



NO TIME TO RETREAT

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# EXECUTIVE SUMMARY



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Photo on previous page:

Nyanzale, North Kivu: A girl leans out the window of a school. Despite being internally displaced, she is able to continue her education, giving her hope for the future.

OCHA/Ivo Brandau

## Eighteen months on, the commitments made at the World Humanitarian Summit are driving change

The World Humanitarian Summit in Istanbul, Turkey, set in motion a multi-year agenda to deliver the changes called for by the Agenda for Humanity. In their first self-reports against commitments made at the Summit, 142 stakeholders described the efforts they made from June to December 2016 to realize this ambitious vision.

The collective efforts reported by stakeholders show evidence that change is underway. The New Way of Working is being embraced as the vehicle to bring humanitarian and development analysis, planning and financing closer together to work toward shared outcomes of reduced need, risk and vulnerability in protracted crises. Targets have been set by initiatives such as the Grand Bargain and the Charter for Change to better support and fund local and national responders. Political will and policy attention have sustained momentum and debate on how international actors can best reinforce, not replace, local humanitarian action. Stakeholders' reports also indicate that Agenda for Humanity complements other global endeavours. The United Nations Secretary-General's focus on prevention builds on the call from the Summit for a new era in political leadership matched with effective financing to prevent and end crises. The New York Declaration for Refugees and Migrants reinforces commitments made at the Summit toward new approaches to address the short and long-term needs of refugees and improve support to host communities.

While efforts are mobilizing in these areas, it is not yet possible to demonstrate improved outcomes for people affected by crises. As humanitarian needs mount, this is no time to retreat from commitments made at the Summit. Rather, it is the exact moment for all stakeholders to become more resolute to deliver results.

The **Agenda for Humanity** is a five-point plan that outlines changes that are needed to prevent and reduce human suffering during crises. Presented as an annex to the United Nations Secretary-General's report for the World Humanitarian Summit "One Humanity: Shared Responsibility" (A/70/709), it provided an overarching vision for the Summit and commitments.

Through its 5 core responsibilities and 24 transformations, the Agenda for Humanity sets out a vision and a roadmap to better meet humanitarian need, risk and vulnerability for the 130 million people who are affected by humanitarian crises and for the millions more people at risk. The changes it calls for have the potential to transform the humanitarian landscape, in order to save more lives and accelerate progress for people in crisis contexts so they can benefit from the universal and ambitious Sustainable Development Goals.

At the World Humanitarian Summit in Istanbul in May 2016, 9,000 representatives from Member States, non-governmental organizations, civil society, people affected by crises, the private sector and international organizations came together and made over 3,700 commitments to deliver on the ambitious changes called for in the Agenda for Humanity. At the request of the Secretary-General, the online Platform for Action, Commitments and Transformation (PACT – [agendaforhumanity.org](http://agendaforhumanity.org)), was created to house the commitments and provide a hub for transparency, mutual accountability and voluntary progress reporting.

This report provides a summary of the progress that 142 stakeholders reported around the 5 core responsibilities and 24 transformations of the Agenda for Humanity. The Executive Summary provides a more cross-cutting view of emerging trends in progress and gaps that need to be addressed.

## Progress is being made in key areas

As the work to realize the changes called for in Agenda for Humanity gain momentum, some clear areas of progress are becoming evident.

### **The humanitarian-development divide is being bridged**

Efforts to transcend the humanitarian-development divide through a New Way of Working<sup>1</sup> are gaining traction, spurred by high-level leadership, including that of the United Nations Secretary-General. Reporting indicates that stakeholders are taking seriously the need to program differently and over multi-year horizons in protracted crises and are finding ways to overcome institutional divides, while some donors are increasing humanitarian multi-year funding. Dialogue is building on how to adapt the New Way of Working to different contexts, and experiences at country level are providing insights on addressing operational challenges, including institutional and systemic bottlenecks. Nevertheless, significant challenges remain in accelerating this change, including the need to ensure financing is aligned with the achievement of collective outcomes.

