The challenge facing international development and humanitarian response: While we have traditionally separated development for "stable" areas and humanitarian response for crisis zones, in 2019, few countries or regions in the world are truly stable. Crisis and humanitarian needs have grown significantly over the last 10 years, with significant impacts on poverty and how we try to resolve it. Two-thirds of all humanitarian assistance is provided to long-term recipients facing protracted crises of a duration of eight years or more. More than 80% of the global poor are expected to live in fragility by 2030. In this increasingly disrupted context, conflict, natural disasters and impacts of climate change are commonplace in countries where long-term efforts to reduce chronic poverty and injustice are playing an increasingly important role.

The Nexus Solution: The Nexus (integrating humanitarian assistance with development –Double Nexus - and with peace/security –Triple Nexus- in analysis, planning, and implementation) is here to stay. Faced with increased needs, limited resources and the need to cut down costs, global organizations (e.g. UN and EU) are already rolling out pilots and reforms to integrate humanitarian assistance with development, to various degrees. Many of CARE's country offices (COs) are already building and implementing their programs using this Nexus thinking to improve our agility transitioning support to meet needs in dynamic contexts. As a dual-mandate organization—one that has worked in both humanitarian response and development for more than seventy years—CARE is uniquely positioned to offer insights into how to conduct and improve nexus programming. Understanding both the development and humanitarian spaces, and having country-level platforms that work with communities to respond to both contexts, allows us to see potential for changes that will allow us to help more people more effectively, even as situations change quickly for the people we serve. This requires us to integrate the voices, needs, and aspirations of our target groups (especially women) and other localized ecosystem actors (including civil society, private sector, and local government structures). Localization, local ownership, and local participation are our core drivers of nexus programming; even as we partner with national, donors and multilateral organizations.

Doing Nexus Differently Principles

In 2018, CARE launched Doing Nexus Differently, an approach that built from more than 75 years of responding to emergency situations and our expertise in long-term development. Led by our country offices, especially the experts who have been responding to protracted crises in Syria and Yemen, and those who deal with recurring severe crises in Ethiopia, Mozambique, and West Africa, the report lays out 8 key principles for Doing Nexus Differently:

1. **Local ownership;**
2. **Community participation;**
3. **Evidence and analysis;**
4. **Political Acumen;**
5. **Gender equality and women's voices;**
6. **Resilience;**
7. **Adaptive management;**
8. **Reinvesting in program quality**

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Examples of Impact

Local ownership and capacity building

In **Bangladesh**, CARE is working to strengthen the system for treating malnutrition among more than 900,000 Rohingya refugees from Myanmar to Bangladesh from August 2017 onwards, creating a major humanitarian crisis. By providing training and supervision to all implementers in the area, CARE is contributing to improved emergency nutrition screening and response services for the total estimated 165,000 Rohingya refugee children between 6 and 59 months, of whom around 33,000 are estimated to be suffering acute malnutrition.

Building the capacity of emerging local governments in humanitarian settings is a critical step to enable the transition into more stable conditions. In **Somalia**, CARE supports the Ministry of Education, Culture and Higher

Education to implement its new Education Sector Strategic Plan. A Program Unit embedded at the Ministry of Education supports the design and implementation of activities to increase equitable access to education; improve the quality of learning; and build the capacity of Ministry staff on policy development and quality assurance. In the Puntland State of Somalia, CARE has been working with the Ministry of Education since 2013 to build the capacity of staff to develop and implement policies to increase equitable access, boost the quality of education and enable decentralized quality assurance processes. As a result, enrolment rates increased by 11% at primary level, reaching transition rates of 68% for boys and 70% for girls.

CARE has taken the lead in the Syrian Resilience Consortium that brings together six INGOs working in the region. The Syrian context is still marked by quickly changing frontlines, huge destruction and movement of people, rendering long-term planning very challenging. The Syrian Resilience Consortium has significant learning about how partnerships and consortia structures can be leveraged to enable the design and implementation of Nexus programming in the future – especially if local actors are core contributors in these structures.

Communities Take Charge

In Niger, communities decided to put the VSLA groups in charge of all of the food aid distribution from the government because

"it is obvious that they have more management capacity than us men, and are better able to maintain social cohesion," according to the chief of the village.

One refugee in Niger who fled drought in Chad says, "Here in Jan Bourou, the cash funds of our wives' savings groups are more efficient than commercial banks."

Community Participation

Supporting communities to lead their own community response is a critical function in Nexus programming. Thinking about how to use development programs so communities can prepare for the future has led to many successful projects, especially using the Village Savings and Loan approach. In Chad, VSLA members used their savings to buy grain that they could eat during the lean season. If they didn't need it because their own production was enough, they could sell it for a profit of about $50—two-thirds of what CARE gave them as a cash distribution. They even started setting up ways to cover the gap when WFP was late with food distributions.

