

## **Guidance Note**

# **ADVANCING THE HUMANITARIAN- DEVELOPMENT-PEACE NEXUS APPROACH THROUGH IASC GLOBAL CLUSTERS**

IASC Task Force 4 on Humanitarian Development  
Collaboration and its Linkages to Peace

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The Inter-Agency Standing Committee (IASC) and partners have committed to a Humanitarian-Development-Peace Nexus (HDPN) approach. As a result, Cluster Lead Agencies, and clusters/sectors<sup>1</sup> at country level are expected to proactively design responses in a way that facilitates coherence and complementarity between lifesaving interventions, and development and peace activities towards collective outcomes. This requires collaborative, joint or joined-up data collection analysis, planning and programming, as well as coordination with development and peace actors under the leadership of the Resident Coordinator/Humanitarian Coordinator (RC/HC).

## 1. Purpose of the note

This advisory note supports efforts by Global Clusters to engage with development and peace actors and related processes to foster and drive a HDPN approach<sup>2</sup>. Recognizing that some clusters are already advancing HDPN strategies, this note aims to further the implementation of the approach through clusters and partners as part of broader coordination efforts by the humanitarian, development, and peace (HDP) actors contributing to collective outcomes or other commonly agreed priorities. The entry points and possible actions identified in **Section 4** will help clusters apply a nexus approach in country-level assessment and analysis, planning, programming, and responses within the framework of Humanitarian Response Plans (HRP), and in coordination with their United Nations Sustainable Development Cooperation Framework (UNSDCF) results groups counterparts and relevant peace actors<sup>3</sup>.

This document builds on and complements existing frameworks, approaches, and tools informing the respective areas of work in each cluster/sector, and unpacks implications for the work of coordinators. Although the nexus approach should be considered in each humanitarian response and promoted in every crisis, each operational context is unique. A flexible approach is imperative to ensure bespoke and effective solutions for each context. Therefore, beyond this advisory note, cluster-specific guidance should be developed that is adaptable to the context to which it is applied.

## 2. The Humanitarian Development Peace Nexus (HDPN)

For the purposes of this note, the 'nexus' refers to a whole-of-system approach, a policy and an operational imperative in which humanitarian, development and peace actors take account of each other's actions and collaborate to be efficient and effective, because their activities have an impact on each other, and each actor is affected by the broader context in which peace, development and humanitarian action interacts.

### 2.1. The nexus approach

The definition adopted in the 2020 IASC *Light Guidance on Collective Outcomes* describes the HDPN as a collective effort by humanitarian, development and, where relevant and appropriate, peace actors to reduce people's needs, risks and vulnerabilities by working towards 'collective outcomes'

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<sup>1</sup> The terms 'cluster' and 'sector' are used throughout this note to refer to the humanitarian coordination structures at country level. According to IASC's 2015 *Reference Module for Cluster Coordination at Country Level*, 'IASC clusters are formally activated clusters created when existing coordination mechanisms are overwhelmed or constrained in their ability to respond to identified needs in line with humanitarian principles. Clusters are accountable to the Humanitarian Coordinator (HC) through the Cluster Lead Agency (CLA) as well as to national authorities and to people affected by the crisis. Government-led emergency or crisis sectoral coordination mechanisms report to designated Government bodies. The lifespan of emergency sector coordination is defined by Government policies or declarations. International humanitarian support can augment national capacity, underpinned by the principles of the cluster approach.' (Accessed 25 June 2023, from <https://interagencystandingcommittee.org/iasc-transformative-agenda/iasc-reference-module-cluster-coordination-country-level-revised-july-2015>)

<sup>2</sup> Although this Advisory Note make numerous references to Governments, the guidance contained is valid also to situations which are outside of internationally recognized Government control.

