

Mapping Good Practice in the Implementation of Humanitarian-Development- Peace Nexus Approaches

Synthesis Report

Inter-Agency Standing Committee (IASC) Results Group 4

September 2021



SYNTHESIS REPORT

This report provides a summary of the initiative Mapping good practice in the implementation of humanitarian-development-peace (HDP) nexus approaches carried out by IASC Results Group 4. It reflects findings across 16 countries, with individual country reports available on the [IASC website](#).

INTRODUCTION

To reduce need, risk and vulnerability, increasing numbers of countries are implementing the nexus approach. This has led to a growing and diverse experience in its operationalization, lessons learned and good practice. In response to demand by IASC members, Member States and donors for operational examples, good practice and lessons learned, Results Group 4 embarked on a mapping exercise in 2021. The aim was to provide a global overview of where and how HDP nexus approaches are implemented, and gather good practice and lessons learned.

The mapping is based on the nexus definition adopted in the [IASC Light Guidance on Collective Outcomes](#). The guidance describes the HDP nexus as a collective effort by humanitarian, development and, where relevant and appropriate, peace actors to reduce people's humanitarian needs, risks and vulnerabilities by working towards 'collective outcomes' or HDP priority areas as follows:

- ▶ Joint analysis or sharing of analyses to obtain a shared understanding of need, risk and vulnerability.
- ▶ Articulation of 'collective outcomes' or HDP priority areas based on the areas of greatest need, risk and vulnerability.
- ▶ Joined-up planning and programming in support of these collective outcomes or priorities.
- ▶ Financing that is aligned or harmonized around these collective outcomes or priorities.

The mapping follows these operational steps as the key components that have been defined to constitute the HDP nexus. While the mapping captures the progress made in implementing collective outcomes, it is not exclusive of other approaches that have been developed and implemented at the country level.

WHAT'S INSIDE

- ▶ Operationalizing the Nexus 3
- ▶ Spotlight on Peace, Gender and Local Actors 6
- ▶ Areas for Further IASC Support 10

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The mapping also covers the thematic areas of peace, gender and local actors. These themes were selected as they are intrinsically linked to the HDP nexus and require attention in its implementation.

The mapping was conducted by a subgroup of Results Group 4, convened by OCHA in collaboration with DCO, FAO, ICVA, IOM, Oxfam, PBSO, UNDP, UNFPA, WFP, WVI and the Global Protection Cluster. The subgroup developed the concept and agreed on a set of survey questions and countries.

The mapping covers Afghanistan, Burkina Faso, Burundi, Cameroon, Central African Republic (CAR), Colombia, Democratic Republic of the Congo (DRC), Haiti, Iraq, Jordan, Lebanon, Libya, occupied Palestinian territory (oPt), Somalia, Sudan and Ukraine.

Resident Coordinators/Humanitarian Coordinators (RC/HCs) in these countries were asked to consult with key stakeholders and describe the overall HDP nexus approach; collective outcomes or other HDP priority areas; and how they engaged in joined-up planning, programming and financing around these priorities. They were also asked how peace, gender and local actors featured in the HDP nexus approach.

The below sections summarize the key findings based on analysis across the 16 individual country reports, outlining areas where progress has been made, as well as challenges and gaps that require further support.

OPERATIONALIZING THE NEXUS

Despite global guidance on the HDP nexus, more needs to be done to create a common understanding of the nexus at the country level. The global community has invested in developing nexus guidance based on lessons learned as well as providing training and support to RC/HCs, UNCTs and HCTs, including through joint support missions (the IASC, the JSC and the OECD-DAC). Progress in implementing nexus approaches at the country level is evident, but several countries reported challenges in creating a unified understanding of the nexus approach among stakeholders, with diverging views and interpretations. More work is required to familiarize stakeholders with guidance documents, in combination with continued, unified support and incentives from headquarters and donors for collective approaches.

