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# HUMANITARIAN - DEVELOPMENT - PEACE NEXUS GUIDELINES

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**JANUARY 2023**

**Trocaire**  
TOGETHER FOR A JUST WORLD

## **ACKNOWLEDGEMENTS**

These Nexus Guidelines were developed over the period from September 2021 to February 2023. Consultants Teia Rogers and Lauren Burrows developed a first draft of the framework and guidelines following consultation with country teams and staff in head office. The initial draft was piloted by country teams in Ethiopia, Democratic Republic of Congo and Myanmar. Consultant, Florie De Jager Meezenbroek, facilitated reflection by country teams during the piloting phase, captured the learning and produced this final version of the Nexus Guidelines. Trócaire is grateful to all those involved.

# EXECUTIVE SUMMARY

The **purpose** of these guidelines is to support Trócaire's country teams and local partners in implementing programmes with a nexus approach.

**Nexus** is defined as the interlinkages between humanitarian, development and peace actions.

The **overall aim of a nexus approach** is to *ensure the well-being and protection of women, men and children in communities and build their resilience to shocks.*

The **nexus approach** means strengthening collaboration, coherence and complementarity between the three pillars of nexus – humanitarian, development and peace. The approach seeks to capitalise on the comparative advantages of each pillar in order to reduce overall vulnerability and the number of unmet needs in communities. It aims to strengthen risk management capacities and where possible begin to address root causes of conflict. It should help avoid cycles of crisis that reinforce the need for humanitarian and development support.

Determining the right mix between **humanitarian, development and peace actions** and how to integrate them is critical in nexus programming while very context specific. The role of local leaders, communities and civil society organisations is key as they best understand the context and needs of their areas.

The nexus framework proposes four components:

Joint Context Analysis & Planning	Programming	Leadership & Coordination	Financing & Resources
Bringing together the right stakeholders across the nexus to build a shared vision informed by in-depth analysis.	Working beyond silos to address immediate needs, tackle the root causes of vulnerability and conflict and contribute to long-term transformative change.	Strengthening leadership and mechanisms for sharing information and knowledge to maximise potential collaboration opportunities.	Exploring innovative ways to fund nexus programming and lobbying donors for joined-up and flexible multi-annual funding mechanisms.

**Joint analysis and planning** is an essential component of nexus programming because it brings together the right people at the right time to create a shared vision. **Nexus programming** is a people-centred approach and works beyond silos to address root causes of conflict and vulnerability and contribute to long-term transformative change. Programming with a nexus approach means layering and sequencing programme strategies related to the three pillars in a way that should multiply the impact of the different work streams. Nexus demands more and better **coordination and collaboration** between traditional humanitarian, development and peace actors to build trust and consensus. Predictable, flexible, multi-year **funding** modalities, pooling mechanisms and the harmonisation of funding cycles help in supporting and operationalising the nexus.

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# ACRONYMS

<b>CM</b>	Crisis Modifier
<b>DAC</b>	Development Assistance Committee
<b>DRC</b>	Democratic Republic of Congo
<b>DRR</b>	Disaster Risk Reduction
<b>EFSL</b>	Emergency Food Security and Livelihoods
<b>EPP</b>	Emergency Preparedness Planning
<b>HDP nexus</b>	Humanitarian-Development-Peace nexus
<b>IASC</b>	Inter-Agency Standing Committee
<b>ICSP</b>	Ireland's Civil Society Partnership
<b>LRRD</b>	Linking Relief, Rehabilitation and Development
<b>MSD</b>	Market System Development
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PSS</b>	Psychosocial support
<b>UN</b>	United Nations
<b>WCO</b>	Women-Centred Organisation

# GLOSSARY OF KEY TERMS<sup>1</sup>

**Collective outcome** is a jointly envisioned result with the aim of addressing and reducing needs, risks and vulnerabilities, requiring the combined effort of humanitarian, development and peace communities and other actors as appropriate.<sup>2</sup>

**Nexus** refers to the interlinkages between humanitarian, development and peace actions<sup>3</sup>. This refers to the 'triple' nexus. The double nexus refers to linkages between development and humanitarian actions.

**Nexus approach** refers to the aim of strengthening collaboration, coherence and complementarity. The approach seeks to capitalise on the comparative advantages of each pillar – to the extent of their relevance in the specific context – in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict<sup>4</sup>.

**Peace actions** are a comprehensive range of actions over the short-, intermediate- and long-term that contribute to preventing conflict and building, making, and sustaining peace<sup>5</sup>.

**Theory of Change** is a change model "explaining how the activities undertaken by an intervention (such as a project, program or policy) contribute to a chain of results that lead to the intended or observed impacts"<sup>6</sup>.

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<sup>1</sup> Multilateral institutions and large international organisations currently influence nexus-related definitions and language. Trócaire may want to work with partners and local actors to refine definitions and a language aligned with organisational values and local contexts.

<sup>2</sup> IASC, "Light Guidance on Collective Outcomes," 2020

<sup>3</sup> DAC Recommendation on the Humanitarian-Development-Peace Nexus

<sup>4</sup> Ibid

<sup>5</sup> IASC, "Exploring Peace within the HDP Nexus," 2020

<sup>6</sup> Better Evaluation

# 1. OVERVIEW OF GUIDELINES

## 1.1 PURPOSE

The primary purpose of these guidelines is to support Trócaire's country teams and local partners in implementing programmes with a nexus approach. In addition, these guidelines will help familiarise country teams and partners with definitions and principles related to nexus and provide the following:

- Guidance on joint analysis and planning
- Options for integrating the different pillars of the nexus
- Guidance on local leadership and coordination of nexus programming
- Recommendations for financing and resourcing of nexus programming

Trócaire has previous experience of integrating humanitarian and development programming in one geographic area and embedding cross-cutting approaches. Based on these good practices, the nexus framework proposed in this guidance focuses on the use of a coherent, joined-up and agile approach across our humanitarian, peace and development efforts in order to be able to attend to the immediate needs of the target population, whilst also considering the address root causes of poverty, vulnerability and fragility.

## 1.2 TARGET AUDIENCE

These guidelines are targeted at Trócaire's country teams, global programme teams and local partners.

## 1.3 HOW TO USE THIS GUIDE?

These guidelines provide an introduction to the humanitarian, development and peace nexus explaining the origins of this approach, its guiding principles and the components of the nexus framework. The four components proposed in the nexus framework are detailed and illustrated with examples and checklists. A initial reading of the full guidelines is recommended after which readers may find it helpful to dip in and out of the various sections of the framework. Checklists are provided for quick and easy reference points throughout the document.

# 2. INTRODUCTION TO HUMANITARIAN, DEVELOPMENT AND PEACE NEXUS

## 2.1 THE EMERGENCE OF HUMANITARIAN, DEVELOPMENT AND PEACE NEXUS

The Humanitarian-Development-Peace Nexus (HDP nexus) has emerged as a framework for addressing people's vulnerabilities coherently. Discussions around linking immediate relief with long-term development activities as well as peace are not new. HDP nexus is a continuation of long-running efforts in the humanitarian and development fields, that include Disaster Risk Reduction (DRR), Linking Relief, Rehabilitation and Development (LRRD), and Resilience. The current dialogue on HDP nexus, driven mainly by donor countries, United Nations (UN) and OECD/DAC, focuses on generating structural shifts across the aid system and intends to impact how integration is achieved at stakeholder and programme level, but also how aid is coordinated, funded and delivered.

The **Humanitarian Summit in 2016** called for strengthening local systems as well as increased collaboration, coherence and complementarity between humanitarian-development-peace efforts to reduce need, risk and vulnerability in populations, particularly in protracted crisis settings. The nexus approach **highlights the need to invest in prevention and address the underlying root causes of vulnerability, fragility and conflict** while simultaneously meeting humanitarian needs. Further, it **seeks to increase populations' resilience and avoid cycles of crisis** that reinforce the need for humanitarian and development support.

In 2019, the **OECD Development Assistance Committee (OECD-DAC) developed the Nexus recommendation**<sup>7</sup>, defining the HDP nexus and outlining the commitment of 29 DAC member states, the European Union and 5 United Nations agencies to jointly work to shift from delivering

### OECD DAC ELEVEN NEXUS PRINCIPLES

#### Better Coordination

1. Context Analysis
2. Empowered Leadership
3. Public Engagement

#### Better Programming

4. Prioritising prevention, mediation & peace building
5. People at the centre
6. Do No Harm
7. Aligning programming with risk
8. Strengthening national and local capacities
9. Invest in learning and evidence

#### Better Financing

10. Evidence based financing strategies
11. Predictable, flexible, multi-year financing

humanitarian assistance to ending need. Eleven principles were formulated around strengthening coordination and programming as well as introducing predictable, flexible and multi-year financing mechanisms. Though the HPD nexus discourse often remains conceptual and donor-led, several initiatives are ongoing. Donors, such as Sweden, the United Nations, and the European Union, are supporting targeted nexus initiatives, including donor engagement groups<sup>8</sup>, civil society-led oversight mechanisms<sup>9</sup>, nexus response mechanisms and pilot funding mechanisms- as evidenced in the Democratic Republic of Congo, Lebanon and Myanmar. Collective outcomes, new ways of working and nexus steering committees are also evident in government approaches in the Democratic Republic of Congo, Ethiopia and Somalia.

<sup>7</sup> OECD, "DAC Recommendation on Humanitarian, Development Peace Nexus," 2019

<sup>8</sup> IASC, "Light Guidance on Collective Outcomes," 2020

<sup>9</sup> IASC, "Mapping good practice in the implementation of Humanitarian - Development - Peace Approaches," 2021



**FIGURE 1:**  
Linkages between development cooperation, humanitarian aid and peacebuilding (Medinilla et al., 2019)



## NEXUS PLANNING FRAMEWORK IN DRC

In DRC, under the leadership of a Nexus Core Team (Government, donors, national and international NGOs, UN) and with the support of the Nexus Donor Group, **collective outcomes** were defined in the areas of food insecurity and malnutrition, access to basic social services, forced displacement and gender-based violence, targeting 6 provinces. These outcomes were partially integrated into national development, humanitarian and security/stabilisation plans, provincial development plans, donors' bilateral strategies and implementation frameworks (see also [here](#)).

## 2.2 RELEVANCE OF NEXUS APPROACH FOR TRÓCAIRE

Besides the HDP Nexus approach promoted by the UN and OECD/DAC, focusing on changing how organisations work together to deliver aid effectively, the nexus approach is also relevant for Trócaire. The nexus approach recognises that **development, peace and stability happen in non-linear and context-specific ways and that communities do not have single isolated needs**<sup>10</sup>. This means that different phases to achieve

sustainable development (relief, early recovery and development) link or happen simultaneously on the ground in diverse areas/sectors. Furthermore, the increasingly **protracted** and **recurrent nature of crises** means a greater range of **overlapping and compounding needs** and rising **uncertainty** within contexts<sup>11</sup>. The intersection of climate change and conflict was one of the drivers for re-emerging nexus approaches. For example, according to Trócaire's Strategy 2021 - 2025, "*Changes to our climate and environment are increasing the frequency, intensity and unpredictability of severe weather events (droughts, floods, cyclones... and those who contribute least to climate change are disproportionately affected by it.*" Thus, exacerbating the vulnerability of communities in Fragile and Conflict-Affected States. The nexus approach, therefore, reconfigures **coherence between humanitarian, development and peace action** around the **needs** of vulnerable populations, including **addressing root causes** of vulnerability, fragility and conflict and **challenging inequalities** and social injustice.