In **Afghanistan**, CARE supports 313 community-based schools (CBE) in rural and remote areas of the country, currently reaching 7,521 girls. The CBE model operates as a partnership between communities and the Ministry of Education, increasing the coverage of the education system and building community capacity for school oversight. The partnership with communities allows adolescent girls to attend school in a safe and culturally acceptable manner, particularly in conflict-affected areas. Community-based education also provides girls with unique opportunities to transition into a career through the provision of training on nursing, teaching and community development work. The CBE approach is not only expanding access to education but has also proven to be extremely successful in increasing learning outcomes. In a period of 18 months, the average increase in literacy scores among grade 4 CBE students was 50% higher than among regular public school students. A quasi-experimental evaluation indicated that in a period of 12 months, the average proportion of lower secondary CBE students proficient in advanced numeracy skills had increased from 5% to 32%, compared to 0% among students from the same grades in comparison schools.

Evidence and Analysis

Participatory Scenario Planning (PSP) developed as part of the **Adaptation Learning Project** (ALP) with funding from UK Aid from the Department for International Development, the Ministry of Foreign Affairs of Denmark, the Ministry of Foreign Affairs of Finland, and the Austrian Development Agency. PSP was adapted and taken up by all 47 County Departments of Agriculture, and saw a $4 return for every $1 invested in getting governments and

communities to plan for climate emergencies. This evidence helped prompt 17 countries in Africa to adopt these models to help respond to climate change. It's influenced $535 million in programming, and helped reach 16.6 million people with new climate finance.

Political Acumen

CARE deployed to Cox's Bazaar in early October 2017 at a time when there were very few other health/SRH services being provided. **CARE utilized a nexus approach, shifting from a focus on supplying humanitarian assistance to those who need it, to reducing the demand for humanitarian assistance by addressing root causes.** This approach convenes both humanitarian and development actors to work in complementary ways to achieve a common 'response' goal. One of the major barriers was that in order to receive long-acting reversible contraceptives, individuals had to provide a permanent address. This excluded refugees from accessing these highly effective contraceptive methods. In addition, stock outs of supplies of contraceptives were another major issue, including for short acting methods. To address these policy barriers, CARE, together with UNFPA and other SRH stakeholders put together a joint statement on the SRH needs of women and girls in this context. After tremendous behind the scenes negotiations and advocacy efforts by many partners both on the ground and globally including IAWG, and donors such as DFID, the Government of Bangladesh provided a waiver for the requirement of a permanent address for long acting methods.

Gender in Emergencies

In **Iraq's** Building Peaceful Futures project, CARE is working with support from the Australian government, and in partnership with Humanity and Inclusion, Save the Children, and the Norwegian Refugee Council to include work on gender and women's empowerment in project activities around health, water and sanitation, cash, and governance programming. CARE operates safe spaces for women and girls that allow for immediate response to crisis—like referring vulnerable cases to the right authorities and distributing dignity kits to respond to emergency. They also take a more long-term view of support, and offer life-skills training that supports empowerment and preventing gender-based violence into the future. The team also works with communities and other NGOs to ensure that every approach is aiming to transform the norms that negatively affect women and girls, and make sustainable changes to reduce GBV over time. This includes creating Gender Action Plans that propose concrete improvements to support gender equality into the future.

During **Ethiopia's** response to El Nino in 2015, the team leveraged existing gender expertise from it's development programming to apply to the emergency response to ensure that all emergency activities were supporting more sustainable improvements in gender equality. This included re-tasking the gender experts in development projects to conduct Rapid Gender Analysis in the emergency zones, re-designing the emergency response strategy to include a focus on gender equality in the immediate response and over the long term, and drawing from the gender analyses and existing gender equality tools that the country had to assess the situation and design emergency solutions. By tapping into existing gender resources and leadership support for long term gender equality, the emergency response was able to quickly stand up emergency response that not only met the immediate needs of 185,000 women and girls, but also built long-term progress towards gender equality.

In **Afghanistan and Somalia**, the STAGES II and SOMGEP-T projects are conducting longitudinal research on how gendered attitudes and practices are affecting girls' education outcomes. The findings inform complex interventions working with communities and schools to address gender-related causes of absenteeism, poor learning outcomes and dropout. In Afghanistan, STAGES II is working with school management committees and teachers to address school-related gender-based violence, shift gendered classroom practices and develop girls' leadership skills. In Somalia, SOMGEP-T is working with religious leaders to increase community support for girls' enrolment and attendance based on Islamic teachings on gender equality. SOMGEP-T works with community

education committees and teachers to address cases of gender-based violence; develop girls' leadership skills; and change menstrual hygiene practices. SOMGEP-T is also working with Boys' Empowerment Forums, where male mentors support boys' positive perceptions of masculinity. SOMGEP-T's work on gender had a direct effect on learning outcomes: Grade 4 girls participating in leadership skills development had an average reading comprehension score of 66%, compared to an average of 37% among the comparison group.

Resilience

Malawi's Enhancing Community Resilience project demonstrated a $29 return on every $1 invested, as communities could figure out how to save and plan for their futures, even in the face of disastrous floods. That more than 3 times higher than peer DFID-funded programs in Malawi. They also doubled the average household income.