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<sup>1</sup> The New Way of Working (NWOW) emerged from the United Nations Secretary-General's call at the Summit to move from delivering aid to ending need. The approach seeks to achieve collective outcomes, over a multi-year timeframe of three to five years, based on the comparative advantages of Member States and organizations spanning the humanitarian and development spheres, including UN actors, NGOs, and International Financing Institutions. More information on the NWOW can be found under Transformation 4C.

To further transcend the humanitarian-development divide:

- **Humanitarian and development organizations should:** Learn from field experiences on how joint analysis can define collective outcomes to reduce people's need, risk and vulnerability in different contexts. Based on this learning, move beyond adopting parallel strategies to joined up planning for collective outcomes in the areas of greatest risk and vulnerability, in a way that suits the particular context.
- **The UN system at all levels should:** Work with governments as well as humanitarian, development and other relevant partners, such as the private sector, to articulate collective outcomes and devise plans that outline each actor's role and comparative advantage.
- **Member States and international organizations should:** Incentivize and finance joined up programming towards collective outcomes and over longer time horizons in appropriate contexts. Donors should further increase multi-year and flexible funding and accelerate its alignment to the achievement of collective outcomes on the basis of comparative advantage.

### **The world has committed to new approaches to address displacement**

The World Humanitarian Summit was a milestone in the global community's effort to address and reduce displacement, as well as serving as a platform for Member States and other organizations to make commitments ahead of the New York Summit on Refugees and Migrants in September 2016. Many stakeholders reported progress in funding and implementing new approaches that address both the short- and long-term needs of refugees and host communities, with renewed focus on education and livelihoods. High-level commitments to scale up approaches that build resilience are an important step forward. However, there has been no significant progress to reduce internal displacement, and more work is also needed to address cross-border displacement in the context of disasters and climate change.

To further the uptake of new solutions for displaced people and host communities:

- **Member States should:** Implement the Comprehensive Refugee Response Framework and work towards the adoption of a global compact on refugees in 2018, while increasing efforts to address root causes and prevent future displacement.
- **Member States should:** Scale up the implementation of the Nansen Initiative Protection Agenda to respond to the needs of people displaced across borders by disasters and climate change.
- **All stakeholders should:** Increase political attention and support to internally displaced people and across humanitarian and development programming over longer time horizons.
- **All stakeholders should:** Continue to adopt new financing and programming approaches that reduce the needs and vulnerabilities of displaced people and host communities while meeting their immediate assistance and protection needs.

### **A global effort is underway to support local humanitarian action**

The World Humanitarian Summit prompted an unprecedented dialogue between Northern and Southern responders, and set in motion an agenda for humanitarian action to be "as local as possible, as international as necessary." The Grand Bargain, the Charter for Change, and other initiatives set targets that have mobilized the humanitarian community around this agenda. Reporting shows that donors and international organizations

Lake Chad crisis: Local men construct new shelters at the '20 Housing' site in Gwoza, north-east Nigeria. With the influx of IDPs and refugees returning from nearby Cameroon, the population of Gwoza has almost doubled to around 100,000.

OCHA/Ivo Brandau



have taken steps to fulfil their commitments by channelling more funding directly to local partners or through pooled funds, investing in capacity-building and dismantling barriers to partnerships with local organizations. Reports from Southern-based organizations showed a positive trend of South-South cooperation and mutual support.

Since the Summit, recognition that international action should “reinforce, not replace” local and national systems has remained high on the political agenda. However, debates around the scale of change required and how to realize this ideal in different contexts, and a lack of shared definitions have hampered progress. There is little evidence yet of structural or systemic change that would allow a more flexible international footprint according to national and local capacities and context, or increase the representation of local actors in humanitarian decision-making. Many national and local actors feel excluded from critical conversations, still expected to fit into international systems rather than leading through new and empowering mechanisms.

To further support and empower nationally and locally-led humanitarian action:

- **National and international actors should:** Continue to pursue a shared vision for structural or systemic change toward more nationally- and locally-led and coordinated responses tailored to their contexts. Agree on a roadmap with concrete actions to achieve this vision, including in the areas of national and local leadership, increased funding to local organizations, targeted capacity-building, and addressing institutional and legal barriers to direct investment.
- **Donors and international organizations should:** Ensure that capacity-building efforts are determined in consultation with national and local actors and based on a shared vision and targets of how they will empower national and local actors in preparedness, response, coordination and resource management, and sustain investments over multiple years.