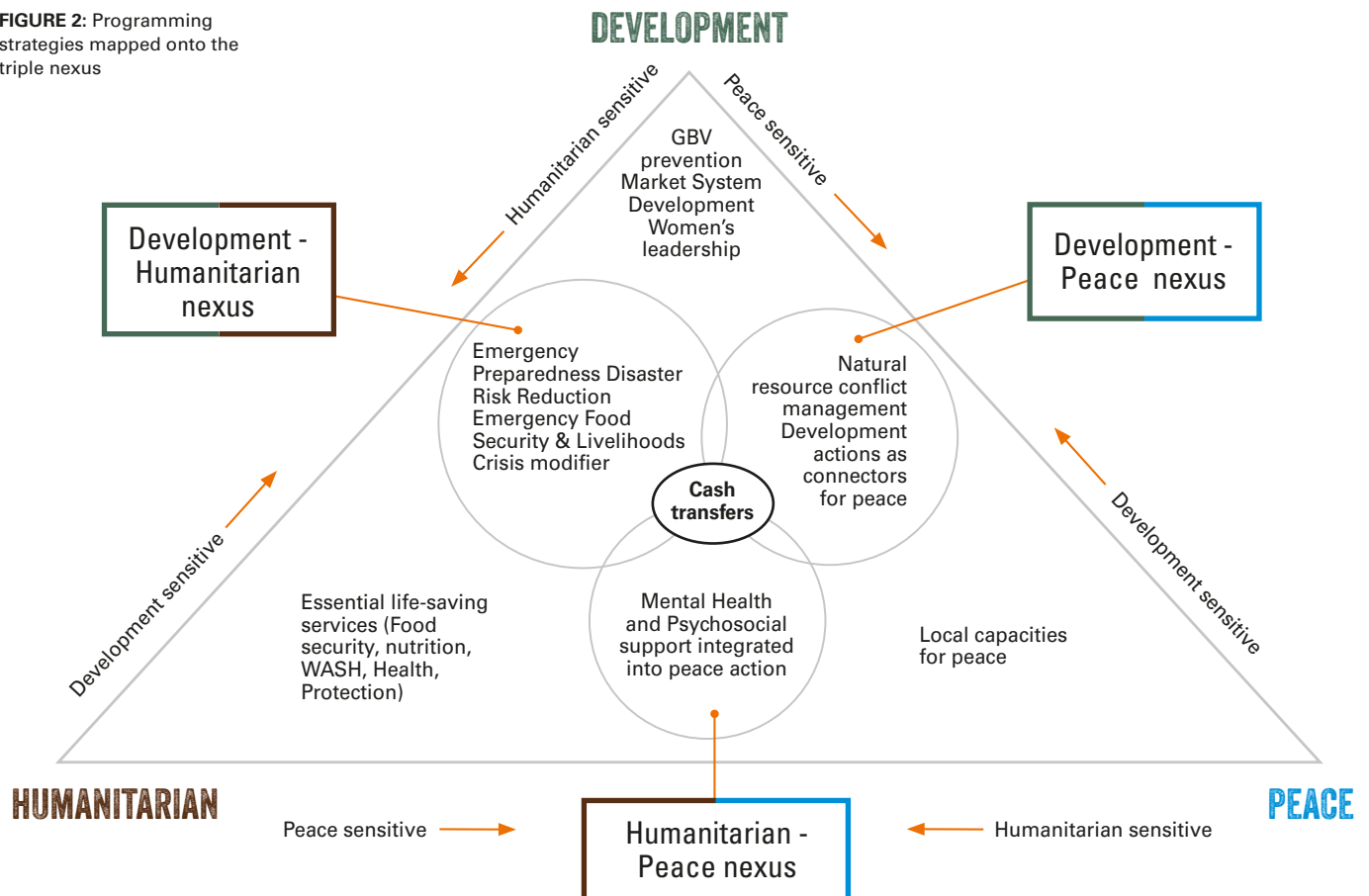
The above diagram shows the linkages between the nexus pillars centred around a key goal of "**ensuring affected populations, well-being and protection and building their resilience to shocks**". It outlines the co-dependencies between each pillar of the nexus and underlines the importance that all actors with different mandates appreciate each other's contribution.

<sup>10</sup> CARE, "Doing nexus Differently: How can Humanitarian and Development Actors link or integrate humanitarian action, development, and peace?," 2018.

<sup>11</sup> Oxfam, "The Humanitarian-Development-Peace Nexus: What does it mean for multi-mandated organisations?," 2019.

<sup>12</sup> ECDP, "Connecting Pieces of the EU Implementation HDP Nexus Discussion Paper," 2021.

**FIGURE 2:** Programming strategies mapped onto the triple nexus



Programmatically for Trócaire, the nexus approach will mean **implementing strategies under the different pillars in a way that is sensitive to its impact on the other pillars** and, ideally, multiplying the impact of the different work streams<sup>13</sup>. Depending on the context and our own as well as partner capacity, our programming work should **address needs and vulnerabilities associated with two or three pillars (double or triple nexus) in the same geographical area**. Strategies included in the figure below show a combination of activities featured in Trócaire's Programme Strategy 2021-2022 that would allow the integration of the different pillars to meet the needs of women, girls, men, boys and communities impacted by climate change and communities living in protracted crises (see also section 3.2.3).

For Trócaire, following a nexus approach will:

- Provide an opportunity for **more effective engagement to benefit those in need**.
- Initially, **prioritise nexus efforts in Fragile, Conflict-Affected States**.
- Build on **learning** from previous integration efforts.

- Continue to focus on **localisation**: strengthening local communities, civil society and partners, particularly Women Centred Organisations who do not distinguish between humanitarian, development or peace efforts.
- **Advance ways of working** as well as coordination mechanisms internally, across partners and with other external actors towards greater efficiency and effectiveness.

## 2.3 NEXUS PRINCIPLES

A set of principles guides Trócaire's and partners' programming with a nexus approach;

1. **People & Equity centred:** Programming is planned and implemented beyond silos, focusing on positive and holistic change for communities and vulnerable groups, with an emphasis on diversity and inclusion, especially of women, at-risk, minority and marginalised groups. Accountability to the people being assisted is hugely important.
2. **Adaptable & anticipatory.** Nexus programming needs to be anticipatory, responding to humanitarian crises at intervals across a longer-term project. However, it must

<sup>13</sup> Tufts University, "Making the Nexus Real: Moving from theory to practice," 2021.

also be adapted to the context and needs of the communities. Nexus programming will not, therefore, be applied in the same way and must be responsive - anticipate and adapt - to the dynamic needs of populations across a 3-5 year project cycle.

3. **Strengthening participation & agency:** Working with partners is already at the heart of Trócaire's work. Nexus programming is an opportunity to enhance the participation and agency of partners, relevant stakeholders and programme participants to challenge power imbalances and promote social justice.
4. **Reinforcing sustainability & transformative change.** Programming with a nexus approach re-focuses on long-term transformative change in protracted crises, inviting contributions to changes in (sub) national policy, norms and systems that reinforce inequalities, particularly gender inequality, and instability.
5. **Respect & compromise:** Collaboration and joined-up programming across the HDP nexus requires respect, acknowledging comparative advantages and willingness to compromise to reach transformative change. Trócaire, partners, stakeholders and other development actors need to look beyond their immediate responsibilities and consider how their actions align/ complement with others working in the same context but from a different perspective.
6. **Do No Harm & Conflict Sensitivity:** Nexus approaches consciously work to minimise and avoid negative impact and remain conflict-sensitive throughout.

## 2.4 ESSENTIAL COMPONENTS

This nexus framework comprises four parts: **joint analysis and planning, programming, leadership and coordination, financing and resources**. Each part details essential components of using a nexus approach and a checklist to help you to stay on track.

The country programme may use these components to start or pilot a new programme with a nexus approach or to integrate it into current programming.

## 2.5 PREPARATORY CONSIDERATIONS

Before commencing programming with a nexus approach, the country programme will want to ensure a **shared appreciation** amongst staff and partners as to why nexus programming is necessary. Conducting introductory sessions on the nexus approach and implications for ways of working and programming with relevant partners and stakeholders can help set the scene and begin reframing ways of thinking.

These sessions can include the following:

- **Socialising nexus language and framework** and what it means in the context, including coming to a shared definition of nexus and translation in local languages.
- **Determining if HDP nexus planning frameworks/ action plans are already in place** in the national/ local context and, if so, what organisations are contributing to this action plan and how Trócaire and partners can also contribute.
- **Mapping** exercise of what **activities** partners and other **organisations** conduct in the context. Identifying areas of overlap and gaps that could lead to new strategic partnerships or building of collective outcomes.
- **Clarifying roles and responsibilities** and ways of working of Trócaire, partners and other stakeholders in developing, implementing, monitoring, evaluating and managing programmes with a nexus approach.

Joint Context Analysis & Planning	Programming	Leadership & Coordination	Financing & Resources
Bringing together the right stakeholders across the nexus to build a shared vision informed by in-depth analysis.	Working beyond silos to address immediate needs, tackle the root causes of vulnerability and conflict and contribute to long-term transformative change.	Strengthening leadership and mechanisms for sharing information and knowledge to maximise potential collaboration opportunities.	Exploring innovative ways to fund nexus programming and lobbying donors for joined-up and flexible multi-annual funding mechanisms.

# 3. NEXUS COMPONENTS





 <p><b>JOINT CONTEXT ANALYSIS &amp; PLANNING</b></p>	<p>3.1.1 Joint Context Analysis</p> <ul style="list-style-type: none"> <li>• Checklist</li> </ul> <p>3.1.2 Joint Planning</p> <ul style="list-style-type: none"> <li>• Checklist</li> </ul>
 <p><b>PROGRAMMING</b></p>	<p>3.2.1 Options to commence programming from a nexus approach</p> <p>3.2.2 Using a nexus approach in different settings</p> <p>3.2.3 Layering and sequencing of strategies</p> <p>3.2.4 Gender, Diversity and Inclusion</p> <p>3.2.5 Selecting and engaging partners</p> <p>3.2.6 Monitoring, Evaluation, Accountability and Learning</p> <ul style="list-style-type: none"> <li>• Checklist</li> </ul>
 <p><b>LEADERSHIP &amp; COORDINATION</b></p>	<p>3.3.1 Strengthening coordination with other actors</p> <p>3.3.2 Strengthening internal coherence and ways of working</p> <ul style="list-style-type: none"> <li>• Checklist</li> </ul>
 <p><b>FINANCING &amp; RESOURCES</b></p>	<p>3.4.1 Funding and Donors</p> <p>3.4.2 Resources</p> <ul style="list-style-type: none"> <li>• Checklist</li> </ul>

FIGURE 3: Overview of the nexus components

## 3.1 JOINT CONTEXT ANALYSIS AND PLANNING

Joint analysis and planning is an essential component of nexus programming because it brings together the right people at the right time to create a shared vision. At the analysis and planning stages, elements of nexus approaches can be designed and integrated into the entire project cycle.