<sup>3</sup> See Annex 7.3 for additional details on the Governance and management structure for the UN Sustainable Development Cooperation Framework.

or HDP priority areas.<sup>4</sup> It seeks to sustainably address the drivers and root causes of conflict, reduce chronic vulnerability, and strengthen capacities to mitigate risks. To achieve these objectives, the approach calls for **complementary, aligned and well-coordinated action** by all key actors<sup>5</sup> in:

- Joint analysis or sharing of analysis of root causes and damage assessments, among others, to obtain a shared understanding of need, risk and vulnerability;
- Articulation of 'collective outcomes' or HDP priority areas based on the areas of greatest need, risk and vulnerability;
- Joined-up planning and programming in support of these collective outcomes or priorities;
- Flexible, multi-year and unearmarked financing that is aligned or harmonized around these collective outcomes or priorities; and
- Evidence-based advocacy to support HDPN programming.

While the nexus approach encourages joined-up efforts, it does not imply that humanitarian, development, peace and other actors should merge their activities or integrate roles.<sup>6</sup> Rather, interventions should be layered in all contexts, in line with the respective mandates of each actor.

## 2.2. Collective outcomes

Collective outcomes are jointly envisioned results aiming to address and reduce needs, risks and vulnerabilities; they require the combined effort of humanitarian, development and peace actors to design and work towards mutually reinforcing solutions. Collective outcomes are context-specific, engage the comparative advantage of all actors, draw on multi-year timeframes and rely on effective leadership and coordination. They are developed through collaborative, joint (or joined-up) analysis, complementary planning and programming, financing beyond project-based funding, and promote connections between agencies within their existing mandates.<sup>7</sup>

Where collective outcomes have been formulated and agreed upon, they constitute a key entry point for HDP collaboration, and can serve as a reference point for cluster/sector planning. When formulated, collective outcomes should be systematically integrated into UN Cooperation Frameworks and the Humanitarian Programme Cycle (HPC), offering a platform to engage governments on these common strategic priorities.<sup>8</sup>

In countries without collective outcomes, progress can still be made on an HDPN approach through strong joint intersectoral analysis, HRP priorities and clear links between HRP actors, UNSDCF's and national government IDP policies. This advisory note considers both contexts, and this guidance can be adapted accordingly.<sup>9</sup>

Based on the UN Development Coordination Office 2022 annual survey, as of mid-2023, the following countries can be understood as to have gone through a collective outcomes process, albeit noting that there is no uniform methodology, nor unified understanding of what collective outcomes are: Cameroon; CAR; Chad; DRC; El Salvador; Honduras; Iraq; Libya; Niger; Nigeria; and Somalia.<sup>10</sup>

<sup>4</sup> IASC. (2020). *Light Guidance on Collective Outcomes*. <https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes>. The HDPN was institutionalized in the 2020 Quadrennial Comprehensive Policy Review of UN System Operational Activities (QCPR) Resolution adopted on 21 December 2020 General Assembly QCPR Resolution [A/RES/75/233].

<sup>5</sup> The Light Guidance identifies the following key actors: senior management across the humanitarian, development and peace community at country level, including the UN RC/HC and office, Special or Deputy Special Representatives of the Secretary General and their teams, UN and NGO agency heads, UN country teams/Humanitarian Country Teams and donor representatives.

<sup>6</sup> OECD, *DAC Recommendation on the Humanitarian-Development-Peace Nexus*, OECD/LEGAL/5019.

<sup>7</sup> IASC, *Light Guidance on Collective Outcomes*, June 2020, available [here](#).

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

<sup>10</sup> This information is based on inputs from Resident Coordinator's Offices.

### 2.3. Conflict sensitivity

Conflict sensitivity is a key aspect of the nexus approach. Managing or mitigating conflict drivers or triggers requires taking existing conflict dynamics into account when designing, planning and implementing (and closing) programmes and projects. The aim is to understand and positively impact existing or potential conflict dynamics – and do no harm.

The IASC Paper *Exploring Peace Within the Humanitarian-Development-Peace Nexus (HDPN)* highlights how interventions are never conflict-neutral.<sup>11</sup> The presence of activities and staffing, as well as the selection of beneficiaries, always impacts the context positively or negatively, either deliberately or accidentally. The transfer of resources across clusters and sectors (e.g. food, shelter, water, healthcare, education, etc.) into a resource-scarce environment can influence power and wealth. These resources can become an element of conflict, potentially causing harm to affected populations, and undermining the trust in public actors, if not programmed in a conflict-sensitive manner. Alternatively, programming can strengthen local capacities for peace, build on connectors that bring communities together, and reduce the divisions and sources of tensions that can lead to or reinforce conflict.