Strong multi-stakeholder engagement is needed to support progress across the HDP nexus. Country-level efforts to implement nexus approaches are becoming increasingly collective. In many countries, nexus working groups and task forces include national and local authorities; UN entities; national and international NGOs; the World Bank; and bilateral donors. Good practice in working with national and local authorities and civil society range from a High-Level Triple Nexus Steering Committee endorsed by the Prime Minister in Somalia, to the participation of national NGOs in the HCT in Haiti and the establishment of local-level coordination mechanisms in Colombia. Bilateral donors are increasingly engaged through nexus working groups and task forces. In some countries, such as Burkina Faso, DRC and Haiti, individual donors have played a lead role or “championed” the nexus approach.

Strong advances were made in leadership, sharing of analysis, common priority setting (collective outcomes) and joined-up planning. RC/HCs have taken up a leadership role in initiating, coordinating and facilitating nexus approaches. Country teams have strengthened the sharing of analysis and engaged in more joined-up planning

on HDP priorities in all countries. Many countries used the new Common Country Analysis (CCA) and United Nations Sustainable Development Cooperation Framework (UNSDCF) processes as an opportunity to define common HDP priorities, while drawing on the analysis of the Humanitarian Needs Overviews and ensuring complementarity with Humanitarian Response Plans (HRPs).

Timeline for UNSDCF processes by country

Country	Already done in 2021	Process starts in 2022
Afghanistan		
Burkina Faso		●
Burundi		●
Cameroon	●	
Central African Republic		●
Chad		●
Colombia	●	
DR of the Congo		●
Haiti		●
Iraq	●	
Jordan		●
Lebanon		●
Libya		●
occupied Palestinian territory		●
Somalia	●	
Sudan		●
Ukraine		●

Collective outcomes are increasingly used to support progress on reducing needs, risks and vulnerability. In 10 of the 16 countries, collective outcomes were either already used or planned for the upcoming planning cycle to strategically guide interventions through collaboration between humanitarian, development and peace actors. In Somalia, the strategic objectives set out in the HRP are aligned with those of the UNSDCF and both plans reflect the agreed collective outcomes.

In Haiti and Ukraine, where collective outcomes have not yet been identified, the HRP contains a specific strategic objective on humanitarian-development collaboration. Collective outcomes are not a prerequisite for an HDP nexus approach, and the mapping highlights other effective nexus approaches, such as in CAR, where dedicated working groups are ensuring progress on HDP priorities at the subnational level.

Collective Outcomes as of 2021

Completed	In progress or planned	No collective outcomes
25%	38%	37%
Burkina Faso Cameroon DR of the Congo Somalia	Burundi Central African Rep. Haiti Libya oPt Ukraine	Afghanistan Colombia Iraq Jordan Lebanon Sudan

There is still a need for strengthened alignment of programmes and projects towards HDP priorities or collective outcomes. The mapping shows that challenges remain in moving from national-level coordination and planning around the nexus to designing programme-level activities at the subnational level. Ensuring complementarity of humanitarian, development and peacebuilding programmes towards common priorities does not require joint programming or financing. In Cameroon, the early identification of “convergence zones” or geographic focus areas has helped ensure strengthened programming towards collective outcomes, thus increasing the impact on communities. In DRC, mainstreaming collective outcomes into provincial development plans, combined with multi-stakeholder workshops in the most vulnerable provinces, aims to bridge the gap between national-level planning and programme implementation. In Ukraine, the HDP nexus approach is driven at the local level by the UN, NGOs and local authorities through project activities supported by national-level strategic consultations.