### 3.1.1 Joint Context Analysis

#### What is a joint context analysis?

According to Trócaire's *Put into Practice Guidance on Context Analysis*, effective programmes develop from a clear understanding of the context in which we work, an analysis of how change happens in that context, and consideration of how we can make the strongest contribution to positive change. Programming with a nexus approach applies a **whole-of-context approach**. Therefore, a **holistic and integrated contextual analysis**

is required to clarify **how peace, humanitarian assistance and development interact** in each specific context. The context analysis will enable us to understand the root causes and structural drivers of vulnerability, fragility and conflict, as well available opportunities for resilience strengthening. Furthermore, analysing the context from different dimensions will enable us to **identify where we can make smooth transitions between emergency and long-term activities** and create linkages across the different pillars. Taking the time to arrive at a shared understanding of the context in greater detail and the root causes of existing problems the programme is trying to address from different lenses is the starting point for designing any programme in a strategic, integrated and coordinated manner.

#### Who is involved in a joint analysis?

A joint analysis must be **participatory** and **involve multiple stakeholders** across the humanitarian, development and peace spectrum to reach the multi-dimensional nature of the analysis required.



Thioncote Twagurumuhire, Water Field Officer, for Trócaire partner UNICOOPAGI talks to Marie Louise Umuhire, Trócaire

Information-sharing and cross-fertilisation of findings across actors is thereby key. Stakeholders should include; community and partner representatives, other non-government organisations, civil society and government representatives (where appropriate and safe to do so).

Project leads should be responsible for initiating a joint analysis within the country team and bringing on board (internal/external) specialists on protection, peace, conflict sensitivity and resilience and technical advisors/programme officers working across Trócaire's goal area at country level. This will ensure quality assurance for the integration of gender or conflict-sensitive processes. Nonetheless, there needs to be a balance between utility and a 'good enough' analysis to maximise data usage vs depth of understanding required.

### **Considerations for conducting a joint context analysis from a nexus approach**

Trócaire's [guide on context analysis](#) provides clear guidance on how to go about conducting a context analysis. Specific considerations for jointly conducting this analysis from a nexus approach are:

- The **scope** of context analysis should be **beyond the immediate programme location**; the analysis should consider the broader political implications. The analysis must be aligned with higher-level humanitarian, development and peace plans and bring a deeper understanding of the situation of vulnerability, fragility and conflict in the specific context and build consensus about the priority outcomes to be addressed by the different actors in a coordinated and complementary way. In this way, the **needs of the context take prominence over organisational goals**. This means that **Trócaire will contribute to something larger**

**than its programme**, together with other actors and pillars of work<sup>14</sup>.

- Trócaire's guide on context analysis highlights that the process takes place in **two stages**: in the first stage, we construct a detailed picture of the context where the issue takes place, and in the second phase, we use this information, with the help of relevant tools, to explore issues in more depth to generate the detail we require for our programming. From a nexus perspective, the following tools are particularly relevant:
  - **Gender power analysis**: This analysis tries to understand the gender power relations at play in a given context and with regard to a particular problem(s). From a nexus perspective, this analysis highlights issues such as how gender relations, roles and norms change during a crisis and how gender-specific barriers can block humanitarian assistance.
  - **Stakeholder analysis**: This analysis is particularly important to identify the characteristics of the different actors along the humanitarian, development and peace spectrum and how they interact. This is with the final aim of deciding with whom to collaborate and, as part of our commitments to localisation, how to contribute to strengthening local capacity.
  - **Conflict analysis**: Conflict analysis is the systematic study of the root causes, triggers, dynamics and trends of conflict, the actors involved and the impacts on the people and the operational environment. It helps development, humanitarian, and peacebuilding organisations better understand the context in which they work and their role. Further, conflict analysis facilitates making interventions more conflict sensitive. It informs project set-up and monitoring of the interaction of the programme and the conflict dynamics in which they are situated.
- In order to be responsive to changing needs and risks and adequately inform programming, the **context analysis should be updated at regular intervals**. Frequency depends on the intensity of change and context-related dynamics. Context monitoring should ideally be integrated into the MEAL systems at Trócaire and partner levels and include communities' participation.

<sup>14</sup> Tufts University, "Making the Nexus Real: Moving from theory to practice", 2021.

## EXPERIENCE OF CST IN ETHIOPIA CONDUCTING CONTEXT ANALYSIS

As part of the ICSP country programme development process, CST in Ethiopia conducted a comprehensive context analysis using multiple tools (e.g. gender power analysis, market system assessment, protection analysis and conflict analysis), engaging staff across all teams, partners and external stakeholders. Although it was a fruitful exercise, it proved very time-consuming and expensive to carry out. Frequently repeating this process would be challenging. Therefore, the country team suggests integrating elements of the different types of analysis into tailored tools for the different actors/target groups you are consulting. This way, you can lighten the process while reaching the required depth and avoiding overstressing stakeholders' and programme participants' time. Further, it is recommended to make a clear distinction between the context analysis to inform programme design and other types of analysis that can be undertaken once the programme gets underway refine strategies (e.g. humanitarian needs assessment, market analysis, food system analysis and other in-depth sectoral analysis).



## CHECKLIST JOINT ANALYSIS

- ✓ **Map existing experience and skills** of the team. Invest in staff **capacity strengthening** where gaps appear, especially where analysing sensitive issues (e.g., conflict, protection). If this is not feasible, **coordinate with other actors** to fill gaps in expertise.
- ✓ Assess how useful current analysis processes are. Is the programme collecting too much or too little data? How are staff and partners using this data? What are people not using?
- ✓ Be **clear** about what you need to know; create a '**joint analysis**' template that covers the minimum amount of analysis required.
- ✓ **Determine what information you could** use from other humanitarian, development and peace actors or information clusters in the context.
- ✓ Determine **information gaps** and plan additional data collection where required.
- ✓ Where additional data collection is required, complete a **risk analysis** to identify potential risks to staff and communities involved in the process - particularly relevant for sensitive data related to conflict dynamics.
- ✓ Determine **which stakeholders should participate** in the joint analysis process. At a minimum, ensure representation from humanitarian, development and peace actors. Encourage local leadership by ensuring partners and other project stakeholders are facilitating and/or leading joint analysis processes.
- ✓ Ensure **information** from the joint analysis is systematically **documented, validated and shared** with relevant partners, stakeholders and programme participants.
- ✓ Ensure **context analysis is regularly updated**. To support this, **context monitoring** should be included in our **MEAL systems**. Different strategies could be considered to facilitate this process, such as having a respective section in partner reporting templates or making focal points within Trócaire and partners responsible for collecting this data.
- ✓ When reviewing and **updating** the analysis, use the opportunity to conduct **reflection sessions** with ideally the same attendees (for example during multistakeholder annual programme reviews or nexus learning platforms) and build on the analysis to inform how to adapt the programme.

### 3.1.2 Joint Planning

#### What is joint planning?

Following on from context analysis, joint planning of programme design **brings together internal staff, partners and local stakeholders from across the humanitarian, development and peace nexus to plan and coordinate** a project or programme, regardless of the assigned mandate.

In **joint planning sessions**, you can:

- Plan ways of working across teams, partners and external stakeholders/agencies that may have never worked together before.
- Establish ongoing coordination mechanisms, e.g., at what points you check in on progress and how.
- Aim to have a common understanding of project goals and vision.
- Identify what approach to nexus programming you will take.
- Identify collective outcomes and align with national or sub-national action plans. Plan to integrate these into a Theory of Change later.
- Use joint or multi-sectoral analysis data and evidence to inform design and planning.

#### Who is involved in joint planning?

Trócaire and partners are required to think outside the box and reflect on who may benefit from attending a planning session or could contribute positively to change in the targeted context, both in the short term and long term. This also means inviting agencies operating in the same localities but having different mandates to ensure coherence, complementarity and synergy among them.

All relevant stakeholders (including government partners, community stakeholders and representatives of vulnerable groups such as women and people with disability) should be invited to joint planning sessions to advance integration with local, sub-national and national agendas. However, careful consideration must be given to the risks and power dynamics when bringing together community representatives and government or private sector partners, especially for women and marginalised groups.



## CHECKLIST JOINT PLANNING

- ✓ **Assess capacity and resources available** to extend planning sessions to **include other stakeholders** from the humanitarian, development and peace pillars, so Trócaire's programme design is informed how together with other initiatives can be complementary, layered and sequenced to attend to the multiple needs within the target area.
- ✓ Assess how to make **planning sessions and processes more accessible** to increase the diversity of attendance, for example, by considering hybrid delivery formats (online and offline). Final plans should be shared with stakeholders and communities for accountability purposes.
- ✓ Prioritise local civil society, NGO and government partners and other local stakeholders relevant to the strategies and representation of vulnerable groups attending joint planning meetings to shift power imbalances and focus on **local knowledge**.
- ✓ Assign focal points to attend planning meetings across projects and centralise information sharing channels.



## 3.2 PROGRAMMING

Nexus programming is a **people-centred approach** and works beyond silos to **address root causes** of conflict and vulnerability and contribute to **long-term transformative change**. The nexus refers to the need for humanitarian, development and peace-related activities to overlap, think from each others perspectives and work in a complementary way. This section first proposes different entry points for applying a nexus approach. Key elements to consider within any nexus programming are then considered. These elements may be used differently depending on the programmatic nexus approach selected.

### 3.2.1 Options to commence programming from a nexus approach

To date, Trócaire and partners have used different **entry points** to initiate a nexus approach. These include:

1. Joining a donor or government-led initiative in the country (e.g., DRC);
2. Joining a nexus initiative led by another agency, for example, a consortia-led resilience programme (e.g. Myanmar);
3. Adding elements of the nexus into existing programming, for example, introducing development strategies where a humanitarian response is ongoing (e.g. Ethiopia);
4. Starting or piloting a new nexus programme (double or triple).

Country programmes may want to **assess capacity, resources and contextual factors** before starting a nexus programme. For example:

- If a nexus approach offers new possibilities for working in protracted crises, perhaps where there are unmet needs and risks or an unending cycle of humanitarian needs.
- Where there is the possibility of implementing humanitarian and development (double) or humanitarian, development and peace (triple) nexus actions.
- Where longer-term programming is possible (3-5 years).
- Where humanitarian and development strategies (and peace strategies where appropriate) can be actioned for the same communities.



