultations / support 2018**
- **Full implementation in 2019**
- **SG sign-off in September 2017**
- **UN parity at by 2026 (outliers by 2028)**
- **UN Office on Counter-Terrorism established in June 2017**
- **World Humanitarian Summit (WHS) ’16**
- **New Way of Working Steering Group**
- **Human Rights Upfront Agenda 2013**
- **RMR review 2017**
- **RMR review 2017**
- **Human Rights Upfront Agenda 2013**
Development reform
A repositioned UNDS fit to support the integrated 2030 Agenda

Maximizing UNDS impact
A system-wide strategic document for integrated support to the implementation of the 2030 Agenda as a ‘system’.

New generation of Country Teams
A reinvigorated and impartial Resident Coordinator system

Reconfigured regional approach
A streamlined regional approach, with a clear division of labour

More accountable leadership and better governance
UNDG led by Deputy Secretary-General and a Steering Committee of Principals that advances the humanitarian/development collaboration
Increased accountability, transparency and oversight.

More dynamic partnerships & better quality funding
Enhanced capacities to leverage and build dynamic partnerships
A better funded UN system to support successful delivery of the 2030 Agenda
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: targeting, feedback loops, M&E including reporting.
  - Avoid new processes and bureaucracy – this is an approach – not a new process