- **Humanitarian and resident coordinators should:** Make efforts to increase the representation of national and local actors in decision-making, including those relevant to the implementation of the New Way of Working, and appropriate to the context.
- **Local organizations should:** Continue to develop and strengthen networks to facilitate peer-to-peer support, advocacy and cohesive engagement with national and international partners.
- **Member States and private donors should:** Increase the portion of humanitarian appeal funding channelled through United Nations country-based pooled funds to 15 per cent, as called for in the Agenda for Humanity.

### **Financing is being targeted toward reducing need, risk and vulnerability**

The Agenda for Humanity built upon and catalysed progress towards financing that both meets short-term needs and reduces needs, risk and vulnerability over multiple years. Donors reported increasing multi-year humanitarian funding and new and multi-year approaches for longer-term programming in protracted crises, including greater support to livelihoods, education and social protection systems. Member States and International Financial Institutions, including the World Bank, have developed new partnerships and scaled up financing to better address root causes, while also providing more predictable and sustained investment in fragile contexts.

The Agenda for Humanity also called for innovation in financing for disaster response and in ensuring that an early warning triggers timely action and the release of funds. Reports highlighted greater investment in insurance-based financing for preventative and early action, particularly for countries most affected by the impacts of climate change. Such mechanisms are increasingly demonstrating the value of a timely release of funds based on early warning information.

To further target financing toward meeting short- and longer-term needs:

- **Humanitarian, development, peacebuilding organizations and International Financing Institutions should:** Take concrete steps to better sequence, align or layer humanitarian, development, peacebuilding and climate change financing instruments in a complementary manner over longer time horizons.
- **Humanitarian and resident coordinators together with humanitarian, development and peace actors should:** Implement context-specific financing solutions in support of collective outcomes at the national level.
- **Donors and implementing partners should:** Continue to explore innovative solutions to finance preventative and early action, including risk insurance. Build on actions and initiatives to ensure that an early warning is converted into early action, allowing rapid and effective early financing to mitigate the impacts of slow-onset disasters, and continue to scale up development funding that is flexible and allows for greater risk-tolerance.

### **Initiatives are driving change**

The World Humanitarian Summit was a launch pad for initiatives to address gaps and challenges identified through the consultation process, and many of these efforts reported early strides. The Grand Bargain, which was presented at the Summit, has now rallied over 50 Member States and organizations around changes to make aid more efficient and effective, potentially catalysing essential reforms in humanitarian assistance. The Charter for Change has mobilized 30 international NGOs to change the way they work with national actors, and has been endorsed by 160 Southern-based organizations, while the Connecting Business Initiative launched more than 10 national or regional networks to engage the

private sector in humanitarian preparedness and response. The Global Partnership for Preparedness has launched its first round of country applications to strengthen preparedness capacities and received submissions from 25 countries. The Education Cannot Wait Fund mobilized more than USD 120 million for education in emergencies, and the Charter for the Inclusion of Persons with Disabilities, which has seen a 40 per cent increase in signatories since launching at the Summit, has begun to establish the groundwork for making humanitarian action more inclusive of persons with disabilities.

However, the success of initiatives has been severely dependent on political will to mobilize resources and get administrative structures off the ground, and progress has been uneven. In the short time since the Summit, only a handful of initiatives were able to report measurable changes for affected people by the end of 2016, the kind of impact that will be their true test in future reporting.

To continue to advance the initiatives:

- **All stakeholders should:** Prioritize moving initiatives from conceptualization to field-level implementation, while continuing to advocate for institutional change and to measure effectiveness and impact on a global scale.
- **All initiatives should:** Engage with other initiatives to assess progress collectively, identify synergies and common challenges, and determine the roles and comparative advantages that will enable greater transformational change while avoiding duplication.
- **All initiatives should:** Find innovative ways to bring people affected by crises, national and local organizations into the process of measuring change and results.