Six year old Elen washes her hands at a water tank provided to improve hygiene Photo: Garry Walsh/Trócaire

### 3.2.2 Using a nexus approach in different settings

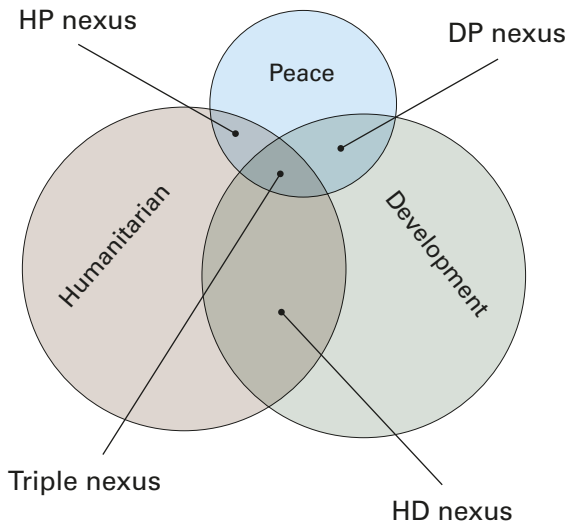
Determining the right mix between humanitarian, development and peace pillars and how they are integrated is critical in nexus programming. As highlighted by the study *“Making the Nexus Real: Moving from theory to practice”* (Tufts – Feinstein International Center, 2021<sup>15</sup>), it is essential to consider that the **appropriate emphasis of each pillar is context-dependent and can change over time in line with how the context transitions**. The same study refers to the work of Howe (2019), which indicates that **programmes do not necessarily need to address all pillars equally at once**. In some contexts, the peace pillar may not be a significant concern, but even in these instances, they must remain sensitive to their impact on peace. Other times, depending on the context and the expertise of Trócaire and partners, there might be the opportunity or reason to simultaneously address vulnerabilities or needs associated with two or even all three pillars.

To illustrate this better, we again reference Tufts and Howe’s work, which developed diagrams showing differences in context from a nexus lens and impacts on respective ways of programming. In this framework, each circle represents the opportunities to address a particular pillar. Where the circles overlap, there are opportunities to address linkages between the overlapping pillars. The larger the circle, the larger the relative need or prominence for that pillar in that context<sup>16</sup>.

<sup>15</sup> See link

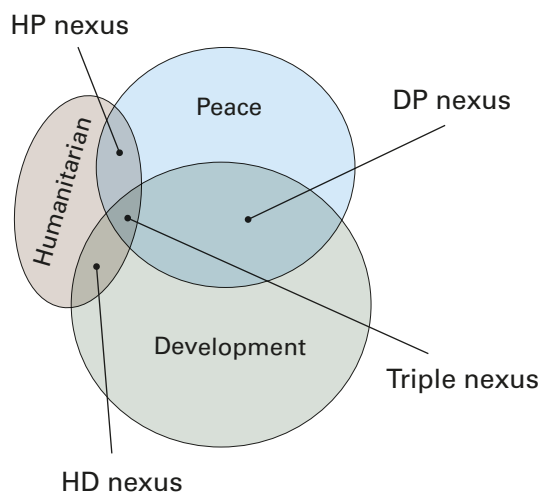
<sup>16</sup> Source: Tufts University, “Making the Nexus Real: Moving from theory to practice,” 2021.





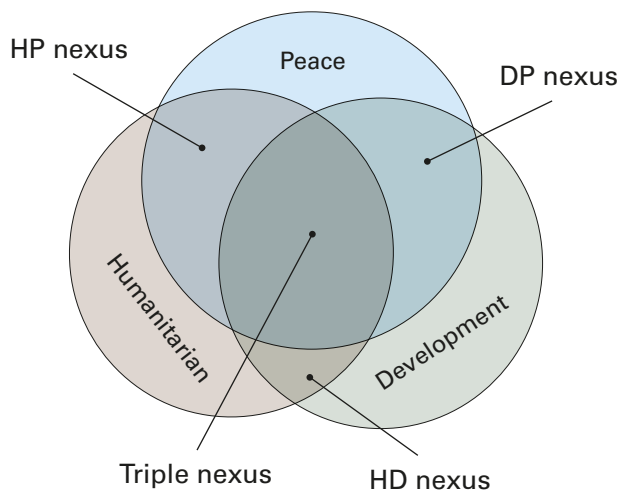
### THE HDP NEXUS IN STABLE BUT DEVELOPING CONTEXTS WHICH ARE NOT PRONE TO CONFLICTS

For example, this could be the situation of pastoral or agro-pastoral communities in Kenya or Ethiopia. These areas are remote, prone to drought, and have minimal infrastructure. They are generally stable, with some localised security risks but not overt conflict. Both humanitarian and development needs are large, with significant overlap. It may be that a conflict-sensitive approach with active monitoring through regular conflict analysis is sufficient, rather than large-scale activities directly supporting peacebuilding.



### THE HDP NEXUS IN CONTEXTS WHERE INEQUALITY IS DRIVING INSECURITY AND INSTABILITY BUT WITH RELATIVELY FEW HUMANITARIAN NEEDS

This could be for example, Honduras or Guatemala, where insecurity greatly impacts the population, but there are relatively lower levels of immediate humanitarian need. However, the population is made more vulnerable to shocks due to weak/unequal development and abuse of power that may be driving conflict or violation of human rights, such that development or peace initiatives must also be sensitive to or attempt to mitigate risks.



### THE HDP NEXUS IN COMPLEX, PROTRACTED CRISES

This figure shows a complex, protracted emergency, like South Sudan or eastern DRC, where all three pillars overlap; assigning a specific need or opportunity to a single pillar is often difficult. If most of the interventions are not addressing at least two pillars directly, then there may be an issue requiring more strategic collaboration.



Nhprang kai Htang. Photo : Gyung Dau / Trócaire

To summarise, as depicted by the diagrams, there is an **elasticity** regarding the extent of the work required on the different pillars and their linkages (double or triple nexus relationships) over time.

### 3.2.3 Layering and sequencing of strategies

Programming with a nexus approach means layering, integrating and sequencing programme strategies related to the three pillars in a way that is sensitive to the impact on the other pillars and ideally should multiply the impact of the different work streams by focusing on the interrelated connections (double or triple nexus). How to go about this depends on the context, our own internal capacity as well as those of partners, availability, length and flexibility of funding, ongoing or planned work by other actors, and potential identified entry points for nexus programming.

An excellent example of how strategies are effectively linked, layered and sequenced is the joint work by Trócaire's development and humanitarian teams on Goal 3 ***Ensure women and girls' protection, voice and leadership***. The frameworks and tools created connect women's empowerment and the prevention and response to gender-based violence. The work is framed around multiple pathways to change, such as reducing risk, mobilising response, supporting recovery and social

change, which collectively address the programme participants' needs. For example, in the Democratic Republic of Congo (DRC), SGBV survivors are supported to access multi-sector services (medical, psycho-social and legal) through a holistic one-stop centre as well as emergency cash/ vouchers to implement safety plans and, where possible, at a medium-longer term are also supported with starting up income generating activities to increase their self-reliance and well-being.

Another example is the **Nexus Response Mechanism programme in Myanmar**, which is layering outcome pathways that combine the three pillars of nexus programming to ensure communities affected by crises receive timely, accountable and needs-based humanitarian assistance that protects their safety, dignity and fundamental human rights. The four outcomes focus on improving the living conditions of crisis-affected communities, restoring the livelihoods of most vulnerable households, strengthening peace and harmony within communities and increasing the capacity of local partners to harness localisation. For more information on this programme, see the learning paper developed by the country programme in Myanmar.

A different example of layering and sequencing different strategies from a nexus approach is the response of the **Honduras** programme to **the eviction** of indigenous people and communities from their homes as a result of land grabbing by private, national and foreign investment. This is achieved by rights awareness, enhanced participation, organisation and resilience of indigenous people and communities, as well as effective risk management and response capacity in anticipation of possible eviction. When eviction occurs, humanitarian relief is provided to attend to the basic and protection needs through pre-positioned funds. If required, this also includes psycho-social and legal support to criminalised leaders. To enhance recovery, support will be provided with negotiation for land recovery and livelihood reconstruction. Additionally, the peace component is being addressed through short-medium term strategies such as prevention and resolution of land and territorial conflicts, including human rights monitoring, and seeking to address structural causes of conflict through advocacy to strengthen institutions and public policies that facilitate building lasting peace.

### **Strategies for strengthening resilient communities**

One of the main objectives of using a nexus approach is strengthening resilient communities, the ability of vulnerable people, households and communities to mitigate, adapt to, and recover from shocks and stresses to reduce chronic vulnerability and facilitate inclusive growth. The resilience agenda initially tried to bridge humanitarian and development responses but increasingly has included conflict as a driver of vulnerability.

For interventions focusing on double/triple nexus contributing to resilient communities, this will mean:

- **Ensuring an eye to resilience from the start.** Minimising very short-term solutions, for example, water trucking or distribution of relief items (whilst still ensuring life-saving needs are met) and supporting strategies that support people to recover and move as quickly as possible out of reliance on relief assistance through medium- and longer-term approaches to food production, income generation and community natural resources management.



Lene Nanthabwe's community in Machinga, Malawi have been provided with ten treadle pumps which are irrigating five hectares of land for forty four households. Photo: Alan Whelan/Trócaire.

- Establishing **emergency preparedness** that can anticipate spikes in crises and ensure readiness to respond.
- Strengthening the **capacity of communities, including the most vulnerable groups in multi-hazard risk reduction and mitigation** measures.
- Including **crisis modifiers**/contingency measures that enable communities to protect their livelihood assets in the face of crisis.
- Considering sources of **resilience that prevent and mitigate the effects of violence**, such as strengthening agency and local capacity for peace, as well as strengthening social, economic and psycho-social well-being.

A practical example of strengthening **resilience** is the work of **Malawi's** country programme, implementing a myriad of strategies such as crop diversification, tree planting, increasing savings and access to credits, establishing a functioning emergency response system, enhancing DRR and evacuation awareness and relocation of permanent structures. The support provided has led to an increased ability of target communities to prepare for, withstand and recover from the impacts of severe flooding (January and February 2019) and the devastation of Cyclone Idai (March 2019)<sup>17</sup>. Another example of bridging the humanitarian and development response is Index-Based Livestock Insurance, which Ethiopia's CST team has successfully piloted as an innovative and effective DRR measure for drought-prone pastoralist communities.

### **Strategies for supporting peaceful societies**

A relatively new area of work for Trócaire is supporting peacebuilding as the third pillar of nexus. Integrating a peace component may not be appropriate in every context, but **all programmes need to embed conflict sensitivity**. Conflict sensitivity is a fundamental component of nexus programming aiming to minimise negative consequences, maximise positive impact, and contribute to peace where possible<sup>18</sup>. For example, our interventions should be designed and implemented in such a way as to mitigate the risk that our project could exacerbate tensions between groups by disproportionately supporting one group above another.

