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United Nations  
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# CHANGING PEOPLE'S LIVES

## FROM DELIVERING AID TO ENDING NEED

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A Companion Policy Summary to Core Responsibility  
Four of the Report of the Secretary-General  
for the World Humanitarian Summit  
'One Humanity: Shared Responsibility'

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## INTRODUCTION

Building on two years of multi-stakeholder consultations for the World Humanitarian Summit (WHS), and in confluence with change agendas in the peace and development fields, the Secretary-General set out a clear vision to ‘Change people’s lives: from delivering aid to ending need’. This is one of five Core Responsibilities<sup>1</sup> in his report for the WHS, titled ‘One Humanity: Shared Responsibility’ and the Agenda for Humanity contained therein.

Tens of millions of people live in acute humanitarian need. Many millions more are vulnerable to socioeconomic shocks including conflict and natural hazards. The existing aid model brings relief and advancement to many people, but too many people face protracted and recurrent crises that leave them dependent on aid or at risk of new or worsening shocks. The 2030 Agenda with its Sustainable Development Goals (SDGs), signed by 193 Member States, makes specific references to people in humanitarian emergencies, committing to reach those furthest behind first.

Nothing should undermine the commitment to principled humanitarian action, especially in politically contested and violent conditions of armed conflict. Humanitarians must be ready to deliver predictable, principled assistance and protection where it is needed. There is, at the same time, a shared moral imperative of preventing crises and sustainably reducing people’s levels of humanitarian need. The Secretary-General’s report therefore refers to the SDGs as a common framework for results, under which humanitarian and development actors should work together to ensure the safety, dignity and self-reliance of the most vulnerable people over the longer term.

The WHS consultation process documented the widespread call for **a new way of working** that, as described in the Secretary-General’s report, moves beyond the comfort of traditional silos to bring diverse actors together across mandates, sectors and institutional boundaries to achieve collective outcomes for crisis-affected people. International humanitarian and development actors must therefore work better together and with others. They must adapt their approaches and tools to different geographies and context typologies, and to the specific risks, vulnerabilities and capacities associated with each of them. To help them adapt to this reality, the report of the Secretary-General elaborates three major shifts:

### **Reinforce, do not replace, national and local systems:**

This calls for a reorientation of international engagement towards enhancing national and local capacities for

vulnerability reduction, risk management and self-reliance, and to support the achievement of positive developmental and institutional indicators in the longer term.

*“We often wrongly assume that destitute people lack the necessary acumen to end their need. That couldn’t be further from the truth. We must design programmes tailored to empowering them to chart their own course out of chronic poverty.”*

— H.E. Mr. Abdirahman Yusuf Ali Aynte, Minister of Planning and International Cooperation of Somalia

**Anticipate, do not wait for, crises:** This calls for far greater emphasis on predicting and preparing for crises, and emphasis on the will and incentives to act based on the best available evidence of risk.

**Deliver collective outcomes: transcend humanitarian-development divides:** This calls on all relevant actors—including Government, humanitarian and development actors, donors, civil society and the private sector—to achieve strategic, collective results that move people out of humanitarian dependency and towards greater development prospects. Collective results should aim to significantly reduce vulnerability or risk over several years as instalments towards a long-term, 10-to-20-year national development plan of work in line with the SDGs and their ambition to reduce need, vulnerability and risk by 2030.

This third shift essentially constitutes the new way of working as described in the report of the Secretary-General.

The purpose of this Companion Policy Summary to Core Responsibility Four is to illustrate what is meant by collective outcomes, comparative advantage and multi-year time frames using graphics and case studies to support discussion on the new way of working, and to develop the eight practical elements put forward by the Secretary-General in the Agenda for Humanity to implement the new way of working.

“Changing People’s Lives: From Delivering Aid to Ending Need” was the topic of one of the High-Level Leaders’ Roundtables at the WHS. The last chapter of this Companion Policy Summary explores the commitments made at the Roundtable.

1 The five ‘Core Responsibilities’ are: Core Responsibility One: Political leadership to prevent and end conflicts; Core Responsibility Two: Uphold the norms that safeguard humanity; Core Responsibility Three: Leave no one behind; Core Responsibility Four: Change people’s lives – from delivering aid to ending need; Core Responsibility Five: Invest in humanity.

## The New Way of Working

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- Working towards **collective outcomes** with a particular focus on humanitarian and development institutions, the World Bank and other multilateral development banks.
- Working collaboratively based on **comparative advantage** of diverse actors (as relevant to the context, not merely institutional mandates).
- Working over **multi-year timeframes**, recognizing the reality of protracted crises and aiming to contribute to longer-term development gains, in the logic of the SDGs.

The particular shape of the new way of working will be determined by context. Therefore, the approach must meet immediate needs in times of crisis, while also working actively to move people out of crises and onto a path towards achieving the 2030 Agenda. The new way of working will not be possible without coherent financing that supports collective outcomes and avoids fragmentation.<sup>2</sup> These changes will require some form of progress measurement in order to ensure mutual accountability and to demonstrate impact over time.

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2. Specific recommendations on financing are outlined under Core Responsibility Five: Invest in Humanity of the Agenda for Humanity.

## EIGHT ELEMENTS TO DELIVER ON THE NEW WAY OF WORKING

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Under the heading ‘Deliver collective outcomes: transcend humanitarian-development divides,’ the Agenda for Humanity proposes the following eight elements “in order to move beyond traditional silos, work across mandates, sectors and institutional boundaries and with a greater diversity of partners toward ending need and reducing risk and vulnerability in support of national and local capacities and the achievement of the 2030 Agenda.”<sup>3</sup>

*Ending need requires the reinforcement of local systems and the anticipation and transcendence of the humanitarian-development divide.*

— Agenda for Humanity

### Create a joint problem statement driven by data and analysis

- Collect, analyse, aggregate and share reliable, sex- and age-disaggregated data with adequate security and privacy protection as a collective obligation to inform priorities.

- Make data and analysis the basis and driver for determining a common understanding of context, needs and capacities between national and local authorities and the humanitarian, development, human rights and peace and security sectors.
- Develop a joint problem statement to identify priorities, the capacities of all available actors to address priorities, and where international actors can support or complement existing capacities.

### Identify and implement collective outcomes

- Formulate collective outcomes that are strategic, clear, quantifiable and measurable and prioritized on the areas of greatest risk and vulnerability of people identified in the joint problem statement.
- Aim for collective outcomes to have a positive impact on overall national indicators of advancement towards the 2030 Agenda and for multi-year plans to be instalments towards the achievement of national development strategies, in line with the 2030 Agenda.
- Develop multi-year plans with a duration of three to five years that set out roles for various actors, adopt targets and drive resource mobilization to achieve collective outcomes.

## Draw on comparative advantage

- Deliver agreed outcomes based on complementarity and identified comparative advantage among actors, whether local, national or international, public or private.
- Promote a strong focus on innovation, specialization and consolidation in the humanitarian sector.

## Coordinate collective outcomes

- Coordinate around each collective outcome with the diverse range of actors responsible for achieving it.

## Empower leadership for collective outcomes

- Empower national and international leadership to coordinate and consolidate stakeholders towards achieving the collective outcomes.
- Empower the resident/humanitarian coordinator to ensure coherent, collective and predictable programme delivery by the United Nations and its partners towards the full programme cycle of the multi-year plan and the achievement of collective outcomes.
- Empower the resident/humanitarian coordinator to request and consolidate data and analysis to develop the common problem statement; moderate and conclude the setting of collective outcomes; ensure implementation and the monitoring of progress; and steer adequate resources towards the agreed multi-year plan.
- Adapt structures, processes and financial systems at headquarters of agencies and donors as appropriate to reinforce this approach towards collective outcomes.

## Monitor progress

- Ensure that clear performance benchmarks and arrangements are in place to monitor and measure progress towards achieving collective outcomes, to ensure timely adjustments, and to ensure that the right resources and political support are in place.