There is also a need for more targeted funding and financing of programmes and projects that

contribute to HDP priorities (rather than based on the interests and priorities of individual donors). In Burkina Faso, donors have been involved in identifying HDP priorities, and they are increasingly financing initiatives in line with these priorities in areas such as WASH, food assistance, social protection and peacebuilding. While several countries reported a lack of compatibility of existing financing instruments, others have developed dedicated funds (Cameroon) or financing agreements (Jordan) to support programming across the HDP nexus. The Ukraine Humanitarian Fund 2020 standard allocation to Government-controlled areas required all project proposals to contain a nexus component. Finally, some countries, such as Afghanistan and CAR, have made social protection a major focus of the nexus approach.

Many countries have highlighted an urgent need for dedicated nexus adviser capacity to coordinate the HDP nexus approach around analysis, planning and programming across the HDP nexus. Most countries have highlighted that the Resident Coordinator’s Office (RCO) could benefit from dedicated nexus adviser capacity. Countries highlighted the need for a person who supports the RC in (i) convening, facilitating and coordinating the nexus approach around analysis; (ii) setting HDP priorities; (iii) supporting joined-up planning and programming with partners; and (iv) ensuring inclusion of Government, donors, NGOs and local actors in HDP priority setting and planning. Currently, there are very few dedicated nexus adviser positions, and often they are made possible only through support from donors, such as Sweden and the UK in DRC and Switzerland in Haiti, or through the UN-World Bank Humanitarian-Development-Peace Partnership Facility in Cameroon.

Progress in operationalizing the HDP nexus

Number of countries by area of work

	Completed/ progressing well	In progress/ requiring support	Gap/ challenge
Joint analysis	10	6	
Collective outcomes	4	6	6
Planning and programming	8	8	
Financing	1	6	9

The table above indicates progress in implementing the HDP nexus approach in the areas of joint analysis, collective outcomes, joined-up planning and programming, and financing in each country. This is meant to guide the selection of country briefs, rather than provide a ranking or comparison between countries. The information was extracted from individual country reports.

Photo: OCHA/Charlotte Cans



SPOTLIGHT ON PEACE, GENDER AND LOCAL ACTORS



SPOTLIGHT ON
PEACE

Efforts to operationalize a full triple nexus that includes peace are at an early stage. Some progress has been made in involving peace actors in coordination and strengthening the inclusion of conflict prevention and peacebuilding in analysis, planning and programming. However, these efforts are **limited to a few countries**. The mapping features several contexts with UN multi-dimensional peacekeeping or political missions (Afghanistan, CAR, DRC, Haiti, Iraq, Lebanon, Libya, oPt, Somalia and Sudan) and some other conflict or post-conflict contexts where peace is a key component of the nexus approach (Colombia and Ukraine). Some countries noted that the sudden outbreak of conflict (Libya) or a continuously fragile security situation (CAR) posed challenges to the implementation of an HDP nexus approach, highlighting the importance of interventions aimed at strengthening State authority and public-service delivery alongside social cohesion and peacebuilding. Other countries reported that multi-stakeholder analysis and coordination contributed to building trust and facilitated access and assistance or programme delivery, therefore enhancing the HDP nexus approach.

All countries participating in the mapping included peace in their joint analysis or sharing of data, either as part of the CCA process or through a dedicated conflict analysis, as a basis for an HDP nexus approach. This is important for ensuring that planning and programming are informed by a nuanced understanding of the context. In Iraq, regular conflict analysis and guidance by a social cohesion and peacebuilding subgroup guide the implementation of area-based action plans for durable solutions.

A few countries have articulated peace-related collective outcomes. While collective outcomes are not a prerequisite for an HDP nexus approach, those countries offered good practice in making peace an equal part of the HDP nexus while preserving humanitarian space. In Burkina Faso, a collective outcome aims to reduce conflict risk, while Cameroon's collective outcome includes an objective on protection, social cohesion and local governance. Albeit not collective outcomes, Colombia has prioritized victims of armed violence under the HRP and the "peace" objective of the UNSDCF, while Iraq has made social cohesion a priority objective under its durable solutions framework.