## Important parts of the change agenda are being left behind

Notwithstanding the advances emerging in some areas, progress has been uneven and important parts of the change agenda are being left behind. While change will naturally be quicker in some areas than others, it is also important not to lose momentum around more difficult shifts that can bring about true benefits for affected people.

### Preventing and ending conflict should be the highest priority

The Agenda for Humanity built on the resounding call from the World Humanitarian Summit consultations for concerted global focus on preventing and ending conflicts, given that often there are no humanitarian solutions to humanitarian crises. While shifting the focus of the international community from crisis response to prevention will take time and noting that such efforts are often through 'quiet diplomacy', few self-reports indicated a stepping up of efforts to resolve or prevent conflicts, with most stakeholders reporting on work that was ongoing prior to the Summit. It will be critical to redouble efforts to resolve the conflicts that drive the majority of humanitarian need, and to act on commitments made in Istanbul to demonstrate political leadership and will to prevent future crises.

To ensure that prevention becomes the priority for global action:

- **All stakeholders should:** Lend political and financial support to the United Nations Secretary General's initiative to reform the United Nations development system, management, and the peace and security pillar, to place prevention at the centre of the United Nations' work.

- **Member States should:** Use concerted political and economic influence to support crisis resolution, prevention, early warning and early action, including the full range of United Nations Security Council measures available.
- **Member States and International Financial Institutions should:** Significantly increase internal capacity and external resources for conflict prevention and sustaining peace.
- **All stakeholders should:** Engage civil society, including women- and youth-led organizations, in all aspects of conflict prevention, resolution and peacebuilding.

### **A global effort to enhance the protection of civilians in conflict should be pursued with urgency**

Serious violations of international humanitarian law continue to create unacceptable human suffering in armed conflicts. Obligations to protect civilians and allow humanitarian access are plagued by a failure to respect them and by a culture of impunity around violations. While a significant number of stakeholders submitted reports to Core Responsibility Two – Respect the Rules of War – progress is not commensurate with the gravity of the situation on the ground. The gap between words and actual change can only be closed by an upsurge in concerted political will and concrete steps. Global leaders need to exert consistent political and economic influence on parties to conflict to ensure compliance with international humanitarian law, and make better use of the United Nations Security Council, global justice bodies and other mechanisms to increase accountability for violations.

To increase respect for international humanitarian law:

- **State and non-state parties to armed conflict must:** Comply with the rules of war and at all times take constant care to spare civilians and civilian objects in military operations.
- **State and non-state parties should also:** consent to, allow and facilitate rapid and unimpeded access of impartial humanitarian relief and adopt and implement practical measures to protect humanitarian and medical staff and assets.



- **Member States and non-state armed groups should:** Share and implement good practices to protect civilians in conflict.
- **Parties to armed conflict and Member States should:** Respect principled humanitarian action and keep it distinct from political or military strategies.
- **Member States should:** adopt the legislative, policy and law enforcement measures necessary for effective investigation and prosecution of international crimes, including those that are gender-based.
- **All stakeholders should:** Support and get involved in a global effort to raise public awareness of the human cost of armed conflict and strengthen the protection of civilians.

### **Internally displaced people must be higher on the agenda**

Internally displaced people featured prominently in the discussions at the World Humanitarian Summit, and the Agenda for Humanity called for a comprehensive global plan to reduce internal displacement in a dignified and safe manner by at least 50 per cent by 2030. Since the Summit, however, political attention on internal displacement has been inconsistent. Discussions on human mobility have yielded progress on refugees and migrants, and reporting on commitments made at the Summit predominately focused on refugees. Meanwhile internal displacement continues to rise each year, with no durable solutions in sight. With internally displaced people accounting for two thirds of all forcibly displaced people, the political, humanitarian and development agendas must prioritize this issue.

To reduce and address internal displacement:

- **Member states and regional organizations should:** Develop legislation, policies and capacities that protect internally displaced people and enable durable solutions to displacement.
- **All stakeholders should:** Support the vision of halving internal displacement by 2030, including by prioritizing and financing joined up humanitarian and development programming to provide support to internally displaced people and their host communities in order to reduce their needs, risks and vulnerabilities and increase efforts to achieve durable solutions.
- **All stakeholders should:** Support the United Nations Secretary-General's prevention agenda and reform of the United Nations development system to better prevent forced displacement and enable solutions, as well as a system-wide initiative on internal displacement to accompany these reforms.