Conflict sensitivity requires understanding the context – and the interactions between interventions and the context. Actors should act on that understanding to avoid negative impacts and do no harm and, if possible, maximize positive impacts. Conflict sensitivity does not need to have peace as a primary objective per se. In all cases, the minimum standard of doing no harm must be met. All sector/cluster partners should incorporate conflict sensitivity into their programme cycles; with conflict-sensitive approaches informed by at least 'good enough' context and conflict analyses.

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<sup>11</sup> IASC. (2020). *Exploring Peace Within the Humanitarian-Development-Peace Nexus (HDPN)*. <https://interagencystandingcommittee.org/humanitarian-development-collaboration/issue-paper-exploring-peace-within-humanitarian-development-peace-nexus-hdpn>

### 3. Operationalizing the nexus

#### 3.1. Humanitarian actors supporting the operationalization of the nexus

##### 3.1.1. Resident/Humanitarian Coordinator

When one individual combines the roles of UN Resident Coordinator and Humanitarian Coordinator (RC/HC), they are in a unique position to promote and support collaboration across the nexus as the lead of the UN Country Team (UNCT) and Humanitarian Country Team (HCT), facilitating linkages between humanitarian and development actors, governments, Special Political Missions, peacekeeping missions, and peace actors more broadly. When the RC and HC roles are separate, the RC has a key coordination role to promote nexus collaboration by supporting a dedicated government-led coordination platform, setting up/ or by using standing meetings of the UNCT/HCT, to which relevant stakeholders (e.g., representatives of governments, key donors, international financial institutions (IFIs), NGOs, etc.) are invited.<sup>12</sup> There may also be opportunities for HCs to support nexus approaches, for example in the HRP process.

##### 3.1.2. Humanitarian Country Teams

HCTs have a key leadership role in initiating, coordinating and facilitating HDPN approaches through their engagement with the Inter-Cluster Coordination Group (ICCG) and other groups part of the humanitarian coordination architecture. HCTs are expected to *'support and contribute to efforts to address the humanitarian-development Nexus. The HCT should endeavour to coordinate with development platforms to develop a shared understanding of sustainability, risk, and vulnerability, achieve a shared vision for outcomes and facilitate shared analysis and multi-year planning and financing as appropriate.'*<sup>13</sup> In addition, HCT members have a crucial role in facilitating an HDPN approach, because they represent Cluster Lead Agencies, including through the development of HRPs.

Therefore, HCTs have a strategic role in:

- a) Facilitating and coordinating the nexus approach around analysis;
- b) Contributing to the setting of common priorities;
- c) Contributing and supporting collaborative, joint or joined-up planning and programming with partners in the HDP community; and
- d) Facilitating the inclusion of UN agencies, NGOs, government, donors, IFIs, affected populations and relevant local authorities in HDP priority setting and planning.

HCT-level efforts to implement nexus approaches are collective, and because implementation is done through the Cluster Approach, Clusters have a key role to deliver against HDPN priorities. Cluster Lead Agencies also play a very important role not only by ensuring support to clusters but also ensuring linkages with relevant ministries and developments partners to get their buy-in in materializing the nexus.

##### 3.1.3. Clusters

As the main country-based and sector-specific structures for humanitarian actors in internal displacement crisis., clusters/sectors play a critical role in facilitating engagement with development and peace partners for their respective technical areas of work. The entry points identified in **Section 6** will serve as a guidance to initiate this work.

<sup>12</sup> See the UN Secretary General's Action Agenda on Internal Displacement ([here](#)) where a Nexus approach is suggested.

<sup>13</sup> IASC, Standard Terms of Reference, Humanitarian Country Teams, February 2017, available [here](#).