## Retain emergency capacity

- Enable and facilitate emergency response and people's access to life-saving assistance and protection in contexts where it will be difficult to achieve longer-term collective outcomes.
- Recognize the provision of emergency response as a short-term exception and make every effort to reduce need, risk and vulnerability from the outset.

## Finance collective outcomes\*

- Commit to financing collective outcomes rather than individual projects and activities and do so in a manner that is flexible, nimble and predictable over multiple years so that actors can plan and work towards achieving collective outcomes in a sustainable manner and adapt to changing risk levels and needs in a particular context.

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3 Agenda for Humanity, p.xi

\*Under Core Responsibility Five: Invest in Humanity

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## WHY THE NEW WAY OF WORKING IS COMPATIBLE WITH THE HUMANITARIAN PRINCIPLES

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As described in the report of the Secretary-General, the new way of working fully integrates respect for the **humanitarian principles as the very essence of humanitarian action**.

The Secretary-General states “the humanitarian principles of humanity, impartiality, neutrality and independence are central to obtaining access to populations in need. Ensuring that all humanitarian assistance is impartial, neutral and independent from military interventions or political agendas is critical for humanitarian organizations to earn trust and acceptance among State and non-State armed groups and to gain and maintain access and operate in safety.”

The new way of working builds on General Assembly **resolution 46/182**. It states that “humanitarian assistance is of cardinal importance for the victims of natural disaster and other emergencies” (§1) and at the same time recognizes “emergency assistance should be provided in ways that will be supportive of recovery and long-term development” (§9). Paragraphs 1 and 9 used to be seen in tension with each other. However, the Secretary-General’s vision of the new way of working acknowledges that these two paragraphs are two sides of the same coin. The 2030 Agenda for Sustainable Development, signed by 193 Member States, finally provides a common framework for results under which development and humanitarian actors can work together to reduce need in a sustainable manner.

Humanitarian action should always be carried out in accordance with the humanitarian principles, but these principles have different implications depending on the context. In a setting such as Aden or Aleppo, the humanitarian principles are the only enabler of humanitarian action and imply that relationships with parties to the conflict be confined to discussions about access and protection issues. The new way

of working does not suggest any different approach in such situations. However, as the context changes and improves, it becomes possible and recommendable for humanitarian actors to work more closely with the full range of partners, including development actors as well as national and/or local authorities, to simultaneously reduce need and increase capacity while adhering to the humanitarian principles.

*“The world still has a great need for the delivery of predictable and principled humanitarian assistance. Yet, that is not enough. Our challenge is how to ensure this need for aid is met and lessened, and as much as possible, complementing local development efforts.”*

— Mr. Sam Worthington, Chief Executive Officer, InterAction

## Challenges to delivering the new way of working in armed conflict

One element that the report of the Secretary-General refers to as critical to achieve the new way of working is to retain **emergency capacity**. In contexts such as acute conflict, international humanitarian capacity to provide relief and protection must not diminish.

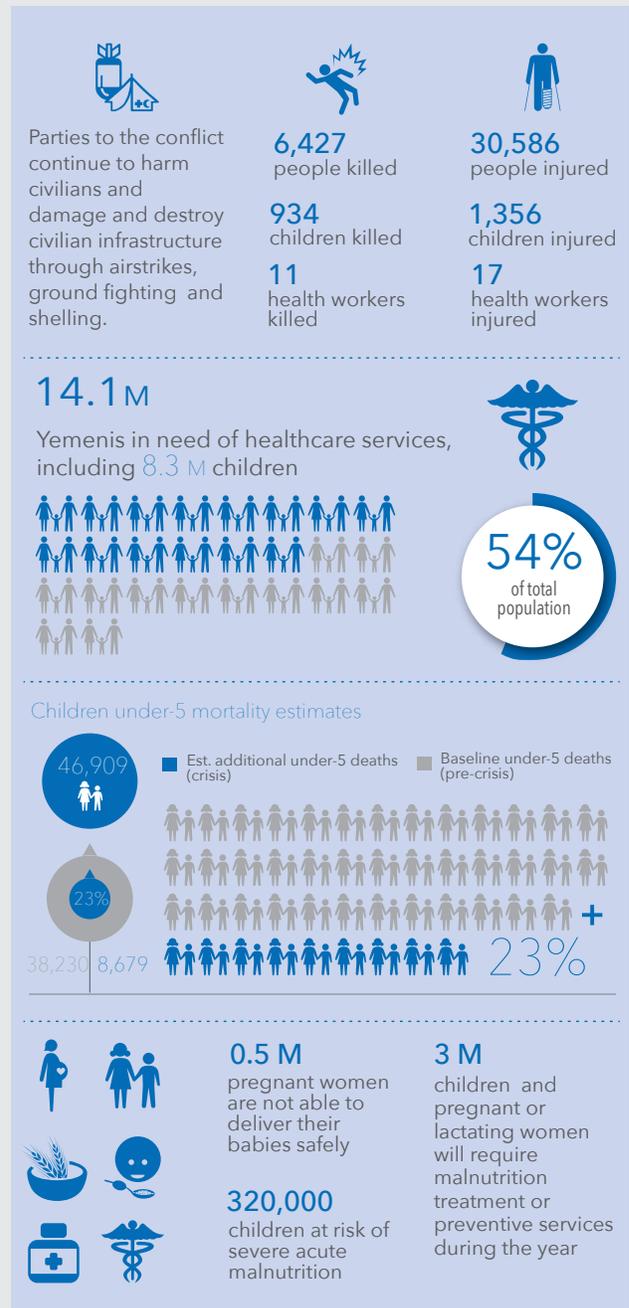
In active combat situations, especially where the Government is a party to the conflict, longer-term collective outcomes may not be feasible. Development and peacebuilding actors may be engaged as the context evolves, as well as the Government, to advance people’s opportunities for sustainable development, including through education, employment and human rights.

The **example of Yemen** illustrates how vulnerabilities in the health sector have been further exacerbated by the crisis in 2015/16.

Prior to the conflict, the health system in Yemen was significantly strained, with only three doctors per 10,000 people. Some 14.1 million people now need help to access adequate healthcare as a result of the intensified year of conflict. Lack of supplies, medicines, electricity, fuel for generators, and staff or equipment have caused health services to decline across the country. This is disproportionately affecting under-5 children, pregnant women, and people suffering from chronic diseases - including cancer, hypertension, diabetes. The three main causes of additional deaths among children under-5 are neonatal, diarrhoeal disease, and pneumonia.

Health facilities report attending to more than 30,586 injured and 6,427 killed since the escalation of violence in March 2015. Demands and strains on the health sector and on host families are increasing along with the number of people that have fled their homes in search of safety and security.

**Graphic 1: Yemen crisis impacts and health concerns**



Source: OCHA, Yemen: Humanitarian Snapshot, 12 April 2016

## GRAPHIC 2: Measurable reduction in people's food insecurity as a collective outcome and instalment to SDG2

### Common Problem Statement

Based on pooled data and analysis of crisis risk, need and capacities



Number of people in need of improved food, nutrition and livelihood security



### Diverse Range of Actors

Drawing on comparative advantages



Each actor contributes differently to improved food security, based on their comparative advantage: The Government has the responsibility to provide access to basic social services, implement poverty reduction strategies and create social protection programs. Humanitarian actors have technical expertise to provide assistance in areas such as food, nutrition, agriculture, water and sanitation and health. Development actors promote sustainability through policy and infrastructure development. Civil society raises awareness of feeding, hygiene and sanitation practices and shares local food production techniques. The private sector contributes to research and development of food production, shelf life and food safety, and can support risk and market analysis.



### Planning Framework

The planning framework outlines what it takes to achieve the collective outcomes, taking into account the comparative advantages of different actors. Depending on context, this could be a common planning framework or separate plans that are interoperable and complementary between humanitarian and development actors, the private sector, local civil society, national and local governments, bilateral donors and multilateral development banks. The planning framework informs the choice of the financing options that would enable the achievement of collective outcomes.