### **People must be at the centre of humanitarian action**

The Agenda for Humanity called for demand-led humanitarian action that engages affected people as central drivers of building resilience, further reinforced by the Grand Bargain workstream on the "participation revolution." Since the Summit, the Core Humanitarian Standard on Quality and Accountability has gained ground as a common reference point for making humanitarian action more responsive to affected people, and many stakeholders reported on measures to strengthen the participation of affected people through feedback and complaints mechanisms. Cash-based programming is on the rise as a tool that potentially provides affected people with greater choice. However, stakeholders reported significant challenges in turning global pledges or standards into change at field level, and there is no evidence from the first reporting cycle of the sea-change that will be required to truly put affected people in the driver's seat of humanitarian response.

Humanitarian action also must continue to become more inclusive. Women remain underrepresented in humanitarian decision-making and leadership, and the political support for equality and gender-responsive programming that emanated from the Summit has not yet translated into practice. Whilst policy-level progress has made humanitarian action more inclusive of persons with disabilities, young people and other marginalized groups still receive little political, programming or financial attention.

To advance people-centred and inclusive humanitarian action:

- **All stakeholders should:** Ensure that effective processes for participation and feedback are in place and that design and management decisions along with evaluation processes, are responsive to the views of affected people of different genders and ages.
- **Donors should:** Use policies and funding to incentivize genuine community engagement and demand-driven humanitarian action.
- **Humanitarian organizations should:** Adopt and operationalize tools and mechanisms to assess progress improvements in accountability to affected people, such as the Core Humanitarian Standard assessment tool.
- **Donors and humanitarian organizations should:** Continue efforts to bring cash-based programming to scale in a manner that empowers affected people, and achieve the pledges made at the World Humanitarian Summit and consolidated in the Cash Learning Partnership (CaLP)'s Global Framework for Action.
- **All stakeholders should:** Focus efforts to make all programmes gender-responsive and to ensure that women and girls are meaningfully engaged in decision-making. Step up support and justice for victims of sexual and gender-based violence, and increase funding to women-led organizations and programmes that empower women.
- **All stakeholders should:** Translate policies and guidelines on including persons with disabilities into practice and ensure that more systematic approaches to inclusive humanitarian action do not neglect young people and other marginalized groups.

### **Data-driven decision-making must become the norm**

Stakeholders identified the lack of reliable, accurate and transparent data as a consistent and cross-cutting obstacle, from tracking of violations of international humanitarian and human rights law, to sex, age and disability-disaggregated programming, to providing comprehensive multi-hazard risk and vulnerability analysis. More serious investments must build the data-related capacity of governments and humanitarian and development actors, provide them with timely and reliable data, and ensure that data drives investment and decision-making.

To ensure that data drives decision-making:

- **All stakeholders should:** Commit to improving data and analysis that clearly identifies risk and the most vulnerable. This data must provide the basis for prioritizing programming and funding.
- **Member States and international organizations should:** Dedicate resources and capacity towards collecting data and monitoring and analysing risks from a variety of hazards before, during and after crises, including through support for data initiatives such as the Centre for Humanitarian Data, the Index for Risk Management (INFORM) and others.

Boys play volleyball on the outskirts of Mamilyan IDP camp, Iraq.

OCHA/Giles Clarke



- **Member States and international organizations should:** Increase support to strengthening regional, national and local capacity to collect, monitor and analyse data, disaggregated by sex, age, disability and other relevant vulnerability factors, including through public-private partnerships.

### **Greater investments in resilience are needed**

Complementing and reinforcing the objectives of the Sendai Framework for Disaster Risk Reduction 2015-2030 (the Sendai Framework) and the 2030 Agenda for Sustainable Development (the 2030 Agenda), the Agenda for Humanity called for a dramatic cultural shift from managing crises to managing risk. It called for more international financing to address chronic vulnerability to a variety of man-made and natural hazards, including extreme weather and the adverse impacts of climate change. However, systematic investment in risk reduction, including early warning and preparedness, remains low.