Where a programme is ready to implement peace-related activities, these should be based on robust

<sup>17</sup> For more information, see [link](#)

<sup>18</sup> For more information on conflict sensitivity, see Trócaire's [peacebuilding framework](#)

**conflict analysis**. Focusing on the peace pillar is essential to challenge the cyclical nature of conflict and protracted crisis.

A range of peace actions suitable to our mandate fall into three broad categories: Actions that primarily seek to implement a **conflict-sensitive approach**; Actions that aim to **enhance local capacities for peace** in conflict-affected areas; and Actions that constitute a **peacebuilding intervention**, directly working *'on conflict'* aiming to address local drivers and/or deeper structural causes of conflict. For example:

- Conflict Analysis, trust building and conflict resolution skills training with youth and or local leaders
- Building social cohesion and peaceful co-existence in communities (e.g., sociocultural and sports activities across target groups)
- Implementing Connector Projects (e.g. carrying out joint projects of interest to all parties, such as rebuilding a health centre or constructing a rural road)<sup>19</sup>  
Establishing and strengthening local mechanisms for managing conflict (e.g. national resource management committees, peace committees, youth clubs)
- Socio-economic development of youth and women in conflict-affected communities
- Building conflict early warning and response mechanisms
- Engaging Women and Girls in Peace Building
- Supporting Digital Peace Dialogue
- Strengthening relationships between institutional actors and communities
- Linking local peace initiatives with national, regional and international peace processes
- Advocacy at local, national or international level to address root causes of conflict

For more information on strategies for supporting peaceful societies, please consult Trócaire's Peacebuilding Framework and Guidance.

To prioritise peace interventions, the country programme can:

- Create a **collective definition** and statement of intent on what 'peace building' means for Trócaire and partners in the given context.
- Commit to **increasing and strengthening the capacity** of Trócaire country staff and partners on peace programming.

<sup>19</sup> For examples of connectors for projects, see [link](#)



Peace Farm in Ituri Province of DRC

- Analyse and look for **entry points** for peace programming, e.g., new grant opportunities or partners.
- Enhance **risk assessments** to determine how commencing peace action could cause harm.
- Create **indicators** that monitor interactions and perceptions from rights holders concerning the conflict<sup>20</sup>.
- **Partner** with new and diverse organisations or actors allowing Trócaire to integrate peace-related activities without substantially increasing internal capacities or resources.

## EXAMPLES OF PEACE PROGRAMMING

In DRC, 27 **peace farms** are supported as an economic model to empower women and promote peaceful and gender-equitable communities. Also, youth at risk of taking part in violence have been targeted with livelihoods strengthening activities. In addition, agri-processing farms have been constructed for use by rival communities as a way of strengthening social connections through activities of mutual interest. In **South Sudan**, the programme supports **community-led peace dialogues**, bringing armed youth from the cattle camps together with local chiefs to diffuse tensions, de-escalate conflict, and create conditions for peaceful cattle migration to pasture and water points in Rumbek and Tonj areas.

<sup>20</sup> For example, the use of Everyday Peace Indicators to evaluate project level outcomes in relation to peace could be considered, for more information, see [link](#).

## 3.2.4 Gender, Diversity and Inclusion

Gender-sensitive and inclusive programming is critical to the success of nexus programming. The root causes of exclusion are often embedded in patriarchal gender, cultural and social norms - echoed in Trócaire's strategy, which focuses on women and girls as a priority group and commits to a protection mainstreaming/safe programming approach. To advance gender, diversity and inclusion within nexus approaches is, to consider:

- Prioritising the **inclusion** of the most vulnerable and traditionally marginalised groups and their organisations (e.g. women, indigenous populations, people with disability) in line with Trócaire's Targeting Guidance.
- Consulting and aligning with **national action plans** and road maps to gender equality and disability inclusion.
- Conducting an iterative gender and conflict analysis.
- Establishing **collective outcomes** that aim to transform gender and social norms.
- **Women-centred initiatives** must reinforce and complement each other, for example, we should consider providing GBV services when undertaking women's empowerment work
- Explore the **integration of women in peace initiatives**, e.g., through the Women, Peace and Security agenda and supporting women's participation and leadership in peace processes.

### 3.2.5 Selecting and engaging partners

No single organisation can carry out all areas of the humanitarian, development and peace nexus. Partnering with new and diverse organisations or actors can allow Trócaire to integrate new components, such as peace-related activities, without substantially increasing internal capacities or resources. New or current partners may also have the capacity and experience to implement double or triple nexus programming and/or provide technical expertise to other partners to ensure sensitivity to issues such as conflict, psycho-social well-being and resilience to the impact of climate change. Trócaire could prioritise learning from these partners.

When selecting partners with a nexus lens, country programmes should consider:

- **Complementarity of expertise** as well as **alignment** of operational areas and available experience implementing interventions jointly within the existing partnership portfolio.
- **Gaps** in knowledge and capacity that exist across current partners concerning the humanitarian, development and peace pillars where a new partner could add value.
- Trócaire's commitment to increasingly focusing on **Women Centred Organisations (WCOs)** and interest in diversifying the type of partners, including local private sector and universities that could also offer different perspectives and contribute new knowledge to nexus approaches.
- **Long-term partnerships** can support increased local ownership through a clear engagement strategy with national and local government (as appropriate), community members, and local partners, which focuses on both short-term needs and long-term change.

#### How to work with partners on nexus programming?

Advancing localisation and working with partners is a concrete Trócaire mandate and key to nexus programming. Bringing on board the right mix of partners and a high level of partner and community involvement in programme design and decision-making throughout the programme cycle, as well as agreeing upon ways of working is essential.

But at the same time, this is also a complex process as a programme with a nexus approach involves multiple actors from different backgrounds, following different principles and standards. For

example, humanitarian partners might have concerns about upholding neutrality when integrating peacebuilding-related initiatives and development actors might question humanitarian actors serving the most vulnerable rather than protecting development gains. Therefore, coming to a common consensus on how to implement a programme from a nexus approach can be challenging due to these organisational differences. Furthermore, how to integrate, layer and sequence strategies implemented by various partners as well as external actors is a jigsaw and can be complicated by operational challenges. The right solution is context-specific and requires a lot of dialogue, negotiation, creativity and flexibility amongst Trócaire's teams and partners as well as from donors. Nexus calls for compromise, not purity<sup>21</sup>.

### OPTIMISING THE COVID RESPONSE FOR SHARED LEARNING

In Nicaragua, the country team focused on strengthening humanitarian focal points within partner organisations. These focal points had not previously focussed on humanitarian work. 15 partners were invited across different fields to participate in Sphere training. This led to an effective approach to cross-learning across the humanitarian and development pillars. COVID-19 may have been an enabling factor motivating many partners to respond to an emergency that affected everybody.

Nevertheless, to facilitate effective mutually supportive and transformative partnerships to deliver joint programmes from a nexus perspective, the following suggestions could be considered and adjusted to the local context:

- Trócaire to **socialise the nexus concepts** and framework, using a language appropriate to the context and less technical (for example, focusing on social cohesion or resilience), and facilitate a shared definition of nexus among those involved.
- Trócaire to ensure **in-depth partner involvement** in design and planning processes as well as throughout the programme cycle to ensure meaningful participation and decision-making.

<sup>21</sup> Marc Du Bois, The New Humanitarian, 2019

- Trócaire to ensure a process **clarifying clear roles and responsibilities** amongst partners, Trócaire and external partners (e.g., through the use of tools to map and visualise intervention strategies by the partners in the different target communities over time or the development of MoUs between communities, partners, Trócaire and external partners clarifying roles and responsibilities).
- Trócaire to support **locally led coordination** mechanisms.
- Trócaire to facilitate **increased capacity and support** in areas of the nexus that partners feel less confident to deliver.
- Trócaire to ensure that **clear frameworks and common approaches** are in place with the support and buy-in of local partners, for example, having a clear and shared framework to embed conflict sensitivity in all programming and contribute to peacebuilding through strengthening local capacity for peace and social cohesion.

### 3.2.6 Monitoring, Evaluation, Accountability and Learning

#### 3.2.6.1 Theory of Change

A Theory of Change is usually developed at the planning stages of intervention and involves diverse stakeholders. From a nexus perspective, this presents **an opportunity to bring together stakeholders across humanitarian, development and peace pillars and create a shared vision**. Further nexus considerations include:

- Integrating **conflict sensitivity** into the Theory of Change to achieve the minimum nexus standard. This would entail using conflict analysis information to update and better understand how change happens for stakeholders. Or testing assumptions around how active conflict interacts with project outcomes.
- If a double or triple nexus approach is selected:
  - First, check if any **national or sub-national nexus plans** exist (or consult development, humanitarian or peacebuilding plans) and consider how Trócaire's programming could contribute and align with these.
  - Develop **common longer-term goals** (also called collective outcomes<sup>22</sup>) for people, policies and/or systems to which humanitarian, development and peacebuilding collectively contribute.

<sup>22</sup> Examples of collective outcomes can be found [here](#), where The Inter-Agency Standing Committee mapped out global progress on developing collective outcomes.

## TARGETING DILEMMAS

Although targeting principles do not differ across different types of programming, targeting criteria sometimes do. When implementing a nexus approach, this can sometimes cause targeting dilemmas. In humanitarian action, the principle of humanity is fundamental; delivering life-saving assistance to those most in need. Development actors usually target the most vulnerable but are also interested in protecting development gains. For example, when a severe drought affected the southern region of Ethiopia, existing programme participants engaged in dairy production were included among those targeted to receive humanitarian assistance to ensure they would not lose their cattle. This decision was made to ensure their future livelihoods would not be jeopardised by the impact of the drought and that they would be able to recover.

- Identify associated **outcomes** that reflect the **needs, risks and vulnerabilities** of the population.
- Identify **convergence points** across partner projects as well as interventions by external actors contributing to the long-term goal and outcomes (e.g. social cohesion, resilience or women's empowerment).
- **Take responsibility to test and challenge assumptions** and pathways of change should be distributed across humanitarian, development and peace teams, partners and advisors. Regularly revision of ToC is required to ensure continued validity and relevance within a constantly changing context.

#### 3.2.6.2. Identifying target groups

Trócaire aims to reach and include those most impacted by poverty, injustice, violence, exclusion, discrimination or social injustice, emphasising women and girls and recognising the systemic barriers and inequalities they face. Trócaire has a clear [Organisational Approach to Targeting](#) that aims to ensure that people meet their basic needs and have access to their rights.

Targeting with a nexus lens implies, in general, targeting the same community or a particular vulnerable group that faces cycles of crisis in a

defined geographical area in a conflict-sensitive way. It can also mean targeting actors at different levels of change (individual, community, civil society and institutions) who represent catalysts to change or who reinforce systemic barriers to change.