### Collective Outcomes

Strategic, small in number, clear, quantifiable and measurable

Improved Food Security with a measurable reduction in people's needs and vulnerability and a positive impact on national indicators



### SDG 2

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

## WHAT IS A COLLECTIVE OUTCOME?

**A collective outcome is a commonly agreed result or impact in reducing people's needs, risks and vulnerabilities and increasing their resilience, requiring the combined effort of different actors.**

Articulating the collective outcomes needs to be based on context in order to drive strategy and funding. Planning to achieve collective outcomes requires humanitarian actors to either directly contribute to reducing needs, risk and vulnerability or, depending on context, at least to be better connected to other actors who may be better able to do so. On the other hand, planning to achieve collective outcomes requires development actors to include the welfare and basic needs of people affected by humanitarian crises at the heart of their planning.

Planning and implementing collective outcomes can be done through a common planning framework, particularly in situations where violent conflict is not a major factor defining the humanitarian crisis. It can also be achieved through ensuring the interoperability of different aid systems as they design separate programmes that contribute to a broader vision for reducing humanitarian needs and ultimately ending them. Achieving collective outcomes should not be circumscribed to United Nations (UN) Country Teams or Humanitarian Country Teams alone, as it also involves collaboration with a wider range of actors beyond the UN system and its partners, including cooperation with the private sector, local civil society, local governments, bilateral donors and multilateral development banks, depending on context.

Defining a collective outcome entails the following steps:

1. Define a common problem statement and identify opportunities to collectively support local and/or national actors in addressing them.
2. Define with national actors, whenever possible, a long-term vision for collective support, including strategic priorities as well as potential risks, to address the common problem statement.
3. Develop intersectoral and multidisciplinary initiatives and programming responses aimed to collectively address root causes as well as their more immediate effects, thereby achieving collective outcomes geared towards ending humanitarian needs as an instalment to SDG implementation.

**200 million people around the world were lifted out of hunger over the last 15 years.**

**800 million people are still undernourished, meaning that achievement will have to be quadrupled if SDG2 is to be reached in the next 15 years.**

**The graphic on the previous page uses the example of food security as an instalment to the implementation of SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture:**

When tackling food insecurity, a response might focus on food or cash distribution to save lives immediately following a shock. If vulnerability continues, the approach should shift towards cash-based delivery based on risk data about vulnerability (such as seasonal food insecurity). Increasingly, the approach should move to a system of social protection and local or national programmes to promote nutrition security in the longer term. Emergency capacity would remain to respond to short-term shocks that overwhelm these systems. If successful, food security would increase and the amount of people who need ongoing, international emergency assistance would decrease, moving national indicators closer to achieving SDG 2.

### **Data and analysis as the basis for a common understanding of context**

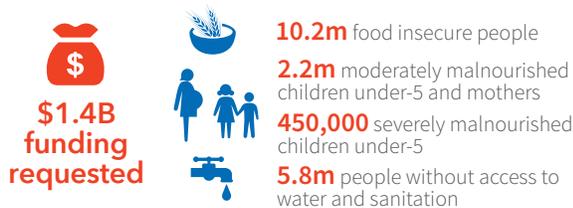
Data is changing the face of humanitarian response, providing unprecedented opportunities to innovate and to better assist affected populations. Whether using social media to identify needs in a natural disaster such as Typhoon Hagupit in the Philippines (2014), or deploying mobile survey tools in Nepal (2015) for faster post-earthquake assessments, the possibilities of these technologies are numerous and profound. As stated in the report of the Secretary-General for the World Humanitarian Summit, "data and joint analysis must become the bedrock of our action". Data and analysis of crisis risks and needs and response capacities must form the basis for a common understanding of context, which in turn must be the starting point for planning towards collective outcomes.

## CASE STUDY 1: A case for collective outcomes: Response to the El Niño crisis in Ethiopia

*“We know what needs to be done. In this crisis we are not held back by political barriers, violent attacks or major access challenges. We must respond quickly to immediate, life-threatening needs, but we must also help people to become more self-reliant, and build individual and community capacity to respond to future shocks.”*

Mr. Stephen O’Brien, Emergency Relief Coordinator, Global Call for Support and Action: Responding to El Niño, Geneva, 26 April 2016

The El Niño-driven drought affecting Ethiopia in 2016 is considered one of the worst in the past few decades, with devastating effects on the lives and livelihoods of over 10 million people. Ethiopia was the world’s fastest-growing economy in 2015, registering an annual economic growth of 11 per cent during the past few years. However, it remains one of the world’s most underdeveloped countries because of its susceptibility to shocks. Chronic humanitarian needs in areas with insufficient development investments remain high.<sup>4</sup>



At the beginning of 2016, Ethiopia had the third largest humanitarian appeal worldwide, with its Humanitarian Requirements Document seeking US\$1.4 billion to assist 10.2 million food insecure people. Each day without food assistance increases human suffering, lengthens the recovery period, strains humanitarian and development systems, and exponentially increases intervention costs.<sup>5</sup>



*“We are asking for a US\$1.4 billion dollar investment. Imagine spending this money in a way that invests in development while saving lives. We need to set targets for ourselves to contribute to disaster risk reduction, as outlined in the Government’s Growth and Transformation Plan, in a way that we can halve the number of affected people or more if this happens again in five years from now.”*

Ms. Ahunna Eziakonwa-Onochie, Resident Coordinator/Humanitarian Coordinator for Ethiopia, Briefing to Member States, “From Theory to practice: Transcending the humanitarian-development divide”, 3 May 2016

### Planning for collective outcomes has paid off

Ethiopia is a positive example of how the Government, supported by humanitarian and development partners over the years, has been able to avert a deeper crisis through:

- Impressive economic growth rates supported by the Government’s predictive economic plan for development, the Growth and Transformation Plan (GTP).
- An effective Government-led early warning system.
- The launch of Africa’s largest social protection programme, the Productive Safety Net Programme (PSNP) in 2005.
- Other humanitarian and development programmes aimed at reducing disaster risks and improving resiliency.

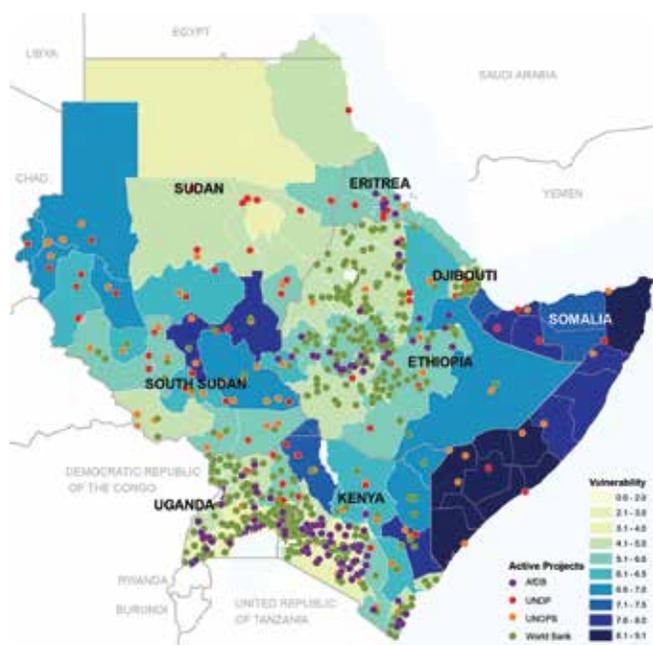
Receiving nearly \$4 billion in official development aid per year, Ethiopia mostly focuses on development issues through the UN Development Assistance Framework (UNDAF) programmes. The country is on its fourth UNDAF, coordinated and developed with the Government and the UN Country Team and fully aligned with country’s GTP. The Government passed its Disaster Risk Management platform into legislation, which integrates preparedness, prevention, mitigation and recovery into the work of line ministries. Ethiopia is setting an example for the region of how development funding should be further used to strengthen Government systems for social protection, food security and basic social services, to enhance capacities for response to current crises and to strengthen resilience.<sup>6</sup>

4 OCHA, Regional Outlook for the Horn of Africa and the Great Lakes Region, Recommendations for Humanitarian Action and Resilience Response, April-June 2016.