Greater investment in resilience requires a diverse range of financing tools flexible enough to address the complex and overlapping mix of conflict and disaster risks present in the majority of crises. Short-term project-oriented humanitarian financing is unsuitable to these longer-term goals. Instead, more efforts are needed to ensure that governments can access and leverage financing to identify and analyse risks, as well as take anticipatory action to reduce vulnerability. Full operationalization of this approach could serve as a major accelerator to the 2030 Agenda and its vision of a peaceful world for all.

In order to increase resilience to future crises:

- **Member States and international organizations should:** Overcome institutional barriers and work across silos to make risk-informed investment and programming the standard practice. Dedicate sufficient resources to risk-informed sustainable development and disaster risk reduction including early warning, preparedness, and building resilience and ensure women are involved in the development of disaster risk reduction strategies and decision-making processes. Risk analysis should be a shared undertaking that considers risks of disasters, conflict and other shocks.

- **Member States and financial institutions should:** Increase technical and financial support to those countries most vulnerable to disaster risks and adverse impacts of climate change, including through mechanisms such as the Global Preparedness Partnership. Coherently use the full range of financing instruments to incentivize and scale up investments in resilience.
- **All Member States should:** Increase sustainable and predictable funding to conflict prevention and peacebuilding. Donors should also adapt approaches to improve effective delivery of development aid in fragile contexts and support efforts to enhance livelihoods and build resilience.

### **A concerted effort is needed to close the funding gap**

In the face of persistent funding gaps, the Agenda for Humanity's call to rethink the humanitarian financing paradigm remains critical. The United Nations General Assembly made a notable decision in December 2016 to expand the Central Emergency Response Fund (CERF)'s annual funding target to USD 1 billion by 2018,<sup>2</sup> as called for in the Agenda for Humanity. A fully funded CERF at the new target will bolster the availability of global contingency financing for rapidly responding to humanitarian shocks and to meet the needs of underfunded crises, ensuring that CERF can continue to meet its General Assembly mandated objectives as the United Nations' global emergency fund.

Yet despite the momentum in 2015 and 2016 generated by the High-level Panel for Humanitarian Financing (HLPHF) and the World Humanitarian Summit, there has been no real progress to increase and diversify the humanitarian funding base. While the Grand Bargain has mobilized an impressive number of stakeholders around efficiency gains, the savings this promises represent only a fraction of the overall gap. Efforts to mobilize new sources of finance have been fragmented, and there is no evidence of a widespread uptake of many other key recommendations of the HLPHF, such as better tapping into the assets, skills and capabilities of private sector actors. The Agenda for Humanity also recognized that humanitarian financing represents just a fraction of the total resource mix in countries affected by crises, and called for the alignment and better use of the full range of available financing instruments in crises, including climate change finance.

To progress in closing the funding gap:

- **Member States should:** Increase funding to enable adequate humanitarian assistance and protection, including through expanding the coverage and impact of CERF by meeting its USD 1 billion target.
- **Governments, humanitarian organizations and the private sector should:** Work together in crises to leverage a broader range of financial tools for efficient and effective humanitarian action, including development assistance, remittances and others. Develop innovative financing instruments to ensure that the right funding is available in the right place, and at the right time, to make financing for prevention, preparedness, response and recovery both efficient and effective.
- **Member States and humanitarian organizations should:** Continue to pursue efforts to improve efficiency gains, including by fulfilling commitments made under the Grand Bargain, channelling 15 per cent of humanitarian response appeal funding through country-based pooled funds, and other measures.

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<sup>2</sup> A/RES/71/127 (8 December 2016)

- **All stakeholders should:** Take steps to advance the key recommendations of the HLPHF on diversifying and increasing the resource base.

## No time to retreat, but to double down on delivering results

The Agenda for Humanity was derived from a consultation process with thousands of people affected by crises, national governments, humanitarian organizations and other stakeholders. It calls for radical and transformational change to reshape the culture and approach of how the international community prevents and responds to crises. To achieve the scale of this change will require a global effort that spans humanitarian, development and peacebuilding efforts, builds on and contributes to the opportunity presented by the 2030 Agenda for Sustainable Development, and consistently reminds Member States of their primary responsibility to prevent and end conflict.