### 3.2. Steps to operationalize the nexus

The IASC's *Light Guidance on Collective Outcomes*,<sup>14</sup> lists eight steps to operationalizing collective outcomes:

**Step 1: Identifying triggers and understanding readiness.** *To determine the most promising entry points and triggers to start the HDPN approach around collective outcomes, to identify the most appropriate planning process for the HDPN, to assess the willingness of key stakeholders to participate, and to understand what barriers to change may exist.*

**Step 2: Convening stakeholders and getting organized.** *To identify and convene the right people and organizations to be "at the table", to ensure the process is inclusive and includes all relevant stakeholders.*

**Step 3: Undertaking joint analysis.** *[To] conclude a joint analysis to identify and understand the drivers and root causes of protracted crises, risks and vulnerabilities and their humanitarian consequences, conflict drivers, fault lines and stakeholders. Use the evidence collected to determine those groups at greatest risk of being "left behind" and the priority short, medium and long-term actions to eliminate humanitarian needs and reduce future vulnerabilities in all three pillars.*

**Step 4: Formulating and programming for collective outcomes.** *To agree several specific, measurable, achievable, relevant and timebound (SMART) collective outcomes that can be implemented over a 3 to 5-year timeframe by actors demonstrating appropriate comparative advantage working in each of the three pillars.*

**Step 5: Financing programmes contributing to collective outcomes.** *To identify financial resources to implement the collective outcomes that are adequate in quantity, duration and flexibility. These resources will be predominantly existing funds from current programme budgets with the potential of additional financing from agencies, donors and national governments.*

**Step 6: Implementing collective outcomes.** *To support implementation through the strengthening of coordination and information management at national and sub-national levels.*

**Step 7: Monitoring progress and evaluating results.** *[To] establish a collective monitoring [and evaluation] process and capacity, that builds on existing arrangements (e.g. UNSDCF and/or HRP results frameworks), to measure progress of actions specified in the results framework and changes in the wider operating context.*

**Step 8: Mainstream collective outcomes.** *[To] integrate collective outcomes into the cooperation framework and other appropriate plans. Make the "new way of working" the established way of working in protracted crisis contexts, given that the collective outcomes are a way of bringing organizations together around the most pressing issues that require collective action.*

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<sup>14</sup> IASC. (2020). *Light Guidance on Collective Outcomes*. <https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes>



### 3.2.1. Role of clusters when collective outcomes are articulated

Under the leadership of the RC/HC, key stakeholders representing the humanitarian, development and peace communities,<sup>15</sup> which include clusters and HCT members, should identify the common priorities that would result in the agreed collective outcomes.

Once collective outcomes have been agreed and articulated, relevant cluster members outline their specific technical contributions, using their distinct planning tools. As an example, clusters' planning and programming tools under the HPC should prioritize collective outcomes. However, when the collective outcomes do not align with the standard HPC timeline, cluster coordinators need to assess to what extent collective outcomes overlap with priorities and activities reflected in existing cluster strategies and target populations, and whether clusters have the capacity to amend the HRP at the mid-year review to redirect their efforts to contribute to complementary HDPN programmes or activities.

Once the cluster contributions to the HDPN priorities have been clarified, clusters are expected to incorporate short- to medium-term response priorities and activities in relevant planning frameworks, such as the HRP, that contribute to the agreed collective outcomes. This process should be supported by evidence-based advocacy to partners in support of collaborative, joint or joined-up programming at the country level. Although joined-up programming and implementation do not require processes to be merged or programmes to be implemented together, complementary response efforts, including those anchored in area-based approaches (ABA, see **Section 3.3.1**) can facilitate successful progress on collective outcomes.