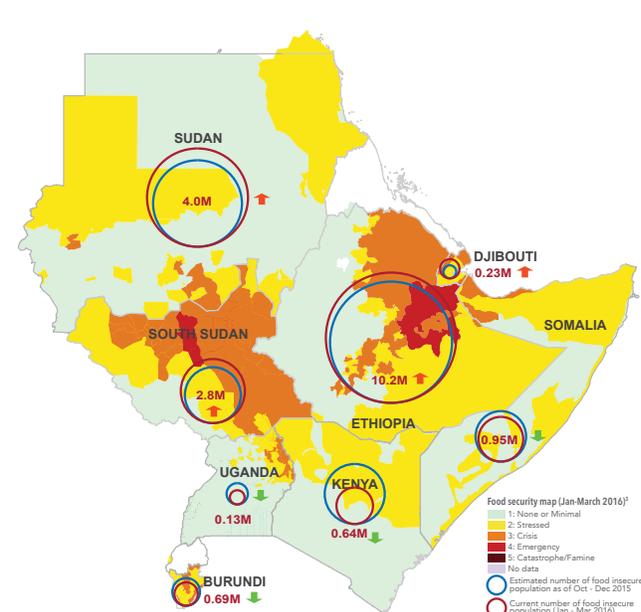
5 OCHA flyer “Act Now, Protect Tomorrow”, a 90-day fundraising campaign for the El Niño crisis response in Ethiopia.

6 OCHA, Regional Outlook for the Horn of Africa and the Great Lakes Region, Recommendations for Humanitarian Action and Resilience Response, April-June 2016.

## IGAD (2015) Regional analysis for the Horn of Africa and recommendations for collective action



## Eastern Africa: El Niño Update and Good Practices Food Security January-March 2016



### Retaining Emergency Capacity

At the same time, Ethiopia has retained emergency capacity: the Government allocated more than \$380 million for El Niño preparedness and response, while donors in Ethiopia advanced funding meant for 2016 projects to the current drought response activities. PSNPs were helping 7.8 million people for the first six months of 2016.<sup>7</sup> As an example of sustainable response, a joint project by the Government and the UK's Department for International Development provided



3 February 2016, Ziway Dugda woreda, Arsi zone, Oromia region Ethiopia. Sorce and her son Abdallah, 1 year and 8 months. Abdallah doesn't walk yet and is severely malnourished. Sorce explains that she took him several times to the health center. He was given Plumpy nut but refuses to eat it. He only breastfeeds. Sorce says that the drought is affecting every family and that they don't have enough food at home to feed themselves. Credit: OCHA/ Charlotte Cans

safe drinking water to 17,000 people and their livestock in drought-affected areas—the equivalent of three rounds of water trucking, while building long-term resilience.<sup>8</sup>

### A regional joint problem statement driven by data and analysis

At the regional level, the Intergovernmental Authority on Development (IGAD) initiative to end drought emergencies and strengthen resilience capacities in the Horn of Africa may prove fundamental to development. In addition, the World Bank, the African Development Bank and the European Union recently launched regional initiatives to tackle protracted and complex humanitarian issues in the region, in line with SDGs. This affirms that tackling conflict, disaster, climate and other risks and enhancing community resilience is central to the development agenda.<sup>9</sup> IGAD undertakes regular joint humanitarian/development analysis at regional levels through its Programme Coordination Unit. In light of the current situation, IGAD Member States committed to information sharing and the drafting of a joint regional strategy for El Niño recovery and potential La Niña preparedness.<sup>10</sup>

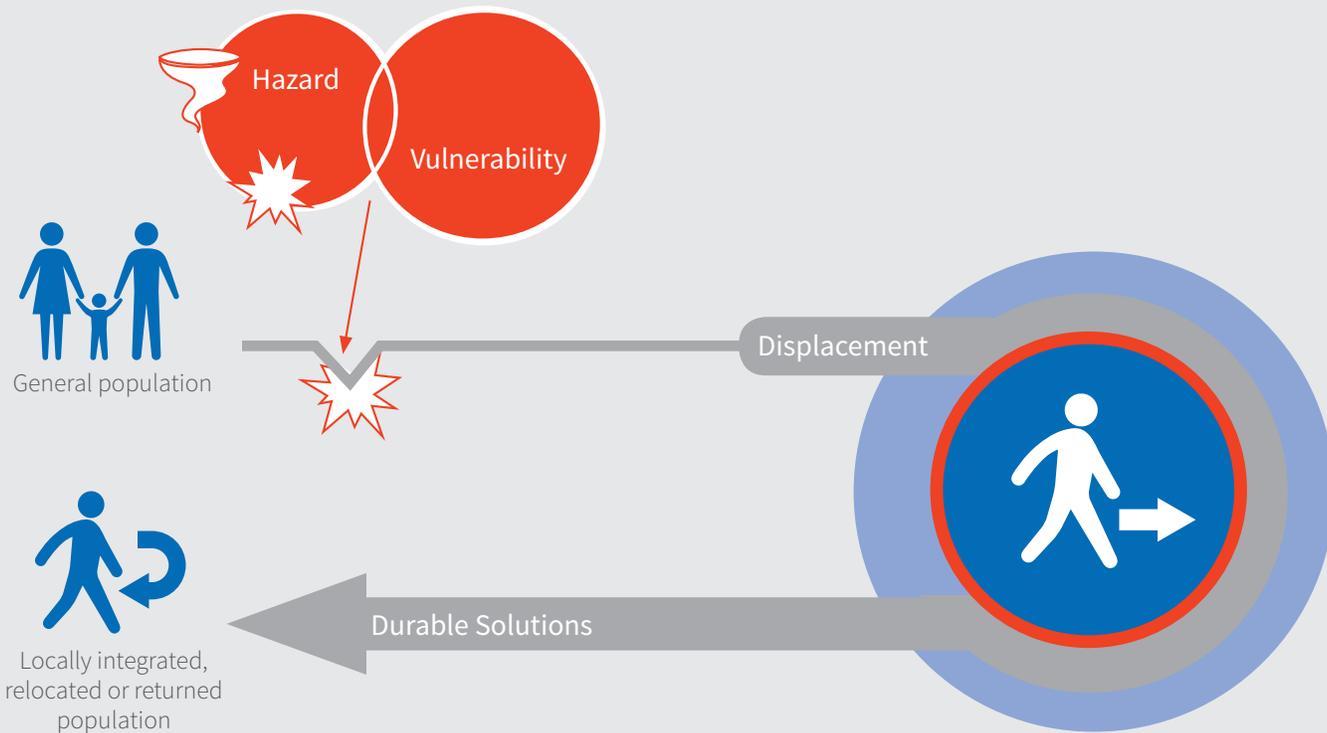
7 OCHA, Eastern Africa: El Niño Update and Good Practices, 13 April 2016

8 Ms. Ahunna Eziakonwa-Onochie, Resident Coordinator and Humanitarian Coordinator for Ethiopia, Briefing to Member States, "From Theory to practice: Transcending the humanitarian-development divide," New York, 3 May 2016

9 OCHA, Regional Outlook for the Horn of Africa and the Great Lakes Region, Recommendations for Humanitarian Action and Resilience Response, April-June 2016.

10 OCHA, Eastern Africa: El Niño Update and Good Practices, 13 April 2016

**GRAPHIC 3:** The need to draw on the comparative advantage of each actor working to achieve durable solutions for Internally Displaced Persons (IDPs)



**The role and relationship of different actors addressing vulnerability and cycles of displacement**



While there is no specific SDG or target on displacement, IDPs are specifically mentioned in the outcome document for the 2030 Agenda as a vulnerable group, who must be empowered through efforts to achieve the SDGs. The Report of the Secretary-General calls for a 50 per cent reduction in the number of IDPs by 2030.

## WHAT IS COMPARATIVE ADVANTAGE?

A comparative advantage is the capacity and expertise of one individual, group or institution to meet needs and contribute to risk and vulnerability reduction, over the capacity of another actor.