To apply a nexus lens to identifying target groups, consider the following:

- Carry out a participatory **joint analysis** with relevant partners, other stakeholders and affected communities to understand **which groups face cycles of crisis** and what are the **root causes of conflict or crisis, and what are the barriers to change**. From this, determine what other **stakeholders** could be included in the programming (e.g. private sector, local authorities).
- Develop a **‘Leave No One Behind’** culture to improve local communities’ self-reliance, social justice, and participatory decision-making.
- **Selecting target groups based on vulnerability** and, in addition, potential **catalysts for change**, for example, working with young people or women’s rights movements that can influence shifts in gender, cultural and social norms as noted in section 3.2.4.

### 3.2.6.3 Measuring the nexus

Monitoring and evaluating the effectiveness of and the outcomes from nexus programming is in the early stages of being explored across the sector and will evolve alongside nexus principles. There is general agreement on the following:

- **MEAL systems** - should be able to regularly track changes in context, vulnerability and needs in order to be able to make rapid adjustments to plans (e.g. redirecting assistance or expanding target groups, adjusting activities in line with evolving needs, adjusting timeframes, changes to programme logic, scaling up or scaling down activities).
- **Flexible indicators** - The MEAL system should include (flexible) indicators for collective outcomes. Existing global indicators should be considered<sup>23</sup>, as well as new indicators that look at changes generated by double or triple linkage programming (e.g. resilience

strengthening and contributing to peaceful communities). There should be the flexibility to add and remove indicators when required.

- **Context monitoring** – the MEAL system should also include context indicators based on regular context analysis and perception surveys to strengthen how the project interacts with the context and conflict dynamics.
- **Using participatory tools** - For example, tools such as Most Significant Change and Outcome Harvesting to document change and determine contributions of various external factors and actors. Also, tools which encourage communities to report their own measure of resilience, coping capacity and vulnerability should be considered<sup>24</sup>.
- **Learning** – includes learning processes at programme and organisational level in a manner that is adaptive and supports iterative learning across teams, country programmes and partners beyond traditional silos (e.g. through reflection sessions, learning events, a community of practice, research and impact evaluations). As part of the ICSP programme, the following learning question concerning nexus will be investigated: *To what extent does the concept of a nexus approach support programmes and results that are more responsive, joined up, accessible and sustainable? (from the perspective of the groups intended to benefit).*
- **Adaptive programming** - creating a strong and flexible MEAL system is key to enabling agile implementation, responsiveness and relevance. Learning should lead to adjusting targeting strategies or implementing additional activities and facilitate transitions between humanitarian and development objectives. Further, a combination of flexible anticipatory strategies (e.g. scenario/contingency planning) and adaptive strategies (e.g. regular context monitoring) is advisable.

<sup>23</sup>. For example, ICSP global indicators related to resilience, peacebuilding, coping capacity (psychological and livelihoods)

<sup>24</sup>. See for more guidance Oxfam’s [resilience MEAL framework](#) for more detailed guidance.





## CHECKLIST FOR PROGRAMMING WITH A NEXUS APPROACH

- ✓ Identify partners with complementary programming, including women-centred organisations.
- ✓ Consult partners on motivations and barriers to triple nexus programming, including assessing knowledge and skills gaps. Facilitate increased capacity and support.
- ✓ Engage partners to come to a mutual understanding of concepts, approaches and ways of working.
- ✓ Consult and align with Government strategies and national action plans on development, humanitarian response, disaster risk management, peace and gender
- ✓ Identify who should attend a Theory of Change development session. Make sure staff, partners and actors from across HDP nexus are present.
- ✓ Adapting and updating the Theory of Change periodically based on new evidence on how change is happening as well as new developments within the context.
- ✓ Articulate a MEAL system that is flexible and supports learning and adaptive programming.
- ✓ Articulate collective outcomes and global indicators that address needs, risks, vulnerabilities, and their root causes, which require the combined efforts of humanitarian, development and peace actors. Also, include context indicators.
- ✓ Select target groups based on vulnerability and, in addition, catalysts for change.
- ✓ Identify strategies and plan how to layer and sequence to link different pillars e.g., humanitarian & development and/or peace & development, e.g., DRR, PSS etc.
- ✓ Adjust strategies and reprioritise the balance between the three pillars over time when context transitions.
- ✓ Ensure resilience from the start by minimising short-term solutions and introducing strategies that support people to recover and move out of reliance on humanitarian assistance as soon as possible.
- ✓ Identify resources, capacities and responsibilities for emergency preparedness mechanisms that can anticipate spikes in crises and ensure readiness to respond.
- ✓ Introduce crisis modifiers and contingency measures within current grant models and clear triggers for utilising them.
- ✓ Mainstream gender across all areas to elevate outcomes for women and girls.
- ✓ Embed conflict sensitivity in all our programmes and where possible include peace actions.
- ✓ Create a mechanism for sharing learning and good practice across the organisation and partners. Include documentation & capture case studies.
- ✓ Create a 'community of learning' either at the country or regional level, that cuts across strategic goals, teams and programmes.
- ✓ Use reporting processes to document how humanitarian, development and peace outcomes contribute to national and sub-national strategies and action plans.



## 3.3. LEADERSHIP AND COORDINATION

### 3.3.1 Strengthening coordination with other actors

Nexus programming requires more and better coordination and collaboration between traditional humanitarian, development and peace actors to build trust, consensus and a unified vision of nexus. An effective and coherent response to needs and their underlying causes requires high level of community participation and sharing of information, learning and expertise across actors and figuring out how best programme participants receive assistance in a coordinate and complementary way.

#### Who is involved?

Coordination efforts can range from having informal meetings with those working on similar issues in the same geographical areas, to including nexus on the agenda of more formal coordination mechanisms or specifically convening broader multi-stakeholder meetings. Coordination is often already happening with and between government actors, the international community and civil society; nevertheless, rarely do these different coordination platforms bring humanitarian,

development and peace actors together or include non-traditional actors such as the private sector, religious leaders and other peace actors to achieve collective outcomes. It is crucial to evaluate if and where coordination can provide added value, maximise efficiencies and reinforce positive power dynamics (for example, by ensuring local partners are invited to decision-making meetings at sub-national or national levels).

### ELEVATING PARTNERS IN NEXUS COORDINATION SPACES

Trócaire and partners are active voices and influencers in Lebanon, participating in national and regional coordination mechanisms. However, the country programme identified that partners sometimes feel that coordination spaces are *“a waste of time and their real engagement is marginal”*. In response to this, the Lebanon programme has committed to promoting partner work and strengthening partner presence in these spaces by supporting the preparation of presentations and helping document success stories.



A Self Help Group of vulnerable and at-risk women gather in Moyale woreda, Ethiopia. The group is run by the Oromia Pastoralist Associate in partnership with CST, and provides essential and valuable training to women.

### How can Trócaire strengthen nexus coordination with other actors in the country?

- Conduct an actor **mapping exercise** to identify organisations working in the same area, potential overlap and points of convergence.
- Conduct a **risk assessment** on partnering with a variety of actors, e.g. the private sector, local government departments.
- Coordinate partner **capacity assessments** with other actors to avoid duplication, to reduce the burden on local partners. Joint **support for the implementation** of capacity development plans is crucial.
- Actively **participate** in national, sub-national and local coordination mechanisms, e.g., humanitarian clusters, food security clusters, natural resource clusters, or newly established nexus groups and support local leadership of nexus coordination spaces, particularly by Women Centred Organisations.
- Proactively **share learning and challenges** on nexus with key stakeholders (e.g., government, donors). Include nexus as a standing agenda item within existing coordination mechanisms or technical working groups.
- Promote **locally-led nexus initiatives**, including setting up participatory nexus coordination spaces or establishing mechanisms for actors from the humanitarian, development and peace spectrum to work closer together.
- **Elevate local knowledge and expertise** on programming from a nexus perspective in publications, research and evidence-gathering exercises.
- Where appropriate, influence **consortium projects** to integrate a nexus approach in its design, practices and sharing of learning.
- Have mechanisms in place to ensure programme participants, including the most vulnerable groups, **participate in programming decisions** that affect them.

### 3.3.2 Strengthening internal coherence and ways of working

#### Who is involved in strengthening internal coherence and ways of working?

All staff should prioritise strengthening internal coherence and ways of working. Visible commitments and intentional shifts in behaviour are essential to breaking down silos.

### How to improve a culture of collaboration?

Ways in which organisations have approached this include:

- Global and Headquarters staff **working across units** in a way that facilitates nexus thinking at country level. This includes streamlining how information is shared across teams and creating initiatives and mechanisms that go beyond unit-specific work.
- Reviewing and **bringing together different technical language, principles and standards** used in teams for collaborative co-production, while not subsuming the distinct standalone benefits of each technical area<sup>25</sup>.
- **Strengthening staff and partner capacity** and skills in other areas through capacity-sharing, cross-learning and upskilling, for example, building the humanitarian staff's knowledge of women's empowerment, sustainability and natural resources management and building development staff's knowledge of emergency response and DRR.
- Strengthening **softer skills** of staff and partners, such as consensus-building, partnership development and facilitation of knowledge co-creation processes.
- **Rotating staff** between different teams or seconding staff across the organisation and within and/across partner organisations.

### How can Trócaire strengthen internal coordination?

- **Reviewing country team structure and roles and responsibilities** to ensure that programming from a nexus approach can be delivered in the most effective way. This includes having sufficient human resources available for all relevant pillars of the nexus or bringing in external expertise when required.
- Establishing **clear coordination spaces and mechanisms** across Trócaire's teams as well as amongst partners (e.g. joint country programme coordination meetings with participation of all teams/programmes or partner coordination meetings in different geographic areas).
- Streamlining **communication lines/procedures** within Trócaire and between partners in order to ensure effective information exchange, technical support, grant management and programme delivery.

<sup>25</sup> Oxfam, "The Humanitarian-Development-Peace Nexus: What does it mean for multi-mandated organisations?," 2019

- Reviewing and **adapting operational and management processes** to ensure that teams work more together (e.g. encouraging joint travel, joint workplans, changing who is involved in partner proposal reviews).
- **Undertaking annual partner reflection** on nexus, including review of coordination mechanisms and ways of working.

## CHECKLIST – LEADERSHIP AND COORDINATION



- ✓ Identify what forthcoming proposals and projects could present opportunities to strengthen coordination.
- ✓ Conduct an actor mapping exercise to identify organisations working in the same area. Identify overlap and points of convergence.
- ✓ Actively participate in relevant national and sub-national coordination mechanisms, e.g. humanitarian clusters or newly established nexus groups.
- ✓ Promote local leadership of nexus coordination spaces, including by women-centred organisations.
- ✓ Proactively share learning and challenges within national and sub-national coordination mechanisms.
- ✓ Review and adapt organisational structures and positions as well as coordination, communication, management and operational processes to facilitate teams and partners working more closely together.