Working with community volunteers, government extension agents, and technical experts, CARE Vietnam planted 458 hectares of mangroves, more than twice the amount of mangroves that NGOs and the government of Vietnam were able to plant in the two decades from 1986-2005. With traditional methods of planting and maintaining mangroves, a typical survival rate is 10-50% of the trees. In the CARE project, the rate was 70-90%--up to a 9 times improvement. When it costs $1,000 a hectare to do the planting, every tree that lives is money saved—as well as lives saved during storms.

Adaptive Management

The **CARE Haiti Kore Lavi** program developed a safety-net system with funding from USAID that had the potential to expand quickly in the case of shocks, such as the El Niño and Hurricane Matthew responses in which the program made use of the existing voucher system to target households. Kore Lavi reached more than 170,000 households to improve food security.

The **Somali Girls' Education Promotion Project – Transition** (SOMGEP-T) Project works in 199 schools in rural and remote areas of Somalia, including the disputed regions of Sool and Sanaag. SOMGEP-T uses a robust real-time monitoring system to track how activities are being implemented across different areas, enabling the project to quickly provide coaching / remote support to struggling schools. Agility in monitoring allows the project to quickly adapt interventions to respond to shifting needs due to drought, conflict and migration. For example, when the 2017 drought led to a major influx of displaced pastoralist children into project areas, the project identified a spike in the proportion of girls who had never attended school and added an accelerated education component to support their specific needs.

Mozambique knows high vulnerability to shocks with frequent occurring natural disasters as well as social tensions arising from civil conflict. CARE, as part of a consortium, has taken a

Cash and Voucher Assistance (CVA)

In FY18, CARE and partners reached 2.6 million people in over 50% of its country programs with CVA in humanitarian, recovery, and development contexts. CARE implements CVAs in all of its regions, with 102 projects utilizing CVA in FY18.

In Zimbabwe's Cash First Humanitarian Response, funded by DFID, 73,718 households saw a 31% decrease in food insecurity. The project also saw a sustained increase in people using mobile money, and investing the money from their cash assistance into local businesses to help re-build the economy faster. This strengthened not only emergency response, but also the whole system for resilience.

In Haiti's Kore Lavi project, funded by USAID, 96% vendors that participated in a voucher program during emergencies and development saw an increase in their profits and assets. 61% hired new workers to help serve customers. And 55% of farmers are investing more in local production to meet demand.

Markets Solutions for Nexus

Since 2012, CARE **West Bank and Gaza** has moved from an approach dominated by delivery of handouts and tolls to a partnership approach that is taking a localized, participatory, and sustainable road to empowerment for our target groups as demonstrated in CARE's Strengthening Livestock Holders' Livelihoods in Area C (Rawasi). It especially focused on local and regional private sector actors to strengthen market connections. Production improved by as much as 50%, reduced food waste by 57%, and cut the cost of extension services in half.

Given the protracted nature of the **Syrian** crisis, CARE recognizes the great need to move to more sustainable action and planning for livelihoods for the affected populations. In one project, CARE has therefore chosen to complement humanitarian components with resilient food market system approaches. These holistic approaches support local entrepreneurial initiatives via cooperatives and entrepreneurs, applying market-oriented approaches building on market assessments, recovery and rehabilitation of social and economic structures such as roads and markets. This is to ensure that Syrians do not only meet their immediate needs but also to enable them to secure their long-term needs, recover their livelihoods, and improve food availability for food items such as dairy and vegetables.

In **Bangladesh's** Strengthening the Dairy Value Chain project, with funding from the Bill & Melinda Gates Foundation, women who participated in activities that linked them to markets and built their skills in the development context were able to respond better to political emergencies, and recovered more than twice as fast as women who weren't in the project.

highly integrated approach where Disaster Risk Reduction (DRR) is part of long-term programs that keep high flexibility to respond to shocks. CARE Mozambique's recent work shows the impact of this integrated Nexus approach. Emergency tools could be integrated into existing development programs, like the Early Childhood Development program that started to monitor and address child malnutrition during the worst drought in years. Mozambique's humanitarian programs continued to address longer term development needs: response to the 2015 drought set up and trained water committees to not only manage immediate response, but also to continue to serve their communities and run water facilities over the long-term, as well as promote good water and health practices.

Reinvesting in program quality

Since 2014, CARE **Jordan** has been merging its humanitarian assistance and development activities for both Jordanians and displaced people. This new approach required programmatic and organizational shifts, which impacted job descriptions, local partnerships and donor contracts. At the organizational level, some donors provided flexible "bridge" funding and a few development proposals allowed for emergency budgets to be integrated. The country team merged support systems, saving resources and improving impact.

Building bigger systems

Building the capacity of emerging local governments in humanitarian settings is a critical step to enable the transition into more stable conditions. In **Somalia**, CARE supports the Ministry of Education, Culture and Higher Education to implement its new Education Sector Strategic Plan. A Program Unit embedded at the Ministry of Education supports the design and implementation of activities and build the capacity of Ministry staff on policy development and quality assurance. In the Puntland State of Somalia, CARE has been working with the Ministry of Education since 2013 to build the capacity of staff to develop and implement policies to increase equitable access, boost the quality of education and enable decentralized quality assurance processes. As a result, enrolment rates increased by 11% at primary level, reaching transition rates of 68% for boys and 70% for girls.