The humanitarian response environment has changed and expanded tremendously in the past decade: It has become more multipolar and more deregulated. A greater role is now being played by a wider range of more empowered, credible, and capacitated actors, such as affected people, Governments and local actors themselves, diaspora communities and the private sector. In addition, overlapping change agendas have recently pointed to the need for better coherence between humanitarian and development programming and peacebuilding. While this means greater capacity to meet the growing needs, it also bears the risk of incoherence, duplication, inefficiencies and fragmentation.

Harnessing the comparative advantage and complementarity of different responders will help optimize efforts from preparedness to emergency response and recovery, and more effectively meet the needs of affected people. Comparative advantage may include cost, speed, familiarity, cultural acceptance and trust, or expertise and compliance with standards. Coordinating comparative advantage requires a system to determine who is the actor with the most comparative advantage, a greater risk threshold to work with 'new' actors, and systematic engagement with other coordination mechanisms. The coordination arrangements put in place may take different forms according to the type and phase of the crisis, the nature of the actors involved and the complexity of protecting humanitarian space.



Rukkaya Umar with her two surviving children in Dalori camp in Maiduguri. Her 17-year-old son was killed and a 15-year-old kidnapped by Boko Haram. Credit: OCHA/Jaspreet Kindra

### The comparative advantage of the private sector to support socioeconomic emancipation of IDPs in north-east Nigeria\*

Boko Haram's violent attacks on civilians since 2009 have left widespread devastation in north-east Nigeria. The crisis has directly affected more than 14.8 million people in Adamawa, Borno, Gombe and Yobe states, and the numbers continue to rise with continuing attacks. These IDPs currently live in camps, exposed to protection concerns as well as large-scale environmental and sanitation risks. More than 1,000 people have contracted cholera and 18 have died since September 2015. Lack of access to agricultural land due to insecurity has negatively affected food production, contributing to an increase in the number of people who need food assistance. About 260,000 IDPs who began to return to their communities in Adamawa are finding complete devastation of homes and infrastructure. Water sources are polluted with the bodies of humans and animals, and farmland and roads are still contaminated with mines and unexploded ordnance.

*"We commit to implement a social inclusion strategy that will productively engage IDPs and transform them from being considered threats to host communities, into human assets who can accelerate the progress of their nation."*

— Mr. Kyari Abba Bukar, Chairman of the Nigerian Economic Summit Group

In this context, the Nigerian Economic Summit Group (a platform for public-private sector cooperation on Nigeria's economic development) has committed to implement a social-inclusion strategy. The strategy would productively engage IDPs and transform them from being considered as threats to the host population to human assets who contribute to accelerating the nation's development based on their productivity.

The strategy aims to rebuild the affected areas of the north-east and create a sustainable economic future for IDPs. This strategy will be achieved by training IDPs in the construction skills required to rebuild their states. These skills are always needed, especially in a developing country context where construction is ongoing. Once the IDPs are trained, the construction companies that win the contract to rebuild will be mandated to fulfil their labour requirements from the IDP camps. The IDPs would then have an opportunity to earn a living and have a sense of dignity.

\*Commitment announced at the WHS High-Level Leaders' Roundtable on "Changing people's lives: from delivering aid to ending need."

## CASE STUDY 2: Comparative advantages in building the resilience of and finding durable solutions for IDPs\* in the DRC

*“The international community must remain committed to a two-pronged approach that will improve the protection and assistance of IDPs over the longer-term regardless of the inevitable shocks that will continue to occur. It is no longer a question of either/or in DRC. Instead, there is an imperative for the international community to function in an emergency mode and a transitional mode simultaneously.”<sup>11</sup>*

— Ms. Stacy White, *Now What: The International Response to Internal Displacement in the Democratic Republic of the Congo*

The case of DRC illustrates the overwhelming complexity of many humanitarian contexts: a protracted conflict with cycles of displacement and underlying poverty. As of May 2016, 7.5 million people required humanitarian assistance due to a general lack of basic social services throughout the country and the persistence of armed conflict in eastern provinces. As of May 2016, the conflict has led to the existence of 450,000 refugees and 1.8 million IDPs. The protracted internal conflict has regional dimensions, with multiple non-State armed groups challenging the central Government in the last decade. DRC has the biggest peacekeeping mission with a mandate to stabilize the east of the country. The mission plays a role in how humanitarian and development actors perceive security and are able to move around. DRC is vast and diverse, with different needs in each region. Risk and vulnerability factors include chronic and long-term displacement, environmental shocks, limited economic recovery opportunities and disrupted coping strategies.

### Coordinating around collective outcomes for IDPs

**DRC shows that sustainable development and displacement solutions in that country cannot be accomplished by one system or one set of actors alone. It requires strong involvement by the Government supported by humanitarian and development actors and others—such as civil society, churches and the private sector—that can contribute to preventing and reducing the risk of crises.**

*“There is a terrible humanitarian situation, and we need to address it but we cannot stay in that gear. In order to shift up, we need to address root causes with a division of labour.”*

— International NGO worker, DRC

\$692  
million  
2013

\$379  
million  
2015

The 2016 Humanitarian Response Plan (HRP) requires \$692 million to address the needs of 6 million people (9 per cent funded as of May 2016). Over the years, donors' engagement in DRC has dwindled steadily, and resources for the HRP have decreased from \$629 million in 2013 to \$379 million in 2015.

The international humanitarian community in DRC is committed to ensuring better links between humanitarian and development programming, including through a joint policy platform for humanitarian and development actors and a multi-year humanitarian response plan (2017-18) that is coherent with the national development plan. Humanitarians are shifting strategies. They are pushed by persistent needs and funding cuts and pulled by growing appreciation for people's capacity to meet their own needs. As described in a 2014 report:

*“During the course of its longstanding engagement in the DRC, the international community has done little to build the autonomy of IDPs living in a constant state of insecurity. At the same time, it has been unable to transition towards durable solutions for IDPs given the protracted conflict and the consequent absence of development actors. As a result, IDPs remain as vulnerable and aid-dependent today as they were a decade ago. In the context of this “treading water” approach, humanitarians are increasingly interested in trying something—almost anything—new. **Humanitarians are frustrated with “business as usual,” particularly when money for traditional humanitarian inputs is dwindling and vulnerability in the country is still increasing.**”<sup>12</sup>*

<sup>11</sup> Stacy White, *Now What: The International Response to Internal Displacement in the Democratic Republic of the Congo*, p.26.

<sup>12</sup> *Ibid*, p.22

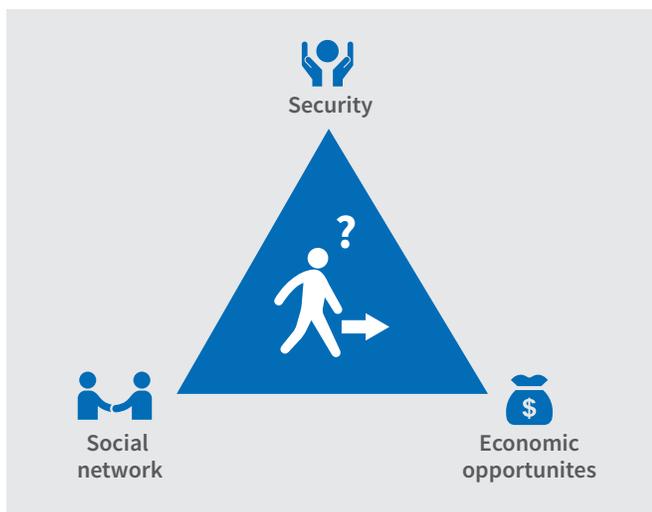
\* *Displacement is being addressed comprehensively in Core Responsibility 3, ‘Leave no one behind’, of the Secretary-General’s Report.*

## Drawing on comparative advantages

Budget reductions have led to a number of coalitions of international agencies and actors. NGOs, the UN, the World Bank and the private sector are joining up infrastructure, education and livelihoods programmes to provide geographically and thematically concentrated programming based on areas of vulnerability. For example, the NGO Mercy Corps reduced its humanitarian programming to 20 per cent of DRC operations and shifted to more durable projects, such as a water system in Goma with a private water company, the World Bank and provincial governors. They are reaching the mobile displaced population with cellular-based cash transfers and short-term employment schemes. Other organizations have shifted from status-based to vulnerability-based targeting. However, all of these shifts are not without risks. As international actors reduce direct response, the caseload for “pure humanitarian” organizations, such as MSF, has increased in remote and dangerous locations.