### 3.2.2. The role of clusters when collective outcomes have not been developed

In the absence of formal collective outcomes, humanitarian actors and cluster coordinators should still engage with development and peace partners where possible, by exploring alternative platforms or processes for engagement, under the overall leadership of the RC/HC. In this scenario, clusters need to agree on joint priorities aimed at reducing risk, needs and vulnerability for endorsement by the HC/HCT. To do this, the RC/HC should facilitate dialogue – supported by the HCT and the RCO – between stakeholders from the three pillars, including clusters, to align analyses, and identify or develop key processes and plans (i.e. HRPs, UNSDCF, NDPs, etc.) that could act as a catalyst to identify joint HDPN priorities. This dialogue will help actors across the three pillars better understand each other's priorities and capacities, identify potential areas for closer collaboration, and align respective contributions to sustainably reduce needs and risks.

## 3.3. Approaches to operationalize the nexus

This advisory note is aligned with humanitarian actors' continuous adherence with the Accountability to Affected Populations (AAP) and 'Centrality of Protection' IASC commitments. These existing commitments help underpin HDPN approaches. Below, we identify three additional ways that can help operationalise the Nexus.

### 3.3.1. Area-based approaches

ABA refers to a focus on a specific geographical area – as opposed to status-based approaches, which focus on specific groups and vulnerabilities. ABAs account for 'system linkages', such as those between housing, infrastructure, services, livelihoods and protection, and must involve communities and local authorities in addition to the forcibly displaced. ABAs are increasingly

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<sup>15</sup> See 'Step 2: Convening Stakeholders and getting organized' in the IASC's *Light Guidance on Collective Outcomes*.  
<https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes>

referenced in inter-agency planning frameworks such as UNSDCF and HRP – in data collection, analysis, planning, programming and monitoring.

ABAs represent a significant opportunity to work across the HDPN due to their multi-sectoral and participatory nature. They leverage the capacities of actors operating in similar geographical areas, and thus can encompass humanitarian, development and peace needs and responses over time.<sup>16</sup> Common characteristics of an ABA include:

1. **Targeting of specific geographic areas with high levels of need.** Areas can be delineated by physical, social and/or administrative boundaries, and can vary in scale from small neighbourhoods to towns or cities.
2. **Active engagement of multiple and diverse stakeholders in the target area.** Stakeholders include affected communities; local government; civil society; international humanitarian, development and peace actors; and the private sector.
3. **Provision of multi-sectoral support that addresses a range of needs in the target area.** This includes all affected people regardless of their legal status, risk category, nationality, etc.
4. **The majority of the population benefits from assistance.** Whether at individual/household level for the most vulnerable, or at communal level benefiting most or all individuals residing in the area by addressing structural challenges, most people in the area benefit.

### 3.3.2. Durable solutions

While the nexus is considered an 'approach', to reach durable solutions is an 'outcome'. The IASC's Framework on Durable Solutions for Internally Displaced Persons<sup>17</sup> defines 'solutions' as having been achieved when displaced people '*no longer have any specific assistance and protection needs that are linked to their displacement and can enjoy their human rights without discrimination on account of their displacement*'<sup>18</sup> The UN Action Agenda on Internal Displacement<sup>19</sup> strongly underlines that solutions to internal displacement need to be a '*priority for development, peace and climate action*' – and thus requires a nexus approach to be applied. The IASC Framework<sup>20</sup> notes return, local integration, and (re)settlement elsewhere in the country as potential solutions pathways – for which development actions, conflict-sensitivity and active peacebuilding play central roles in achieving durable solutions.

Most objectives related to advancing durable solutions can only be achieved by strengthening the HDPN. Clusters are expected to '*promote the identification of durable solutions*'<sup>21</sup>, and '*identify ways to connect their strategies with development initiatives, and vice-versa, in line with the [Sustainable Development Goals]*'<sup>22</sup> They are also expected to make '*strong links ... with development coordination bodies to ensure that early recovery approaches are aligned with national development objectives*'.<sup>23</sup>

### 3.3.3. Engaging with peace actors

Sector and cluster partners should design their activities in a way that is conflict-sensitive and takes into account context/conflict analyses. Conflict sensitivity implies reducing potentially negative impacts and accentuating positive impacts when possible, and at a minimum doing no harm. While

<sup>16</sup> See text box above for example of guidance from the Global Shelter Cluster'

<sup>17</sup> IASC. (2010). *Durable Solutions for Internally Displaced Persons: Project on Internal Displacement*.

