REMARKS DELIVERED AT
THE NEW WAY OF WORKING, HIGH-LEVEL WORKSHOP
COPENHAGEN, 13 MARCH 2017

Ms. Rosa Malango
UN Resident Coordinator & UNDP Resident Representative in Uganda
Your Excellencies,

Government Representatives,

UN Colleagues,

Ladies and Gentlemen,

At the World Humanitarian Summit in May 2016, the former UN Secretary General, 9 UN agencies and the World Bank agreed to adopt a ‘New Way of Working’ in crises, which aims to not only meet humanitarian needs, but also reduce them over time. As the Honourable Minister has pointed out, this way of working is in fact not new in Uganda.

Uganda has a history of providing a safe haven in an unstable region, while dealing with its own development challenges and increasing vulnerabilities, including current drought and food insecurity affecting many parts of the country. The generosity and investments of the Ugandan government and people in maintaining an open-door, transformative policy, is unique and should be praised, particularly at a time when the asylum space is shrinking in many countries around the world.

ReHoPE

The UN Country Team has supported the Ugandan government in its endeavor, recognizing that a development-oriented approach will contribute to the long-term sustainability of Uganda’s unique model. Since 2015, the UN and the World Bank in Uganda support the Government’s Settlement Transformative Agenda through the Refugee and Host Population Empowerment Strategy: ReHoPE, which has been piloted through the UN Development Assistance Framework in the past year. This strategy supports the Government of Uganda in building resilience and self-reliance of refugees and host communities. ReHoPE contributes to bridging the humanitarian/development divide in Uganda – and, while it pre-dates them, it realizes global commitments made at the World Humanitarian Summit and through the New York Declaration:

- **ReHOPE champions a multi-stakeholder approach**, engaging a broader set of humanitarian and development partners, civil society and the private sector. Notably, it is also the first time UN and World Bank have developed a joint displacement-specific strategy in support of refugee and host communities.

- **ReHoPE has a 20-year time frame**, recognizing the need for multi-year planning as opposed to traditional humanitarian aid.
- **ReHoPE builds and strengthens ownership** and service delivery capacity among local governments and community institutions, as well as line ministries, who have not traditionally been part of the refugee response.

- **ReHoPE contributes to social cohesion** through support to sustainable natural resource management and sustainable livelihoods for all people in refugee-hosting districts, thereby minimizing risks of conflict between refugees and host communities.

On a more practical and UN-internal level, **ReHoPE is changing the way the UN is doing business in Uganda.** It has helped us bridge our own internal humanitarian/development divide within the UN, under the leadership of the Resident Coordinator and through the UNDAF coordination structure. As a result of ReHoPE, we are now doing joint analysis and mapping of both humanitarian and development requirements in refugee-hosting districts. Districts that host refugees are prioritized for development interventions. UN development agencies are increasingly treading into a space that used to be reserved for humanitarian agencies. As an example, UNDP has just launched a new Emergency Response and Resilience Strategy for refugee-hosting districts.

ReHoPE implementation at district level is also being reinforced by our **UN Area Coordinators** – supporting UN agencies to leverage their existing footprints- in close collaboration with local authorities.

At national level, we are now also planning to support a reinforcement of the Office of the Prime Minister to lead humanitarian/development coordination, including through a core UN team. We are also planning to create a **wider strategic forum for the UN** to engage with development partners and NGOs around humanitarian/development nexus issues on a regular basis.

*Disaster Risk Management, Sustainable & Inclusive Economic Development & Cross-Border Initiatives*

ReHoPE is implemented as part of the broader **UN Development Assistance Framework** – which supports the National Development Plan and SDGs. The UNDAF aims to contribute to **sustainable and inclusive economic development** in Uganda, benefiting refugees and host communities alike, including through private sector development, diversifying the economy while protecting ecosystems such as wetlands, creating sustainable jobs – particularly for women and youth, and future-proofing investments through a better understanding of climate and disaster risk. The UN has supported district-level hazard, risk and vulnerability profiling, which we are now merging and integrating with our refugee and host community mapping and analysis. This is proving instrumental to inform holistic, risk-informed decision-making, not least in response to the ongoing food insecurity in the country. Through **Pulse Lab Kampala**, the UN and Government are using big data analysis and radio mining as an early warning and
planning mechanism, capturing disaster-related damage and losses at the local level. Pulse Lab also provides tools to monitor progress of social service delivery in the districts in real time.

New UN initiatives such as the **Joint Programme with Border Communities for Peace & Development**, will help reinforce capacities at local level to lead conflict prevention and transformation. Such innovative approaches will contribute to protecting the asylum space, and the CRRF objective of supporting conditions in countries of origin.

In summary, Uganda has come far in terms of planning, analysis, coordination and leadership to **bridge the humanitarian/development divide**.

For Uganda’s progressive model to be sustained, **it needs urgent support from the international community**, in line with the global commitments made during the past year. In Uganda, the challenges of maintaining a development-oriented approach in the face of rapidly expanding acute humanitarian needs, have become all the more evident during the 8 months. Both the UNDAF and the refugee and host community response remain severely under-funded.

The global financing architecture does not incentivize collective outcomes. The **existing silos of humanitarian and development** funding provide limited multi-year commitments, and **do not encourage the application of development-oriented approaches from the onset of the emergency**. Ultimately, **ReHoPE will only be successful if development partners really quit their ‘Old Way of Working’** – and so far, only very few development partners have fully taken that step.

In Uganda we have also recognized that engaging with emerging development partners, the private sector and exploring new, innovative sources of funding will be absolutely critical to achieve our ‘collective outcomes’, as traditional sources of funding are on the decrease.

I welcome this high-level workshop as an opportunity to advance the ‘New Way of Working’, requiring reforms not only at country level, but also at global level. On behalf of the UN Country Team, we are committed to working with you to continue to break down silos to achieve the 2030 Agenda, while leaving no one behind, neither refugees nor host communities.

As highlighted by the Honourable Minister, the upcoming Solidarity Summit in Uganda, co-hosted by H.E. Yoweri Museveni, President of the Republic of Uganda, and the UN Secretary General, Antonio Guterres, will serve as an opportunity to mobilize further understanding and support for Uganda’s leading model. We look forward to welcoming you to Uganda in the coming months.

I hereby hand over to my World Bank colleague and trusted partner, Country Director Ms Diarietou Gaye.

I thank you.