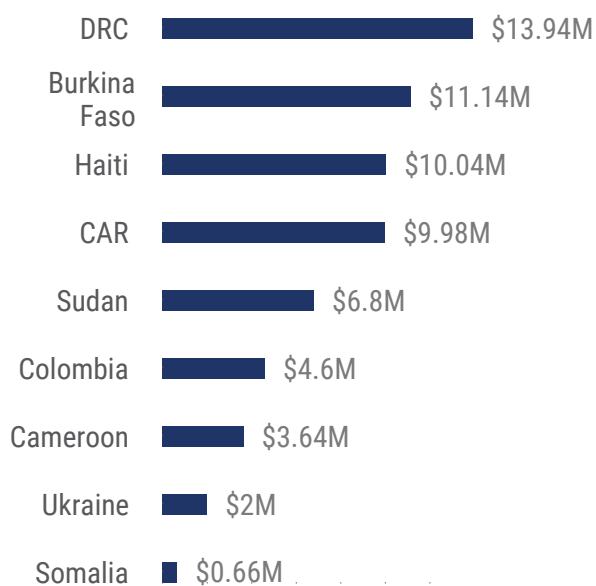
In mission settings, efforts were made to ensure complementarity of integrated mission planning with humanitarian and development planning. In Sudan, collaboration between the United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS) and the UNCT ensured that peace issues featured prominently in the nexus approach, which will be further refined throughout the country's CCA process. In non-mission settings, where there may not be a dedicated peace-related planning document, efforts were made to ensure that activities under the HRP and UNSDCF were conflict sensitive and designed to have a positive impact on social cohesion, conflict prevention and peacebuilding. In Lebanon, UN and non-UN peace and security actors were involved in the UNSDCF planning process. In DRC, the United Nations Organization Stabilization Mission in the DR Congo developed a Stabilization and Peacebuilding Marker, a self-rating tool to guide agencies and donors in implementing activities in and on conflict.

Many countries mentioned the Peacebuilding Fund (PBF) as making a critical contribution to the implementation of the HDP nexus. In CAR, the PBF supports the implementation and sustaining of the peace agreement between the Govern-

ment and 14 armed groups, making an important contribution to restoring State authority and basic services, which is vital for the implementation of the HDP nexus approach. In DRC, projects under the PBF were designed on the basis of joint analysis and collective prioritization, and they contribute to transitional justice, dialogue and peaceful coexistence in the three HDP nexus focus provinces (Kasai, Kasai Central and Tanganyika). In Sudan, the PBF supports the re-establishment of basic services, strengthening rule of law and reducing local conflicts to encourage durable solutions for displaced persons.

Several countries cite continued risk aversion by bilateral donors and the World Bank as a challenge towards more sustainable programming in volatile contexts. Donors seem to acknowledge the need to support longer-term programming to test innovative approaches, but at the same time they require detailed predictions, which sometimes cannot be made in a volatile environment.

Peacebuilding Fund by country



Source: PBF, April 2021. Please note that this is not a complete overview of PBF allocations in 2020 but only shows the allocations for the countries covered by the mapping.



SPOTLIGHT ON GENDER

In most countries, a gender lens has been applied to data collection and analysis, planning and programming to ensure gender sensitivity and responsiveness. For example, the assessment of the socioeconomic impact of COVID-19 in CAR provides clear gender-disaggregated data relevant for the nexus approach, whereas the 2021 Ukraine HRP had a Gender and Age Marker score of at least 4. Libya's Joint Country Assessment also includes a dedicated gender analysis, and Afghanistan issued a Gender in Conflict Analysis; both addressed gender not merely as a cross-cutting issue but as an issue considered vital for implementing the overall nexus approach. DRC has a dedicated collective outcome to reduce gender-based violence (GBV).