<https://interagencystandingcommittee.org/other/iasc-framework-durable-solutions-internally-displaced-persons>

<sup>18</sup> Ibid.

<sup>19</sup> <https://www.un.org/en/content/action-agenda-on-internal-displacement/>

<sup>20</sup> IASC. (2010). *Durable Solutions for Internally Displaced Persons: Project on Internal Displacement*.

<sup>21</sup> IASC. (2015). IASC Reference Module for Cluster Coordination at Country Level, revised July 2015.

<https://interagencystandingcommittee.org/iasc-transformative-agenda/iasc-reference-module-cluster-coordination-country-level-revised-july-2015>

<sup>22</sup> Ibid.

<sup>23</sup> Ibid.



recognizing that the primary function of humanitarian action is to save lives and alleviate suffering, engagement with development and peace actors around collective outcomes to reduce risk and vulnerability may have a positive impact on peace outcomes. As such, there is an increasing awareness of how humanitarian actors can contribute to broader peace-responsive efforts aimed at establishing equitable service delivery and durable solutions, and an environment conducive to protection and compliance with international law.<sup>24</sup> These efforts can improve social cohesion; strengthen local conflict prevention and management capacities; and make engaging in violent activities more costly for members of the community, etc.

Their ability to do this will be guided by collaborative, joint or joined-up context analyses (see **Section 4**), in discussions with development and peace actors about delivering collective outcomes or joint priorities in support of an HDPN approach. This should enable partners to identify the types of response and engagement applicable to their specific contexts.

## 4. Implications for the work of clusters/sectors

This section outlines actions for cluster/sector coordinators to advance their contribution to nexus approaches both in contexts in which collective outcomes have been developed, and those in which they have not. It identifies entry points for collaboration in an HDPN approach. For each, links to relevant country-level processes, in particular between the HPC and UNSDCF processes, are articulated with examples.

This guidance seeks to be adaptive to the variety of contexts in which cluster work. Although the HDPN should be framed by collective outcomes or joint priorities agreed upon by actors across the three pillars, some contexts may be less conducive to adopting an HDPN approach due to limited capacity or political considerations. Yet, even in less-than-ideal contexts, clusters may still be able to engage with development and peace actors in activities promoting the reduction of humanitarian needs, risks and vulnerabilities on a smaller scale, and advancing recovery efforts.

### 4.1. Bringing together existing information

Collaborative, joint or joined-up analyses bring together datasets and other information from humanitarian, development, disaster risk and peace partners, as well as governments. Analysis of this information, especially when done jointly and in a cross-sectoral way, complement and bring a longer-term perspective to humanitarian assessments of needs, vulnerable groups, risks, barriers to access, and local capacities. Analyses should be considered as 'living' processes, and used to identify potential '*mechanisms to share, track and enhance knowledge across interventions*'.<sup>25</sup> Analyses undertaken at cluster level should ensure that they take development and peace considerations into account (such as existing and planned analyses and data), by including/consulting development and peace actors at their inception phase.

For collaborative, joint or joined-up analysis, some countries are using Common Country Analysis (CCA) and UNSDCF processes as a starting point to define common HDP priorities. Ideally this approach is complemented by analysis in the Humanitarian Needs Overviews (HNO), which informs HRPs. Recovery and Peacebuilding Assessments and Post-Disaster Needs Assessments should also be considered, as well as relevant publications from research centres, think-tanks, governments and other similar partners.

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<sup>24</sup> IASC. (2020). *Exploring Peace Within the Humanitarian-Development-Peace Nexus (HDPN)*. <https://interagencystandingcommittee.org/humanitarian-development-collaboration/issue-paper-exploring-peace-within-humanitarian-development-peace-nexus-hdpn>

<sup>25</sup> IASC, Issue Paper – Exploring Peace within the Humanitarian-Development-Peace Nexus (HDPN), October 2020, available [here](#).