(May 2015, Buhimba IDP site. The security situation often forces people to move multiple times. Credit: OCHA/N. Berger)



Source: NRC/IDMC, IDPs' decision-making in the DRC -Defining a framework to support resilience in humanitarian responses to multiple displacement, p. 11.

The Do More Good network is motivated to find new approaches to address chronic and acute needs that are grounded in the decision-making and coping strategies of displaced people. Affected people strive to meet their basic needs using collaborative coping strategies developed over 20 years of conflict: population movement, collaborative labour, pooling resources and transferring social structures to areas of relative safety.

*“[These activities] reflect a more diversified portfolio of international interventions to address the complex issue of displacement in DRC. They also demonstrate an acknowledgement by international actors that traditional humanitarian action without an “exit strategy” cannot succeed in a situation of chronic crisis.”<sup>13</sup>*

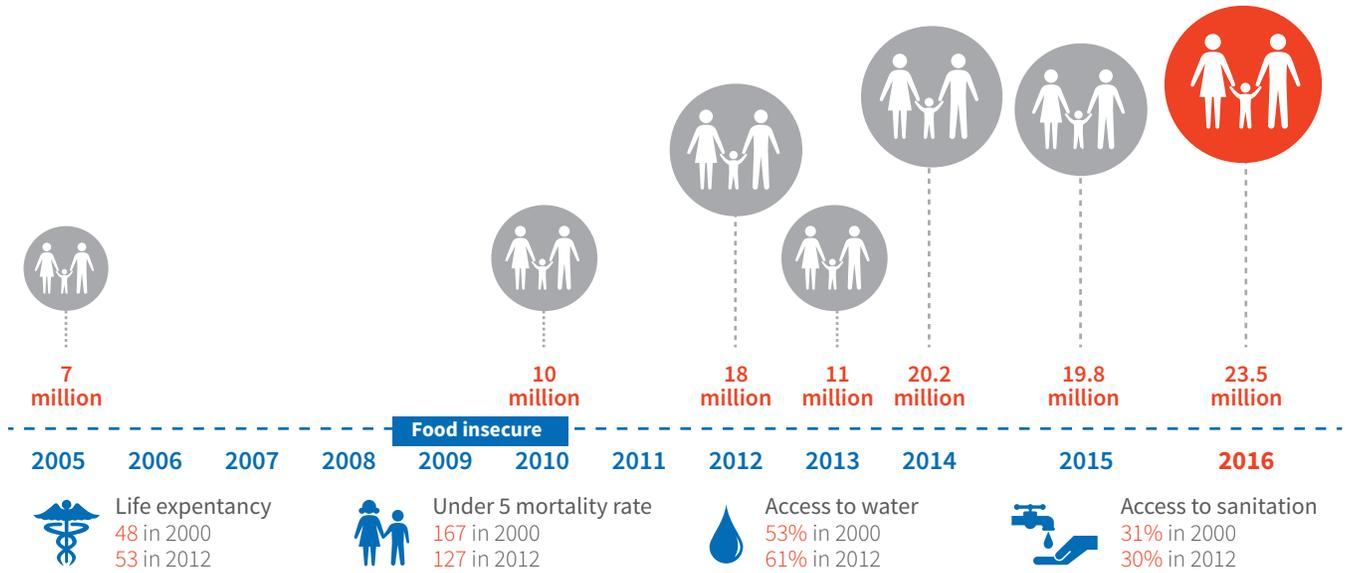
— Ms. Stacy White, *Now What: The International Response to Internal Displacement in the Democratic Republic of the Congo*

When it comes to durable solutions for IDPs in DRC, more needs to be done to unite all actors around a common vision that is in line with international standards. The collaboration of different actors towards durable solutions would also be beneficial in land-dispute resolution, early recovery and urban planning. Goma, the largest city in the east, which has doubled from 500,000 to 1 million inhabitants over the past 10 years due to the influx of IDPs, would benefit from such collaboration in urban planning.<sup>14</sup>

<sup>13</sup> Ibid, p.23

<sup>14</sup> Ibid, p.2

## GRAPHIC 4: Food crises and development indicators in the Sahel, 2005-2016



Source: OCHA and World Bank

### CASE STUDY 3: A regional multi-year strategy for the Sahel\*

The Sahel is a key example of a multidimensional protracted humanitarian crisis that has lasted for more than a decade and is likely to continue in the coming years. Humanitarians provide vital support, and year after year they have prevented more than 20 million people from falling into deeper vulnerability cycles. However, the underfunding of activities that are not linked to food assistance and agriculture remains a major concern for agencies on the ground. In 2016, the region will remain one of the world's main humanitarian operations. Some 23.5 million people—one in six—are expected to be food insecure, of whom at least 6 million people will need urgent food assistance. One in five children under age 5 suffers from acute malnutrition, and armed conflicts, extremist violence and military operations have driven 4.5 million people into displacement. Africa's fastest-growing displacement crisis is unfolding across the Lake Chad Basin, where Boko Haram threatens the lives and livelihoods of some 30 million people.<sup>16</sup>

#### Empowering Leadership for Collective Outcomes

In 2014, a multi-year regional Humanitarian Response Plan (2014-2016) was designed under the leadership of the Regional Humanitarian Coordinator for the Sahel. The multi-year experience at regional and national level has put the Sahel at the forefront of resilience-friendly humanitarian planning. It provides a model for other regions and is the first step towards true links with development processes.

Resident and Humanitarian Coordinators in the region are looking into ways to integrate crisis risk management in their UNDAFs. Risk-analysis profiling and bridging the humanitarian-development divide is mentioned as a strategic objective for the region.

#### Adapting the humanitarian mandate to buttress people's resilience

##### Excerpt from the Sahel Humanitarian Response Plan 2014-2016

The Sahel's persistently high humanitarian needs illustrate an erosion of its population's resilience to shocks. Vulnerable households are less able to cope with the unpredictability of the weather and the increased frequency and intensity of weather-related shocks. Humanitarian action will continue to respond to life-threatening needs as a first priority, but they will also prioritize early action to protect the livelihoods and assets of families and communities. Investing in early warning and responding as soon as surveillance indicates a worsening situation will help households protect assets and avoid negative coping strategies. Intervening promptly to reduce recovery times and rebuild assets will preclude ever-mounting needs and programmes, which cost more money.

<sup>15</sup> Sahel, A Call for Humanitarian Aid, December 2015, Foreword

<sup>16</sup> Sahel, A Call for Humanitarian Aid, December 2015, Humanitarian Needs Overview

\* Chad, Mali, Nigeria, Niger, Mauritania, Senegal, Burkina Faso, Cameroon, The Gambia

## WHAT ARE MULTI-YEAR TIMEFRAMES?

A multi-year timeframe refers to analysing, strategizing and planning operations that build over several years to achieve context-specific and, at times, dynamic targets.

The 2030 Agenda and the SDGs provide opportunities to further invest in strengthening the resilience of people, communities and countries to eventually prevent and reduce losses. Multi-year time frames allow for emergency response in protracted crises to become more strategic and to set out an incremental reduction of international project-based and grant-financed response that favours more sustainable options. Some general principles defining multi-year time frames include:

- Allows for short-term planning as instalments towards SDG implementation in fragile contexts.
- Enables greater flexibility.
- Contributes to the generation of evidence and enables innovation by allowing programmes to evolve and adapt as situations change.

