

**High-Level Meeting of the Joint Steering Committee to advance  
Humanitarian and Development Collaboration**

2 May 2018, London

**Background Document**

Since the launch of the 2030 Agenda and the World Humanitarian Summit, efforts to ensure greater coherence between humanitarian and development action in protracted crises have gained renewed momentum. Below are some key barriers and enablers for effective humanitarian-development collaboration identified by RC/HCs, donors, NGOs and other humanitarian and development actors through day to day field support and field missions, workshops in Dakar, Copenhagen, Istanbul, Entebbe and New York, as well as dedicated discussions with donors. These observations have been inputted as lessons learnt into a study being undertaken by NYU, which will be shared with the JSC late 2018.<sup>1</sup>

**1) Fragmented analysis and lack of shared understanding of risk, need and vulnerability**

Current Challenge	Best Practice
<b>Analysis is undertaken in “boxes” or institutional silos</b> (by clusters/ agency, short/long-term, humanitarian/development, UN/IFI) and often without collaboration with governments. Shared analysis, however, is crucial for identifying collective outcomes and subsequent programming.	<b>Adapt and combine existing analytical tools and processes in-country to create a context-specific joint presentation of needs, vulnerabilities and risks</b> , as the basis for a common approach. Best practices have shown that Common Country Assessments (CCAs) and the World Bank’s Systematic Country Diagnosis (SCD) can benefit from the Humanitarian Needs Overview (HNO) household-level analysis to provide a more comprehensive understanding of vulnerability and to identify trends to better address the areas of greatest vulnerability.

**2) Humanitarian and development plans are not sufficiently joined up towards systematically reducing need, risk and vulnerability**

Current Challenge	Best Practice
<b>Multiplicity of plans with different strategic objectives</b> , different timeframes and lack of complementarity (HRPs, United Nations Development Assistance Frameworks, World Bank Country Partnership Framework, RPBA, national development plans). Particularly in protracted crises, multiplicity of plans undermines achieving the right combination of humanitarian and development interventions to address vulnerability.	<b>The articulation of “collective outcomes” in-country provides a joined-up objective to measurably reduce need, risk and vulnerability.</b> Wherever possible, informed by a truly joint analysis, collective outcomes should become the driver and determinant factor for how programmes are designed, funded and implemented over a period of 3-5 years. Articulating collective outcomes should take place at the earliest stage, to drive any subsequent planning process. Government leadership and ownership are key, as this will support taking forward the 2030 Agenda.

**3) Need for dedicated leadership & capacity to operationalize collective outcomes**

Current Challenge	Best Practice
<b>Lack of empowerment, encouragement and capacity for country leadership to advance collective outcomes, including adequate coordination support structures that cut across silos.</b>	<b>Initial lessons learnt for operationalizing collective outcomes indicate that country level leadership through the Government, the RC/HC, as well as heads of agencies and international financing institutions is critical.</b> Equally, close

<sup>1</sup> A study has been commissioned to ‘collect evidence’ of initial field implementation efforts of the New Way of Working, which is being carried out by the Center for International Cooperation at New York University in 2018 which is reaching out to over 20 crisis contexts and HQ actors for inputs

	<p>collaboration and regular joint meetings between UN Country Teams (UNCT) and Humanitarian Country Team (HCT).</p> <p>Dedicated capacity in the RC/HC’s office, including through HQs support to implement the NWOW, can successfully support the articulation of collective outcomes.</p>
--	--

**4) Need for light operational guidance on how to articulate and operationalize collective outcomes**

Current Challenge	Best Practice
<p><b>The New Way of Working provides the broad parameters for closer humanitarian-development action at country-level - where context-specific approaches and lessons learnt, result in a gradual development of best practices. There is a call from RC/HCs however for clear operational guidance.</b></p>	<p><b>Regardless of specific country context, initial lessons learnt suggest the following steps for operationalizing collective outcomes:</b></p> <p>(i) Based on joint humanitarian-development analysis, determine and prioritize a small number of areas that require simultaneous humanitarian and development action, determine the time-frame and set an appropriate target for the collective outcomes based on SDG objectives.</p> <p>(ii) Bring together all relevant and diverse partners who will contribute to the achievement of the collective outcome (National Government, IFIs, private sector, donors, local partners) and determine which actors can contribute to achieve the specific outcome.</p> <p>(iii) Work backwards from each outcome to determine what activities are required to achieve (unpack collective outcome and sequence short and longer-term activities, develop a financing strategy for collective outcomes and develop an accountability mechanism). Build on other existing mechanisms (such as MAPS) for complementarity.</p>

**5) Financing Collective Outcomes**

Current Challenge	Best Practice
<p><b>Financial request by humanitarian and development partners and funding provided by donors are fragmented in protracted crises.</b></p>	<p><b>While operationalizing collective outcomes, country teams should develop a finance strategy that align and sequence existing resources around collective outcomes.</b> Lessons indicate, that donors must be closely involved when articulating and operationalizing collective outcomes. When donors feel more ownership for the collective outcomes they can finance in a more aligned and better sequenced manner to enable the achievement of these outcomes, including their bilateral funding.</p>

Finding solutions to each of these systemic challenges will take different routes through different forums and mechanisms, and require the continuous flexibility and political support of Principals. It will be critical to support RC/HCs and Country Teams, in particular in the following areas:

**Next Steps/ Recommendations at this stage to advance collaboration:**

- **Light guidance:** Steering lessons and good practice to guide the operationalization of the NWOW
- **Communicate clearly to the RC/HCs as well as heads of agencies:** Communicate the Committee’s collective expectation to roll out and operationalize closer humanitarian-development collaboration (joint analysis, articulate collective outcomes, multi-year planning and programming, and promote alignment of funding streams to achieve collective outcomes.)
- **Offer robust HQ support to respond to field requests to operationalizing the NWOW:** Task UNDP and OCHA to coordinate a proposal with JSC members and other relevant forums.