## 4.2. Starting points: stakeholder mapping, context analysis and needs analysis

### 4.2.1. Stakeholder mapping

Collaborative, joint or joined-up context analysis often starts with a stakeholder mapping to facilitate in-depth understanding of the humanitarian, development and peace architecture in a context. This includes knowing how coordination works for humanitarian, development and peace actors, including their timelines and key milestones, and their roles in the broader frameworks that drive coordination among the country-level development community. Ideally, this should be led by the RC Office (RCO) and the OCHA Country Office and should include national authorities and an existing consortium of NGOs. This is particularly relevant in countries without collective outcome processes and can serve as a starting point to establish an inclusive nexus dialogue platform. Stakeholder mapping also provides an opportunity for an operational scanning of the country HDPN 'ecosystem'.

#### **Guiding questions for stakeholder mapping:**

- *Who are the major actors that need to be involved? For example, parts of government, key bilateral donors, IFIs, regional entities, and key agencies, NGOs and representatives of local and community-based organisations and organisations representing marginalised groups, such as women, persons with disabilities, Indigenous Peoples?*
- *Do key actors have a shared vision of and commitment to the collective outcomes/joint priorities identified?*
- *Are the government and members of the UNCT and HCT supportive of the joint vision?*
- *Is there dedicated capacity in the office of the RC/HC to support RC/HC leadership to liaise with the government and partners, to link with the peacebuilding community, and to drive the overall process of articulating and operationalizing collective outcomes?*
- *Are there trained staff (e.g. HDPN adviser; durable solutions adviser; peace and development adviser) and tools, as well as mechanisms available at country level for multi-hazard, multi-risk analysis for nexus programming?*
- *Are there pre-existing and/or ongoing HDPN approaches? How do these fit within national and local government coordination structures?*
- *How would collaboration fit with other nexus-related efforts already ongoing in the context? How can we mainstream the consideration of durable solutions and the nexus in cluster roadmaps and unpack implications for the implementation of prioritized cluster functions?*
- *Who needs to be involved in planning exit and transition work for clusters?*

### 4.2.2. Context and needs analyses

Nexus processes could also begin with a collaborative, joint or joined-up analysis of the context, risks, root causes and drivers of a conflict or other emergency. This analysis *'enables a shared and comprehensive understanding of the context (drivers of vulnerabilities, risk and needs) and help inform humanitarian, development and peace actors in their respective planning frameworks'*.<sup>26</sup> It identifies if the context is conducive to addressing structural/root causes through joint action and ideally, collective outcomes.

In 2022, only 27% of HNOs make reference to the humanitarian-development-peace nexus, and none made a reference to collective outcomes.

Needs analyses are supported by a range of assessments such as the Multi-Cluster/Sector Initial Rapid Assessment, Multi Sector Needs Assessment, Rapid Needs Assessment, complemented by cluster/sector-specific needs and risks assessments. Where feasible, the inclusion of development and peace actors' indicators in humanitarian assessments can help establish a common

<sup>26</sup> UN-IASC. Light Guidance on Collective Outcomes. 2020. <https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes>.

understanding of priorities and how these can be addressed across the HDP spectrum in the short, medium and long term.

**Guiding questions for developing context and needs analyses:**

- *What major reports or data collection on needs, root causes, risks, capacities and vulnerabilities already exist?*
- *Which existing planning frameworks and processes could act as a catalyst for the collective outcomes process?*
- *What are the key processes and planning frameworks in country? How are needs, risks and context analyses undertaken?*
- *Do plans in country offer a similar understanding of root causes, needs, risks, capacities and vulnerabilities and priorities on which to build collective outcomes?*
- *Are there any participatory processes that involve a representative range of members of the affected population?*
- *? Are the needs, vulnerabilities, capacities and power dynamics between the diversity of men, women, girls, boys and gender diverse persons integrated into the needs assessment?*
- *Does the analysis include the following issues:*
  - *The drivers of the crisis and any associated displacement, as well as trends and patterns in both*
  - *Existing community-based protection mechanisms and capacities*
  - *Patterns of violence and harm (including who/what is causing or alleviating them, and why)*
  - *Historical, political and social dynamics within and between groups, including marginalized and at-risk social groups*
  - *Specific groups at risk of discrimination; by whom and why (e.g., cultural, religious, economic, legal, political reasons)*
  - *Physical threats and threats emerging from the conduct of hostilities (e.g., mines, the presence of combatants, etc.)*
  - *Forms and prevalence of sexual and gender-based violence, and sexual exploitation and abuse; the alleged perpetrators, and persons at risk<sup>27</sup>*
  - *The impact of the crisis on children (e.g., recruitment into armed groups, association with armed groups, child labour, exploitation and family separation)*

