

reviews: synthesis of findings and recommendations

process in all seven countries focused on the articulation and operationalization of collective outcomes as a transformative tool to bring humanitarian, development and peace actors together around the same priorities and objectives that can reduce need, risk and vulnerability in view to accelerate progress towards the Sustainable Development Goals (SDGs) at the field level. The UN adds value to the country by supporting the Government to providing a strategic operational direction for international assistance. The review identified collective outcomes that are issues/theme based and/or sub-region specific, for which much progress has been made.

Issues around prevention, peacebuilding, peace and security and references to human rights and gender were not prominent in the reviews despite being at the root of the crises. This therefore reinforced the notion of the UN and its partners still being overly focused on being reactive to needs, rather than being driven by the overall aim of prevention and solutions. The centrality of human rights provides solid foundations to define and work towards collective outcomes, which should be defined in clearer terms by

The reviews were also very light on highlighting key regional processes and global processes, including Forum, the joint UN-AU frameworks on peace and development, the UN-World Bank Partnership Framework, regional migration plans, including those for the Horn of Africa and Yemen, and the Famine Action Mechanism that are focusing on the Horn, Sahel and Lake Chad Basin. These processes play a very important role for engaging with governments, bilateral and IFIs, yet t

- < **The DSG, DCO and the JSC should devise a strategy for reinforcing RCOs where the NWOW or nexus is being prioritized** including through an initial trial of additional RCO capacity in the seven priority countries, using extrabudgetary resources. The JSC should consider practical and inclusive ways of strengthening RCO capacity drawing on relevant parts of the UN system to ensure a whole-of-system approach in moving forward the New Way of Working, taking into account existing country level processes.
- < **RC/HCs (supported by JSC members and in collaboration with other relevant entities) should conduct joint analysis to identify joint priorities at the earliest possible time**, to ensure key stakeholders buy-in in the articulation, implementation and resourcing of collective outcomes.

2. Joint Information and Analysis

Integrating and consolidating all relevant information and analysis, including on underlying

meetings or even joint meetings with government staff, donors, and IFIs. **Lack of coordination among development actors and with the development system** (and particularly bilateral development donors) was observed as a challenge in several countries. **It is critical that all actors** adjust their programs and implementation efforts in line with the collective outcomes identified and existing overarching frameworks, including the UN-AU joint frameworks to enhance peace and security and implement sustainable development.

Recommendations

- ◁ **The JSC should support the development and dissemination of light guidance to RC/HCs on how to articulate, operationalize and monitor collective outcomes, building on,**

- ◁ **The DSG could consider representing the JSC at key DAC donor events including the WB/IMF meetings, DAC meetings, and bi-laterals with key DAC donors, to hold them to account on their obligation to the Recommendation on the nexus.¹**
- ◁ **The JSC should advocate with DAC donors to provide flexible, multi-year funding towards transition, recovery and peacebuilding-type programming necessary for contributing to conditions that are more suitable for development efforts and can contribute towards collective outcomes.**

5. Accountability and monitoring

- ◁ **None of the seven priority countries have developed a dedicated monitoring and evaluation framework for integrated action yet. A common accountability framework between Government, agencies, key bilateral donors and multilateral donors and other stakeholders centered around agreed priorities and collective outcomes and the commitments made in this respect is critical.** Lessons learned indicate that the role of the RC/HC needs to adjust in this respect. RC/HCs need to support the development of indicators, actively monitor the implementation and the progress towards collective outcomes, including identifying and addressing gaps. They also need to be proactive in adjusting collective outcomes if the operational environment changes. **The RC/HC and Government should carry out regular stakeholder reviews of each collective outcome**