## 3.4. FINANCING AND RESOURCING

### 3.4.1 Funding and Donors

Predictable, flexible, multi-year funding modalities, pooling mechanisms, blending, and the harmonisation of funding cycles are crucial for operationalising the triple nexus.

#### What does the funding and donor landscape look like for nexus programming?

- Grand Bargain coordination commitments and the Organisation for Economic Cooperation and Development (OECD) recommendations on the nexus have increased donor awareness and prioritisation of nexus.
- International Financial Institutions are taking a more prominent role, *“Increased engagement of IFIs, notably the World Bank and IMF, in crisis-affected settings presents many opportunities, not only in terms of increased volumes of financing but also greater analytical capabilities and influence with governments”*<sup>26</sup>
- Humanitarian contracts are increasingly extending timeframes beyond traditional short-term cycles.
- The OECD Nexus Recommendations call for funding to local actors *“Prioritising funding to local organisations that are already present when crises occur, which are usually first responders and have specialised knowledge and skills.”*
- UN pooled funds are committed to OECD-Recommendations and convened IASC Results Group 4 on mapping good practices of HDP nexus approach<sup>27</sup>. Generally, pooled funds demonstrate greater flexibility and focus on ‘joined-up planning’ and collective outcomes and there is potential flexibility to include nexus in ‘normal’ funding processes.
- The following donors have provided Trócaire with nexus-related funding; United Nations, SIDA, European Union and Irish Aid.

However, **challenges** remain;

- Almost **no donor organisations have a proper handle on how to operationalise nexus**, claiming the ‘context-specific’ nature of nexus funding hinders the development of organisational

<sup>26</sup> [Financing the nexus](#) - gaps and opportunities

<sup>27</sup> [Mapping Good Practices in the implementation of HDP nexus approaches](#) [here](#)

### RESPONDING TO COVID-19

With the onset of COVID-19, some donors, including Irish Aid, allowed flexibility to respond to the immediate crisis. Trócaire staff and partners reported positively on the ability to quickly reorientate and respond to the needs of populations without extensive grant restructuring or having to seek new funding modalities. Especially the ability to have development funds, resources and capacity mobilised to respond to the immediate needs posed by Covid 19. Lessons can be drawn from how this worked and its impact on populations, to lobby donors to adopt similar funding modalities. Crisis Modifiers have also emerged as a means of responding to shocks that impact the most vulnerable within development programming.

processes. Many implementing organisations struggle with the lack of clarity on terminology, methodology and funding mechanisms.

- The **‘silo-ing’ of funding** has meant that many donors and international organisations struggle to provide flexibility on development/humanitarian funding as they are managed by different departments/ministries/agencies and don’t have the mandate, the budget, or the bureaucratic ‘agility’ to support nexus funding. Some donors are trying to get around this by making nexus a cross-cutting issue and expecting local organisations to overcome silos. Irish Aid in its most recent cycle of funding to civil society partners has introduced five-year multi-annual humanitarian funding stream and twenty percent flexibility between development and humanitarian streams’.
- **Funding modalities rarely provide the flexibility and timeframe needed** in fragile settings, particularly to switch between humanitarian, resilience and development approaches or to facilitate learning from programme-context interaction (Food & Business Knowledge Platform, 2020). Multi-year funding is still not the norm for humanitarian programming, and much of the funding is earmarked.
- The inclusion of Peace Building will require **new** resources to support peace actors.
- **Lack of flexibility in grant management procedures** (e.g. compliance and reporting requirements) preventing adjustments in targeting, activities or development of new partnerships.

- Country programmes frequently face challenges in contract management and programme delivery when multiple funding streams (with different requirements and timelines) are used to fund the layered strategies of nexus programming. Preferably, the core work of programming with a nexus approach should be funded by one main donor (e.g. ICSP).

#### How can Trócaire consider funding and donor opportunities for nexus programming?

- Draw from **unrestricted funding**, where available, for **context or conflict analysis and conflict sensitivity training**, thus embedding and mainstreaming peace elements of the nexus outside of project cycles.
- **Join nexus-associated groups** (e.g. United Nations Inter-Agency Standing Committee or the [Voice resilience nexus working group](#)) and lobby with other like-minded organisations for donors to create nexus funding streams.
- **Connect** with governments, the private sector, other Non- Government Organisations and civil society to champion and explore multi-year funding strategies centred around collective outcomes (OECD, 2019)
- Explore how to integrate **outcome-focused budgeting** that cuts across strategic goals.
- **Advocate for pilot projects and innovation** with more flexible donors.
- Proactively **share examples** of where nexus-related funding is working with new and existing donors, e.g. case studies from the European Union-funded programmes in Myanmar.
- **Review/ update Country Institutional Funding and Donor Engagement Strategies** considering opportunities to access nexus financing.

### COUNTRY PROGRAMME PILOTING OF NEXUS

The Ethiopia country programme received European Union Trust Funding (EUTF) which combined a humanitarian recovery programme with social cohesion, peacebuilding, and socio-economic development. Unfortunately, the trust funds are no longer in place. However, learning from this programme can be used as an advocacy piece to demonstrate the benefits of nexus programming to other donors.

### 3.4.2 Resources

#### What resources and capacity are needed for nexus programming?

- **Proposal development** skills are vital to ensure time and capacity to develop nexus and integrated programming at the planning and inception phases. Proposal development roles must be encouraged to think outside the box and look beyond the traditional silos to design projects that encompass essential nexus components.
- Knowledge and a practical understanding of **peace and conflict sensitivity** are essential.
- **Softer skills**, such as consensus building, partner relationship management and facilitation of knowledge co-creation processes.
- In some cases, a **nexus coordinator** (in most countries fulfilled by the Programme Manager) has been helpful to focus on coordination between siloed teams, sharing information and promoting new ways of working.

#### How can Trócaire and partners build the necessary resources and capacity?

- Create an **internal training programme** on peacebuilding programming.
- Increase skills in conflict sensitivity, resilience, coordination, joint context analysis and planning.
- If funding allows, hire or allocate a **nexus coordinator** to support coordination in and amongst teams for the first two years of establishing nexus programming. The nexus coordinator can bridge different coordination meetings/mechanisms and ensure the right operational processes and ways of working are in place.
- **Commit organisational resources to peace-related activities** as well as developing in-country technical capacity.
- Create **flexible** humanitarian and development and peace **reporting formats and templates** that bridge all donor requirements.
- Integrate nexus discussions into **annual reporting meetings**.



Selley Kargbo, Sierra Leone

## CHECKLIST – FINANCING AND RESOURCING



- ✓ Identify what unrestricted funding, is available, for context or conflict analysis and conflict sensitivity resources.
- ✓ Work with others and identify opportunities to lobby for donors to create nexus funding streams and/or for pilots or innovation.
- ✓ Adjust your Institutional Funding and Donor Engagement Strategies to access nexus funding opportunities.
- ✓ Train staff and partners to address capacity gaps, for example in relation to peace programming.
- ✓ Commit programme resources to peace-related activities.

# ANNEXES

## ANNEX 1: FURTHER INFORMATION

Introductory online courses and reading	Good Practice and Learnings	Case studies	Nexus from a sectoral perspective
<a href="#">Nexus Essentials Course</a> , by Nexus Academy	<a href="#">Making the Nexus Real</a> , by Tufts University (2021)	<a href="#">The triple Nexus in South Sudan - Learning from Local Opportunities</a> , by CHA (2020)	<a href="#">Pathways for market-oriented development on the Humanitarian-Development-Peace Nexus</a> , by Food & Business Knowledge Programme, 2020
<a href="#">What is the Triple Nexus?</a> , by ICVA (2018)	<a href="#">Triple Nexus in Multi-mandated Organisations</a> , by Oxfam (2019)	<a href="#">Mapping good practices in the implementation of Humanitarian-Development-Peace Nexus approaches</a> , by IASC (2021)	<a href="#">Nexus approaches in humanitarian settings – A guidance note for the protection cluster</a> , Protection Cluster, 2022
<a href="#">Searching for the Nexus: Priorities, Principles and Politics</a> , by the New Humanitarian (2019)	<a href="#">Doing Nexus Differently</a> , by Care (2018)	<a href="#">The EU member States implementation of the humanitarian-development-peace nexus</a> , by Voice (2021)	<a href="#">Connecting the dots: Visualising the P in the Humanitarian - Development - Peace Nexus</a> , by Interpeace (2020)

## ANNEX 2: SOURCES

External			
Title	Author / Organisation	Date	Link
Disaggregated data collection, analysis and crisis mapping platform	The Armed Conflict Location & Event Data Project - ACLED	2022	<a href="https://acleddata.com/#/dashboard">https://acleddata.com/#/dashboard</a>
Connecting the pieces of the puzzle: the EU's implementation of the humanitarian-development-peace nexus	Pauline Veron and Volker Hauck	June 2021	<a href="https://ecdpm.org/work/connecting-the-pieces-of-the-puzzle-the-eus-implementation-of-the-humanitarian-development-peace-nexus">https://ecdpm.org/work/connecting-the-pieces-of-the-puzzle-the-eus-implementation-of-the-humanitarian-development-peace-nexus</a>
Collective Outcomes progress mapping	Inter-agency Standing Committee Humanitarian Development Nexus Task Team	2022	<a href="https://interagencystandingcommittee.org/system/files/activity_1.5_iasc_hdn_ttt_collective_outcome_mapping_v2.pdf">https://interagencystandingcommittee.org/system/files/activity_1.5_iasc_hdn_ttt_collective_outcome_mapping_v2.pdf</a>