### Moving from multi-year planning to multi-year programming

Multi-year strategies now account for the majority of the appeals worldwide. However, their impact on country-level programming remains challenged. At the national level, projects in OCHA's Online Projects System remain based on a one-year time frame despite the push for multi-year planning. To move from multi-year planning to successful multi-year programming, the following challenges need to be addressed:

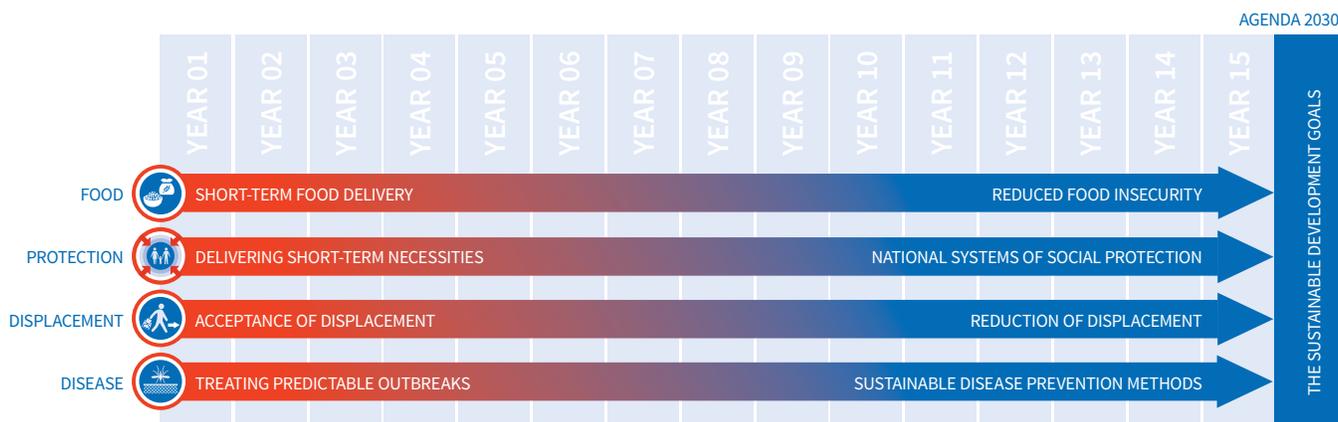
- Programmes need to be planned to fit multi-year, not yearly, time frames.

- Multiple single-year planning needs to be replaced with truly multi-year action.
- UNDAFs, HRP and Common Country Assessments need to be better aligned.
- HRP schedules need to be flexible and based on context.
- Multi-year financing needs to be translated into multi-year programming.
- Planning assumptions need to be informed by sound risk analysis.
- Decision-making must be based on risk data.
- Benchmarks need to be linked to context-specific events rather than budget cycles.
- Global initiatives are needed to promote multi-year planning.
- Advocacy with Governments may be needed to view crises as longer-term issues.

*“Mounting humanitarian need is the most visible symptom of the triple crisis of governance, insecurity and climate change that plagues the Sahel region. Only a coherent approach which builds on the comparative advantages of security, development and humanitarian work can address the multiple drivers of acute need across the Sahel.”*

— Mr. Toby Lanzer, Regional Humanitarian Coordinator for the Sahel<sup>15</sup>

## GRAPHIC 5: Planning over multi-year timeframes



## AT THE WORLD HUMANITARIAN SUMMIT

### High-Level Leader's Roundtable on Changing People's Lives: From Delivering Aid to Ending Need

*“Over the past two days, I have been moved by the stories I have heard, and the resilience, compassion and dedication I have witnessed. I am deeply grateful to those humanitarian workers who have travelled to Istanbul to share their experience and even more so for those who have remained to continue working on the frontlines. This Summit has truly been a unique opportunity for the global community to take responsibility to place people first: to secure their safety, to uphold their dignity, and to provide opportunities for a better future.”*

— Ban Ki-moon, UN Secretary-General, Excerpt from the Chair's Summary

The aim of the Roundtable<sup>17</sup> was to discuss the new way of working set out in the Secretary-General's Report for the WHS, which calls all actors to “move beyond the comfort of traditional silos” to work across mandates, sectors and institutional boundaries to achieve collective outcomes for people affected by crises. The core commitments for the Roundtable were as follows:

**Commitment 1:** Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes.

To achieve this, commit to the following:

- **Anticipate, Do Not Wait:** to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people.
- **Reinforce, Do Not Replace:** to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible.
- **Preserve and Retain Emergency Capacity:** to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles.

• **Transcend Humanitarian-Development Divides:** work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.

*“We can only truly change people's lives for the better by creating a framework that enables them to change their own lives.”*

— H.E. Mr. Mark Rutte, Prime Minister, Kingdom of the Netherlands

**Commitment 2:** Commit to enable coherent financing that avoids fragmentation by supporting collective outcomes over multiple years, supporting those with demonstrated comparative advantage to deliver in context.

### Highlights: Commitments made at the Roundtable

As a critical step in advancing a people-centred approach, Member States and NGOs demonstrated commitments<sup>18</sup> to better engage communities affected by crises in decision-making and to ensure greater accountability for responding on the basis of that engagement, as illustrated by the Core Humanitarian Standard.

Multiple stakeholders committed to take action to “anticipate, do not wait” for crises by taking steps to strengthen data analysis and sharing to create a common understanding of risks and vulnerability to drive multi-year, prevention- and resilience-oriented programming. Member States that face recurrent crises themselves signalled a commitment to increase the use of risk and vulnerability analysis in development planning.

17 The Roundtable took place on 23 May 2016 in Istanbul, Turkey, and was chaired by the UN Deputy Secretary-General and co-chaired by the President of the Republic of Mali and the Prime Minister of the Kingdom of the Netherlands. The moderators were the UNDP Administrator and the Under-Secretary-General and Emergency Relief Coordinator, OCHA. Speakers (in the order that they spoke) represented Ireland, the Czech Republic, Turkey, the European Union, the United Kingdom of Great Britain and Northern Ireland, the Association of Southeast Asian Nations, Germany, the African Union, the African Risk Capacity, the Organisation for Economic Co-operation and Development, Denmark, Viet Nam, the United States, the European Investment Bank, World Vision International, InterAction, the United Parcel Service Foundation, the ACT Alliance, the Nigerian Economic Summit Group, the World Bank Group, Metta Development Forum, and Guatemala.

18 A full summary and list of commitments will be made available at <https://www.worldhumanitariansummit.org/>

There was widespread commitment to reinforce the coping strategies of the affected communities themselves and to recognize and prioritise the development of national and local capacity to lead and respond to crises.

International NGOs and Member States in particular committed to take steps to increase direct financing for local NGOs, paired with a commitment to increase capacity to scale up locally-led humanitarian response and to increase visibility for locally-led efforts.



Ms. Ngozi Okonjo-Iweala speaking at the WHS High-Level Leader's Roundtable. The African Risk Capacity committed through its Replica Coverage program to work with Member States to dramatically increase risk insurance coverage in Africa. Credit: OCHA

*“The African Risk Capacity’s two commitments will reduce risk for 150 million vulnerable Africans by 2020.”*

— Ms. Ngozi Okonjo-Iweala, Chairperson of the Governing Board of African Risk Capacity



Ms. Degan Ali speaking at the WHS High-Level Leader's Roundtable. Credit: OCHA

*“We commit to undertake research on the transaction cost in the aid industry to understand how much of the US\$1 actually gets to affected people.”*

— Ms. Degan Ali, Network for Empowered Aid Response (NEAR)

The Network for Empowered Aid Response (NEAR), which was launched at the WHS, was also represented at the Roundtable and committed to support its local network partners in locally-led response and to track delivery on the commitment to increase direct local financing.

Also in support of the UN Secretary General’s call to “reinforce, do not replace” local and national systems, there were numerous examples of reinforcing the role of local and national businesses in crisis prevention and response.

*“We have committed that our employees will provide 20 million hours of community service by the end of 2020. One method of achieving these goals is to loan our skilled logisticians to NGOs and build local capacity so that we can help improve the effectiveness and efficiency of their supply chain, thus increasing the synchronization of the humanitarian community and increasing the speed at which communities can recover in a sustainable manner.”*

— Mr. Hans-Peter Teufers, Vice President, UPS Foundation

International and national NGOs and networks also came forward to support a context-appropriate, outcome-driven approach that bridges humanitarian-development divides, while recognizing the continued importance of humanitarian principles.

