



THE DEPUTY SECRETARY-GENERAL

20 December 2018

Dear Colleagues,

I am writing to you on behalf of the Joint Steering Committee to advance Humanitarian and Development Collaboration (JSC) – a new mechanism established by the Secretary-General as part of his reforms of the United Nations system. The JSC was created to promote greater coherence of humanitarian and development action in reducing needs, risks and vulnerability, particularly in protracted crises and transitions to longer-term right-based sustainable development. In doing so, the JSC will also aim to integrate the important perspectives and contributions of peace and peace-building actors to ensure a comprehensive approach to crises. The participation of the Department of Political Affairs, Department of Peacekeeping Operations and Peacebuilding Support Office in the JSC is therefore critical. This is reflected in the attached Terms of Reference for the JSC.

Making measurable progress through greater coherence and collaboration between humanitarian and development actors at the country and regional levels, working collaboratively with peace, peacebuilding and human rights actors, as relevant, is a critical element to achieve the SDGs and a strong priority of the Secretary-General. To this end, the JSC provides unified principal-level leadership and coherent support to unblock barriers towards achieving collective outcomes between humanitarian, development and, where relevant, peacebuilding and human rights actors as envisioned by the New Way of Working, and to ensure system-wide application of good practices.

We recognize that moving from individual projects and programmes to collective outcomes requires a change in mindset and in how we work together. We therefore applaud the initiative of those Country Teams that have already started working in this way: analyzing, planning, programming and financing in a more joined-up manner, while pursuing their mandates and adhering to the core humanitarian principles, where relevant.

Initial lessons from these efforts underscore the critical importance of:

- 1) shared analysis and aligned analytical instruments to drive a common and coherent approach;
- 2) articulation and agreement of collective outcomes from the earliest planning stages;
- 3) aligning programmes and financing towards achieving those collective outcomes; and
- 4) strong country leadership by Resident/Humanitarian Coordinators (RC/HCs).

All United Nations Resident Coordinators
and United Nations Country Teams
All World Bank Country Directors and Managers

We count on RCs/HCs to work in this new way, integrating these lessons in close collaboration with United Nations Heads of Agencies, Funds and Programmes, peace operations, where present, World Bank Country Directors and national and international partners, including through regular joint meetings between Country Teams and Humanitarian Country Teams as well as dedicated robust capacity in RC's offices.

Under my leadership, the JSC will meet twice a year, in the margins of the meetings of the United Nations System Chief Executives Board for Coordination, to discuss and resolve concrete systemic and structural issues that have arisen from your country implementation efforts. In addition, the Emergency Relief Coordinator and United Nations Development Programme (UNDP) Administrator, as JSC Vice-Chairs, will hold ad hoc meetings focusing on specific country contexts to help improve Headquarters' response and support to country and regional levels.

In this respect, the Secretary-General has asked the JSC to initially focus its efforts on five priority contexts: the Horn of Africa, the Sahel, the Lake Chad Basin countries, the Democratic Republic of the Congo, and Afghanistan – while we acknowledge, support and encourage the efforts to improve humanitarian, development and peace collaboration in other contexts too. Over the coming months, the JSC will place specific focus on Burkina Faso, Cameroon, Chad, Ethiopia, Niger, Nigeria and Somalia.

The JSC is a high-level United Nations structure, involving the World Bank and operating in support of the ongoing reform process aimed at strengthening RC/HC leadership and effective coordination between humanitarian, development and peace activities. The JSC will count on RCs to act as an effective interface between the United Nations and national governments, donors, NGOs, civil society, and international financial institutions, to articulate and operationalize collective outcomes, with the overall aim to achieve sustainable development.

In writing to you, the JSC Principals and I want to reassure RC/HCs and Heads of Agencies, Funds and Programmes of our full support and leadership in addressing this essential, but complex, shift in the way we work, strengthened by the ongoing United Nations reforms. We want to encourage you to proactively create and seize opportunities to achieve collective outcomes together. Your collaboration in ensuring greater collective impact in reducing need, risk, vulnerability and transitions will be essential towards achieving the SDGs.

Recognizing the need to share further guidance and lessons learned, we have developed a dedicated online platform, which can be accessed under <https://www.un.org/jsc> and welcome any good practices that could further inform global discussions. We have also initiated a study to collect good practices and lessons learned around barriers and enablers of effective humanitarian-development collaboration, which will feed into the work of the JSC.

Should you have any additional questions, please contact Mr. Hansjoerg Strohmeyer, OCHA (strohmeyerh@un.org), and Mr. Bruno Lemarquis, UNDP (bruno.lemarquis@undp.org), who form the JSC Joint Support Team, or write to JSCHD@un.org.

As we move closer to the end-of-year festivities, I should like to thank you all for your invaluable and continued efforts in the field over the past year, and to wish you happy holidays.

Yours sincerely,



Amina J. Mohammed
Chair of the Joint Steering Committee
to Advance Humanitarian and
Development Collaboration

Vice-Chairs of the Joint Steering Committee:

Mr. Achim Steiner, Administrator, United Nations Development Programme
Mr. Mark Lowcock, Under-Secretary-General and Emergency Relief Coordinator

Members of the Joint Steering Committee:

Dr. Tedros Adhanon, Director-General, World Health Organization
Ms. Michelle Bachelet, High Commissioner for Human Rights
Mr. David Beasley, Executive Director, World Food Programme
Ms. Rosemary DiCarlo, Under-Secretary-General for Political Affairs
Mr. Oscar Fernandez-Taranco, Assistant Secretary-General for Peacebuilding
Ms. Henrietta H. Fore, Executive Director, United Nations Children's Fund
Mr. Filippo Grandi, High Commissioner for Refugees
Mr. José Graziano da Silva, Director-General, Food and Agriculture Organization
Dr. Natalia Kanem, Executive Director, United Nations Population Fund
Mr. Jean-Pierre Lacroix, Under Secretary-General, Department of Peacekeeping Operations
Ms. Phumzile Mlambo-Ngcuka, Executive Director, UN Women
Mr. Mahmoud Mohieldin, Senior Vice President for the 2030 Agenda, United Nations Relations, and Partnerships, World Bank
Mr. Antonio Vitorino, Director-General, International Organization for Migration