Describe the Theory of Change	Better Evaluation	2022	<a href="https://www.betterevaluation.org/frameworks-guides/managers-guide-evaluation/scope/describe-theory-change">https://www.betterevaluation.org/frameworks-guides/managers-guide-evaluation/scope/describe-theory-change</a>
Financing the Nexus	Norwegian Refugee Council Food and Agricultural Organisation (FAO) United Nations Development Organisation	Sept 2021	<a href="https://www.nrc.no/globalassets/pdf/reports/financing-the-nexus-report/financing-the-nexus-report.pdf">https://www.nrc.no/globalassets/pdf/reports/financing-the-nexus-report/financing-the-nexus-report.pdf</a>
Humanitarian Development Coherence - World Humanitarian Summit Putting Policy into Practice	OECD	2017	<a href="https://www.oecd.org/development/humanitarian-donors/docs/COHERENCE-OECD-Guideline.pdf">https://www.oecd.org/development/humanitarian-donors/docs/COHERENCE-OECD-Guideline.pdf</a>
Light Guidance on Collective Outcomes - <i>Developed by IASC Results Group 4 on Humanitarian-Development Collaboration in consultation with the UN Joint Steering Committee to Advance Humanitarian and Development Collaboration</i>	Inter-Agency Standing Committee (IASC)	June 2020	<a href="https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes">https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes</a>
Localisation Across the Humanitarian - Development - Peace Nexus	Sultan Barakat Doha Institute for Graduate Studies, Qatar Sansom Milton Arab Center for Research and Policy Studies, Doha, Qatar	2020	<a href="https://journals.sagepub.com/doi/full/10.1177/1542316620922805">https://journals.sagepub.com/doi/full/10.1177/1542316620922805</a>
Mapping Good Practice in the Implementation of Humanitarian - Development - Peace Nexus Approaches, a Synthesis Report.	Inter-Agency Standing Committee (IASC)	2021	<a href="https://interagencystandingcommittee.org/iasc-mapping-good-practice-implementation-humanitarian-development-peace-nexus-approaches-synthesis">https://interagencystandingcommittee.org/iasc-mapping-good-practice-implementation-humanitarian-development-peace-nexus-approaches-synthesis</a>
Monitoring, Evaluation and Learning for Resilience - A companion guide	Oxfam	2018	<a href="https://oxfamilibrary.openrepository.com/bitstream/handle/10546/620498/gd-monitoring-evaluation-learning-resilience-190618-en.pdf?sequence=1">https://oxfamilibrary.openrepository.com/bitstream/handle/10546/620498/gd-monitoring-evaluation-learning-resilience-190618-en.pdf?sequence=1</a>
Nexus Response Mechanism	European Union UNOPs	2022	<a href="https://www.nexusresponsemechanism.org/">https://www.nexusresponsemechanism.org/</a>
DAC Recommendation on the Humanitarian - Development - Peace Nexus	OECD	2022	<a href="https://legalinstruments.oecd.org/public/doc/643/643.en.pdf">https://legalinstruments.oecd.org/public/doc/643/643.en.pdf</a>

Operationalising the 'Nexus': Principles and approaches for strengthening and accelerating Humanitarian, Development and Peace coherence.	OECD	Nov 2018	<a href="https://www.oecd.org/development/conflict-fragility-resilience/docs/Final%20summary_DAC_Roundtable%20Nexus_19Nov.pdf">https://www.oecd.org/development/conflict-fragility-resilience/docs/Final%20summary_DAC_Roundtable%20Nexus_19Nov.pdf</a>
Partnership for peace - OECD DAC & UN Roundtable on the Humanitarian - Development - Peace nexus	OECD / UN	Oct 2020	<a href="https://www.oecd.org/dac/development-assistance-committee/DAC-UN_HighLevel_Roundtable_Partnership_Peace_Outcome.pdf">https://www.oecd.org/dac/development-assistance-committee/DAC-UN_HighLevel_Roundtable_Partnership_Peace_Outcome.pdf</a>
Responding to Protracted Displacement Using the Humanitarian-Development-Peace Nexus Approach: Scoping Study	Rebecca Roberts	2020	<a href="https://www.unrisd.org/en/library/publications/responding-to-protracted-displacement-using-the-humanitarian-development-theory-of-change">https://www.unrisd.org/en/library/publications/responding-to-protracted-displacement-using-the-humanitarian-development-theory-of-change</a>
Transforming the Systems that Contribute to Fragility and Humanitarian Crises: Programming across the triple nexus	Oxfam	July 2021	<a href="https://policy-practice.oxfam.org/resources/transforming-the-systems-that-contribute-to-fragility-and-humanitarian-crises-p-621203/">https://policy-practice.oxfam.org/resources/transforming-the-systems-that-contribute-to-fragility-and-humanitarian-crises-p-621203/</a>
The Humanitarian-Development-Peace Nexus: What does it mean for multi-mandated organisations?	Oxfam	June 2019	<a href="https://policy-practice.oxfam.org/resources/the-humanitarian-development-peace-nexus-what-does-it-mean-for-multi-mandated-o-620820/">https://policy-practice.oxfam.org/resources/the-humanitarian-development-peace-nexus-what-does-it-mean-for-multi-mandated-o-620820/</a>
The Humanitarian - Development - Peace Nexus: Towards Differentiated Configuration	United Nations Institute for Social Development	Oct 2020	<a href="https://www.unrisd.org/80256B3C005BCCF9/(httpAuxPages)/384F8172D81CA0B2802585DC003903AB/\$file/WP2020-8---Weishaupt.pdf">https://www.unrisd.org/80256B3C005BCCF9/(httpAuxPages)/384F8172D81CA0B2802585DC003903AB/\$file/WP2020-8---Weishaupt.pdf</a>
Searching for the nexus - <a href="#">give peace a chance</a>	The New Humanitarian Louise Redvers Ben Park	May 2020	<a href="https://www.thenewhumanitarian.org/analysis/2020/05/13/triple-nexus-peace-development-security-humanitarian-policy">https://www.thenewhumanitarian.org/analysis/2020/05/13/triple-nexus-peace-development-security-humanitarian-policy</a>
Searching for the nexus - <a href="#">why we are looking in the wrong place</a>	The New Humanitarian Marc DuBoid	Jan 2020	<a href="https://www.thenewhumanitarian.org/opinion/2020/1/7/triple-nexus-international-aid-Marc-DuBois">https://www.thenewhumanitarian.org/opinion/2020/1/7/triple-nexus-international-aid-Marc-DuBois</a>
The Triple Nexus (H-D-P) and Implications for Durable Solutions to Internal Displacement	Institute of Social Studies Dr Gloria Nguya Nadia Siddiqui	Aug 2020	<a href="https://www.un.org/internal-displacement-panel/sites/www.un.org.internal-displacement-panel/files/idrp_hlp_submission_ws3_triple_nexus.pdf">https://www.un.org/internal-displacement-panel/sites/www.un.org.internal-displacement-panel/files/idrp_hlp_submission_ws3_triple_nexus.pdf</a>
The Triple Nexus and Local Faith Actors in South Sudan: Findings from Primary Research	Danish Church Aid and act alliance	2019	<a href="https://reliefweb.int/report/south-sudan/triple-nexus-and-local-faith-actors-south-sudan">https://reliefweb.int/report/south-sudan/triple-nexus-and-local-faith-actors-south-sudan</a>

The Triple Nexus in Practice - Challenges and options for multi-mandated organisations	Centre for Humanitarian Action	2020	<a href="https://www.chaberlin.org/en/publications/the-triple-nexus-in-practice-challenges-and-options-for-multi-mandated-organisations-2/">https://www.chaberlin.org/en/publications/the-triple-nexus-in-practice-challenges-and-options-for-multi-mandated-organisations-2/</a>
Youth peacebuilding in the triple nexus	Islamic Relief	Feb 2021	<a href="https://Trócaire.box.com/s/1vv7slboer91j4zgfna02xbrpmtxiwp">https://Trócaire.box.com/s/1vv7slboer91j4zgfna02xbrpmtxiwp</a>
Doing nexus Differently: How can Humanitarian and Development Actors link or integrate humanitarian action, development, and peace?	CARE	Sept 2018	<a href="https://www.care.org/news-and-stories/resources/doing-nexus-differently/">https://www.care.org/news-and-stories/resources/doing-nexus-differently/</a>
Making the Nexus Real: Moving from theory to practice	Tufts – Feinstein International Center / USAID	Dec 2021	<a href="https://www.fsnnetwork.org/resource/making-nexus-real-moving-theory-practice">https://www.fsnnetwork.org/resource/making-nexus-real-moving-theory-practice</a>
2020 Peace Connector Projects: Bishop Korir's Strategy for Grassroots Peacebuilding	William Kiptoo Durban University of Technology, South Africa	2020	<a href="https://digitalcommons.csbsju.edu/social_encounters/vol4/iss1/4/">https://digitalcommons.csbsju.edu/social_encounters/vol4/iss1/4/</a>
Everyday Peace Indicators: What is the Everyday Peace Indicators Approach?	Everyday Peace Indicators		<a href="https://www.everydaypeaceindicators.org/_files/ugd/cc9159_c2c90b66b6e743abaffa49c1ec785313.pdf">https://www.everydaypeaceindicators.org/_files/ugd/cc9159_c2c90b66b6e743abaffa49c1ec785313.pdf</a>
Pathways for market-oriented development on the Humanitarian-Development-Peace Nexus	Rojan Bolling & Jacqueline Vrancken The broker/ Food & Business Knowledge Platform	Aug 2020	<a href="https://www.thebrokeronline.eu/wp-content/uploads/2020/09/The-Broker_Aid-Transitions_Policy-Brief.pdf">https://www.thebrokeronline.eu/wp-content/uploads/2020/09/The-Broker_Aid-Transitions_Policy-Brief.pdf</a>
Protection and the nexus - Tensions and opportunities	Damian Lilly HPN	Apr 2020	<a href="https://odihpn.org/wp-content/uploads/2020/04/NP-82-web-1.pdf">https://odihpn.org/wp-content/uploads/2020/04/NP-82-web-1.pdf</a>
What is the Triple Nexus?	ICVA	2018	<a href="https://www.icvanetwork.org/resource/nexus-learning-series-nexus-explained-recommended-reading/">https://www.icvanetwork.org/resource/nexus-learning-series-nexus-explained-recommended-reading/</a>
Searching for the Nexus: Priorities, Principles and Politics	The New Humanitarian	2019	<a href="http://www.thenewhumanitarian.org/special-report/2019/10/10/searching-nexus-priorities-principles-and-politics">www.thenewhumanitarian.org/special-report/2019/10/10/searching-nexus-priorities-principles-and-politics</a>
The EU member States implementation of the humanitarian-development-peace nexus	Voice	2021	<a href="https://voiceeu.org/publications/voice-out-loud-32-the-eu-member-states-implementation-of-the-humanitarian-development-peace-nexus.pdf">https://voiceeu.org/publications/voice-out-loud-32-the-eu-member-states-implementation-of-the-humanitarian-development-peace-nexus.pdf</a>

The triple Nexus in South Sudan – Learning from Local Opportunities	CHA	2020	<a href="https://www.alnap.org/help-library/triple-nexus-in-south-sudan-learning-from-local-opportunities">https://www.alnap.org/help-library/triple-nexus-in-south-sudan-learning-from-local-opportunities</a>
Nexus approaches in humanitarian settings – A guidance note for the protection cluster	Protection Cluster	2022	<a href="https://www.globalprotectioncluster.org/sites/default/files/2022-12/unhcr_-_nexus_approaches_in_humanitarian_settings_draft_5.pdf">https://www.globalprotectioncluster.org/sites/default/files/2022-12/unhcr_-_nexus_approaches_in_humanitarian_settings_draft_5.pdf</a>
Exploring peace within the humanitarian development peace nexus (HDPN)	IASC	Oct 2020	<a href="https://interagencystandingcommittee.org/system/files/2020-10/Issue%20paper%20-%20Exploring%20peace%20within%20the%20Humanitarian-Development-Peace%20Nexus%20%28HDPN%29.pdf">https://interagencystandingcommittee.org/system/files/2020-10/Issue%20paper%20-%20Exploring%20peace%20within%20the%20Humanitarian-Development-Peace%20Nexus%20%28HDPN%29.pdf</a>