Facilitating inclusive local ownership by women's groups is showcased in several countries. In Burundi, networks of female human rights defenders and local women NGOs are being consulted and involved in the implementation of the nexus approach at national and provincial levels. In Jordan, the nexus approach is characterized by Government-led initiatives, where an Inter-Ministerial Committee was established to provide leadership, coordination and accountability for Government action on achieving women's rights commitments. The committee liaises with the different levels of Government and civil-society organizations (CSOs) on actions to be taken towards gender equality. In Colombia, dedicated gender working groups at national and field levels provide guidance on gender mainstreaming.

Joint efforts between UN and non-UN partners pave the way for gender in the implementation of nexus approaches. In CAR, a joint UN-EU-AU analysis of the peace process from a gender perspective was conducted as part of the CCA. In Lebanon, a joint programme supports the country on its Women, Peace and Security agenda. In oPt, efforts were made to ensure that joint

analysis and programming around the nexus are fully gender sensitive. In Sudan, dedicated gender resources in the Special Representative's Office (SRO) and the RCO supported the inclusion of gender issues into analysis, planning and programming.

GenCap support has featured in several countries through the deployment of GenCap advisers and consultants as dedicated gender resources to implement nexus approaches. In Burkina Faso and CAR, they supported the development of a gender road map and a comprehensive gender analysis and strategy for coordinated action across the nexus. In Somalia, GenCap collaborated on a multi-sectoral rapid gender assessment for identifying current gender-equality issues, perceptions and participation barriers among women's camp committees in IDP sites and UN Women community structures. Sudan reported the importance of dedicated gender resources in country, illustrating their advisers in the SRO and the RCO, who supported the inclusion of gender issues into analysis, planning and programming.



SPOTLIGHT ON **LOCAL ACTORS**

In the countries that participated in the mapping, the level of local actors' involvement varies. In some countries, the HDP nexus is still limited to international actors, such as the UN, NGOs and bilateral donors. In other countries, however, coordination with national and local actors and their involvement at all stages of the process was a strong priority. Countries with solid strategic plans and effective coordination structures, combined with a bottom-up and people-centred approach, such as Colombia, Iraq and Lebanon, were the most successful in terms of engaging a wide range of local actors and engaging them as strategic rather than implementing partners. In Colombia and Iraq, local area-based coordination teams are the main drivers of HDP nexus implementation. In Ukraine, a key feature of the nexus

approach is including a strategic objective in the HRP to strengthen national and regional Government ownership and local responders' capacity as part of a humanitarian exit strategy in Government-controlled areas from 2021-2023.

Government buy-in and leadership are critical to an effective and sustainable HDP nexus approach. In many countries, there was strong engagement of national and local authorities. In most countries, ministries are co-chairing or at least participating in HDP working groups or task forces, including the ministries of humanitarian aid; ministries of the economy, planning and cooperation; offices of the prime minister; or ministries of water. Local government and municipalities were involved, particularly in countries where the HDP nexus approach is focused on "convergence zones" or area-based programming, often in the context of protracted displacement and durable solutions. In Cameroon, the HDP Nexus Task Force convenes all relevant stakeholders at the national level, mirrored by regional groups in the Far North and Eastern Front.

While the role of local actors is recognized globally, there is a need to make their key role and contributions more visible. Some countries reported challenges in bringing local NGOs or CSOs into these forums, often due to the sheer number of such organizations. A good practice in DRC was the inclusion of national counterparts at local/provincial and central/ministerial levels from the beginning of the design process of the collective outcomes in 2019. This inclusive approach has also been followed for the implementation of PBF projects in DRC. In Burkina Faso, development and peacebuilding interventions are specifically designed to strengthen the capacities of regional and local authorities as well as NGOs and community-based organizations, supporting social cohesion. Overall, local NGOs' participation in humanitarian coordination mechanisms has improved significantly in recent years. In Haiti, the HCT's inclusion of local actors, who often do not distinguish between humanitarian and development activities, has ensured greater inclusion of local actors in HDP nexus discussions.