Despite progress in the immediate post-Summit period, there is limited evidence in the first reporting cycle that the changes called for in the Agenda for Humanity and supported at the World Humanitarian Summit have led to improved outcomes for people affected by crises. As humanitarian needs mount, stakeholders must continue to rally behind the ambitious vision and far-reaching scope of the multi-year change agenda set out by the Agenda for Humanity and sustain the push from commitments to action. This is not the time to retreat from ambition, but to continue to press forward and deliver results.

As stakeholders continue to deliver on commitments and take forward initiatives, multi-stakeholder dialogue must identify gaps, avoid duplication and fragmentation, share best practices and successes, and assess collective progress. The change process must also recognize that there is not one humanitarian system, but that humanitarian action is delivered by a different mix of actors in different contexts. Change therefore cannot be achieved through one single process or initiative, but it is imperative that all are steering toward shared ambitions. National and local actors will also need to take a more central role at all levels to shape the future of international humanitarian assistance, and greater collaboration among different types of actors, including the private sector, is still needed to help bring diverse skills and technologies to bear on humanitarian challenges.

“The call to action set out in the Agenda for Humanity remains as urgent as ever”.

- UN Secretary-General  
António Guterres, Statement  
on the anniversary of the World  
Humanitarian Summit,  
23 May 2017

Sustained political momentum of Member States and leaders of organizations will be needed to drive this change within and across institutions, to direct resources in the direction of where change is sought, and to use their influence and networks to build support. Transformational change requires not only implementation of commitments but a willingness to continue to explore and understand how structures and incentives need to evolve to allow the change to happen. As time passes, efforts must overcome the fatigue engendered by resource constraints, the demands of multiple reform agendas and the slow pace of progress. Visionary leadership and support for innovation will be needed to mitigate the risk that ambitious goals will be traded for “good enough” solutions or that old practices will simply continue with new labels.

To strengthen the overall process of taking forward the Agenda for Humanity and the outcomes of the Summit, stakeholders should consider the following:

**Rally behind a bolder ambition for change:** Collaboration on major change will not be possible if stakeholders and initiatives do not share a common ambition or direction of change. It is evident that stakeholders emerged with different visions of the scale and depth of change required. Stakeholders and initiatives should create opportunities to come together on overlapping areas of work to develop a shared ambition of change guided by the Agenda for Humanity, to review progress, discuss disagreements, and identify common obstacles, opportunities and emerging challenges.

**Broaden diversity of stakeholders in change processes:** Success in driving forward change will depend on the leadership and engagement of a broad range of stakeholders, particularly national actors of countries affected by or at risk of crises. Where national governments and organizations are already leading humanitarian responses, international actors should find the most effective ways to support and complement them. Ensuring that representatives of governments, communities, local organizations and partners such as the private sector are actively engaged in initiatives, decision processes, reporting and measuring of progress, and international forums will be critical to ensuring the change agenda has broad ownership and is most effective.

**Strengthen measurability of change:** Stakeholders and initiatives should strengthen their ability to measure and assess whether progress of commitments is leading to desired impact, finding innovative ways to bring people affected by crises, national and local organizations into this exercise. At the same time, the PACT should continue to be used to facilitate the assessment of collective progress. Through bringing together stakeholders' achievements, challenges and good practice, a common picture can emerge of what is happening and where are the gaps as the Agenda for Humanity is advanced. Stakeholders and initiatives can be connected to a larger multi-stakeholder change process and to one another, prompting discussion and learning between them. The overall ability to measure collective progress in advancing the Agenda for Humanity should continue to be improved and strengthened in order to identify gaps and further define the outcomes that must be in place to achieve the desired long-term transformations of the Agenda for Humanity.

Bangladesh - A young Rohingya refugee girl carries a sick baby to an army medical post in Kutupalong refugee camp, Cox's Bazar, Bangladesh.

OCHA/Anthony Burke



# STAKEHOLDER REPORTING BY TRANSFORMATION