## Commitment to Action

The WHS achieved significant commitments to transcend the humanitarian-development divide whilst reinforcing the importance of respecting humanitarian principles and space. In recognizing the need to change, the UN Secretary-General, eight UN agencies and endorsed by the World Bank and the International Organization for Migration – signed a breakthrough ‘Commitment to Action’ on collaborating in a New Way of Working that will lead to strengthening the UN to meet needs, reducing vulnerabilities and managing risk better by working together towards collective outcomes, over multi-year timeframes and based on comparative advantage in each context. The full text of the Commitment to Action can be found in Annex 1. For further background, see ‘After the World Humanitarian Summit: Better Humanitarian-Development Cooperation for Sustainable Results on the Ground’, a thinkpiece drawing on collaboration between OCHA, UNDP, UNHCR, UNICEF, WFP, and the World Bank, supported by the Center on International Cooperation (forthcoming).

## The Stockholm Declaration

On 5 April 2016, at the 5th Global meeting of the International Dialogue on Peacebuilding and Statebuilding (IDPS), a group that includes 28 OECD member states, 20 fragile and conflict-affected states member of the g7+ group, 34 civil society organizations, UN entities, the World Bank, the International Monetary Fund (IMF) and Regional Development Banks adopted a historical declaration committing to work together to address the root causes of humanitarian crises and fragility. The Stockholm declaration, places itself within the context of SDG implementation in fragile contexts and, in line with the core commitments outlined in the Secretary-General's Agenda for Humanity, it highlighted the opportunity provided by the WHS to “deliver and finance aid differently, and to leave no-one behind”. Through the Stockholm declaration, IDPS members committed to “advancing the UN Secretary-General's Agenda for Humanity, as a way to transcend the divide between humanitarian and development actors to achieve collective outcomes supporting the implementation of the 2030 Agenda in fragile and conflict affected contexts” as well as to “provide smarter, more effective, and more targeted development support in fragile and conflict-affected situations, especially in protracted humanitarian crises and in g7+ countries.”<sup>19</sup> At the WHS, the OECD, on behalf of the member states members of its International Network on Conflict and Fragility, announced that it would initially focus on implementing its commitments on strengthening the humanitarian-development nexus in five to ten countries and to monitor the effectiveness of their efforts to “progressively expand, as appropriate, this new way of working and financing by 2020.”

<sup>19</sup> <http://www.pbsdialogue.org/en/news-events/5th-global-meeting/>

The World Bank and European Investment Bank made significant commitments to provide coherent financing and technical support in environments of chronic vulnerability and risk, including targeted funding to support integration of refugees and resilience of host communities.

Regional groupings also made strong commitments, including ASEAN's plan to further support national leadership for

crisis-prevention and response, and the African Union's ambitious plan to take forward its Common African Position on Humanitarian Effectiveness.

Numerous actors signalled a commitment to scale up the use of multi-purpose cash-based assistance where contexts allow, with some adopting specific targets for the percentage of assistance delivered in cash. Additionally, many committed to make cash-based delivery more streamlined, with World Vision, for example, committing to share and scale up its “innovative digital payment system” to allow for rapid scaling of cash-based delivery.



H.E. Ms. Justine Greening speaking at the WHS High-Level Leader's Roundtable. Credit: OCHA

*“We have to overcome the silos that have divided our humanitarian and development work for far too long.”*

— H.E. Ms. Justine Greening, Secretary of State for International Development of the United Kingdom of Great Britain and Northern Ireland

## THE WAY FORWARD

Existing inter-governmental and non-governmental coordination fora will provide opportunities to further clarify and take forward some of the commitments made at the Roundtable, including the “new way of working.” Some new initiatives and commitments will be advanced through self-reporting based on the final “Commitments to Action” compiled from the WHS commitments platform. The annual progress review presented each year to document achievements and progress on commitments should give due consideration to the diversity of stakeholders invested in advancing this agenda.



# WORLD HUMANITARIAN SUMMIT

## TRANSCENDING HUMANITARIAN-DEVELOPMENT DIVIDES CHANGING PEOPLE'S LIVES: FROM DELIVERING AID TO ENDING NEED

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### COMMITMENT TO ACTION

1. We commit to implementing 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” (paragraphs 124-142) and its Agenda for Humanity, as a joint commitment towards core commitment 1 at the High-Level Leaders’ Roundtable at the World Humanitarian Summit on “Changing Peoples’ Lives: From Delivering Aid to Ending Need.”
2. The 2030 Agenda’s commitment to leaving no-one behind, reaching the furthest behind first and its specific references to people affected by humanitarian emergencies, creates 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. The 2030 Agenda places risk and vulnerability at its core. Managing crisis risks and reducing vulnerability is as much a humanitarian imperative to save lives more effectively as it is a development necessity to ensure progress towards achieving the Sustainable Development Goals (SDGs) for the more than 125 million people affected by humanitarian crises today. This is timely, given that the growing trend of repeated and protracted crises is likely to continue.
3. The Secretary-General’s report “One Humanity: Shared Responsibility” recognizes the historic opportunity of the adoption of the 2030 Agenda and the convening of the World Humanitarian Summit and elaborates a new way of working, in support of national and local efforts, and with a diverse set of actors defined by:
  - Working to collective outcomes across the UN system and the broader humanitarian and development community, including Multilateral Development Banks;
  - Working over multi-year timeframes, recognizing the reality of protracted crises and aiming to contribute to longer-term development gains, in the logic of the SDGs;
  - Working collaboratively based on comparative advantage of diverse actors (as relevant to the context).
4. There will always be situations where humanitarian responses will be necessary to save lives with the utmost sense of urgency and based on rapid and unimpeded access and the humanitarian principles. In politically contested and violent conditions of armed conflict, nothing should undermine the commitment to principled humanitarian action. However better joined up humanitarian-development planning and programming processes will deliver better outcomes for people by moving beyond meeting their needs in the short term to reducing them over time.

5. The new way of working is not about shifting funding from development to humanitarian programmes or from humanitarian to development actors — rather, it is about:
- Using resources and capabilities better, improving SDG outcomes for people in situations of risk, vulnerability and crisis and shrinking humanitarian needs over the long-term; and
  - Galvanising new partnerships and collaboration – such as through the private sector, local actors or Multilateral Development Banks - that provide additional capabilities and resources in support of achieving collective and measurable outcomes for people and communities.
6. In order to deliver on this new way of working, we will operationalize the Secretary-General’s call, including by:
- Conceptually, developing a shared understanding of sustainability, vulnerability, and resilience;
  - Operationally, implementing key changes after the WHS, where contexts enable the putting in place of: (i) Pooled and combined data, analysis and information; (ii) Better joined up planning and programming processes; (iii) Effective leadership for collective outcomes; and (iv) Financing modalities to support collective outcomes.
7. The WHS is the beginning of the shift towards this new approach. We recognize the need to move quickly after the Summit to elaborate the necessary steps and start applying this new way of working in the field. We commit to jointly move forward and agree at the WHS on specific follow-up actions regarding analysis, planning/programming, leadership and financing, so that the commitment to “change peoples’ lives” becomes a reality.

Signed on 23 May 2016 at the World Humanitarian Summit in Istanbul by\*:

**Ban Ki-Moon**, Secretary-General of the United Nations

**Margaret Chan**, Director-General, World Health Organization

**Helen Clark**, Administrator, United Nations Development Programme

**Ertharin Cousin**, Executive Director, World Food Programme

**Filippo Grandi**, United Nations High Commissioner for Refugees

**José Graziano da Silva**, Director-General, Food and Agriculture Organization

**Anthony Lake**, Executive Director, United Nations Children’s Fund

**Babatunde Osotimehin**, Executive Director, United Nations Population Fund

**Stephen O’Brien**, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator

\*and endorsed by the World Bank and the International Organization for Migration

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