Engaging local actors in the nexus approach has ensured a more people-centred approach and greater accountability to affected people in some countries. For example, the UN in Lebanon is establishing an oversight body to serve as an independent mechanism for representatives from civil society and other institutions to provide broad oversight on the recovery work, and to help channel people's perspectives and increase accountability.



Photo: OCHA/Mouangue



AREAS FOR FURTHER IASC SUPPORT

The HDP nexus approach aims to change the way humanitarian, development and peace actors work to deliver real, lasting change for crisis-affected people by reducing and ultimately ending humanitarian need.

All the contexts covered by the mapping have good practices and learning to share, and the IASC has a key role in promoting this learning and continuing the push with all stakeholders to make this systems-change happen.

The mapping shows that over the past few years, much progress has been made in strengthening a common understanding of the HDP nexus at the global level, which has been translated in a number of connected forums and guidance documents by the IASC, the UN Sustainable Development Group (UNSDG) and OECD/DAC. This has resulted in a more diverse and collective group of actors at the field level committing to and implementing HDP nexus approaches in support of national and local governments. However, more work is needed to disseminate existing guidance at the country level.

The mapping reveals impressive efforts and significant progress in terms of changing the way humanitarian, development and peace actors work together, setting these systems on track to deliver better for affected people. The progress made is a collective effort, but it usually required considerable time and effort by individuals. The consistent message across all countries covered by the mapping is that while “mainstreaming” capacities to implement the HDP nexus across organizations is also required, it is not enough. Dedicated nexus advisers are needed, at least over the next two to three years, in order to translate the systemic and institutional shifts into a concerted effort to ensure that each activity makes a measurable difference in people’s lives by contributing to commonly agreed priorities.

- ▶ **The IASC should continue collaborating with the UNSDG and OECD-DAC to support**

building nexus capacity, including through the Nexus Academy and the deployment of nexus advisers who can support implementation of the HDP nexus approach in line with the IASC Light Guidance on Collective Outcomes.

Related to the above, the mapping shows the progress made in joining up analysis and planning documents in many countries, but it also shows the difficulty in translating global- and national-level commitment into programming and financing towards commonly agreed priorities at the subnational level. This requires implementing organizations and donors to more fully commit to supporting commonly agreed HDP priorities over several years, and to adjust their monitoring processes to measure progress against these priorities.

- ▶ **The IASC, in collaboration with the UNSDG and OECD/DAC, could initiate further work around monitoring and accountability in the implementation of HDP nexus approaches.**

The mapping generally shows progress in engaging national and local authorities in HDP nexus approaches. However, there is still some way to go in further promoting the participation and engagement of local NGOs around commonly agreed priorities at the subnational level.

- ▶ **The IASC could support inclusive workshops with the participation and engagement of local actors to enhance a common understanding of the HDP nexus, and support the difficult process of translating national-level priority-setting and planning into activities at the subnational level.**

The mapping highlights positive examples of where peace actors, conflict sensitivity, social cohesion and peacebuilding have been important parts of the nexus approach without compromising humanitarian actors’ ability to deliver on their mandate. In particular, the mapping also underlines that to achieve HDP priorities, peacebuilding must be a core part of development

programming and, as such, be coordinated with other activities under the UNSDCF and those under the HRP.

- ▶ **The ongoing IASC initiative to develop a “peace toolkit” will further contribute to strengthening the peace component in the HDP nexus by providing guidance on conflict analysis, conflict sensitivity and peacebuilding.**

The mapping also shows that many countries are taking gender seriously in their implementation of HDP nexus approaches. Much can be achieved

in making HDP approaches gender sensitive just by involving women’s groups as well as gender expertise in the form of GenCap and others in coordinating and articulating HDP priorities and related activities. In some cases, this might lead to making gender-related issues, such as GBV, a dedicated priority for the HDP nexus.

- ▶ **The recently conducted IASC review on gender in the nexus may shed further light on the good practices and lessons learned in this regard.**

Photo: UNHCR



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