**Country example: Collaborative analysis for HNO and CCA in South Sudan**

Since 2019, the UN Office for Disaster Risk Reduction (UNDRR) collaborated with OCHA and partners from the humanitarian, development and disaster risk reduction spheres to identify gaps and entry points for scaling-up disaster risk reduction in humanitarian contexts. Joint risk analysis workshops in South Sudan in 2022 brought humanitarian and development partners together to develop a shared understanding of available risk information to determine priority risks and agree likely scenarios. The findings of the workshop were used to develop the risk chapter in the HNO and inform the joint risk analysis led by the RCO for an updated CCA.

Sources: UNDRR. (2022, December 6). *In South Sudan, a new risk management tool makes strides*. <https://www.undrr.org/news/south-sudan-new-risk-management-tool-makes-strides> and UNDRR. (2020). *Scaling up disaster risk reduction in humanitarian action*. <https://www.undrr.org/publication/scaling-disaster-risk-reduction-humanitarian-action>

<sup>27</sup> Prevalence data cannot always be collected in insecure contexts and should not be prioritized. Furthermore, there are significant reliability and ethical considerations to collecting this data. Only agencies with capacity to collect and analyze this data should be engaged to provide this information rather than including it in a general HPDN needs assessment.

### 4.3. Initial data collection and the development of baselines

One of the outcomes of the joint analysis and HDPN stakeholders mapping should be the collection of all relevant data sets from development, humanitarian, risk management and peacebuilding sources.

Clusters should consult development and peace actors on what data/indicators should be included in initial humanitarian surveys and analysis framework to help kick-start an HDPN approach to the designing of a joint response.

Representatives of local authorities, governments, affected populations, civil society organizations (including national and local NGOs, and organisations representing marginalised groups, such as women, persons with disabilities, Indigenous Peoples), and technical actors (e.g., climate, environment, DRR specialists) should also be involved from the start of the data collection process, including design, and contribute to the development of key relevant indicators.

Where feasible, data should be produced and shared openly, keeping in mind partners' obligations around data protection. All HDP actors should consolidate existing data and analyses from humanitarian and non-humanitarian sources.

Data collection and analysis processes should provide information disaggregated by sex, age and diversity as standard and gender when possible.

#### **Guiding questions on data:**

- *What data analysis already exists at country, regional or global levels?*
- *Is baseline data available that can be used to measure risk and vulnerability, and assess progress? Do the HNO analysis and the CCA correspond to each other?*
- *Has a Recovery and Peace-Building Assessment or a Post-Disaster Needs Assessment been integrated into the joint analysis?*
- *Have individual agencies, NGOs or IFIs carried out any relevant analysis recently?*
- *Have any national or international strategies and plans been already drafted based on analysis?*
- *Have Recovery and Peacebuilding Frameworks that include relevant analysis been established?*

#### **Cluster example (Global Food Security Cluster): Avoiding double reporting**

The Global Food Security Cluster advises that, if a partner submits regular humanitarian 5W reports, they should not resubmit within any HDPN data collection tool established, unless the partner conducts development or peace activities not captured in the 5Ws. In such cases, they should submit the development/peace activities in a specific HDPN reporting template.

Based on the objectives and planned activities, HDP mapping (including dashboards and tools) could require information at a higher level of granularity; in such cases dedicated resources may be needed, such as a national Information Management Officer dedicated to mapping (or a cluster HDPN focal point). Similarly, additional funds may be required to cover trainings, workshops and other events related to the operationalization of the HDPN. FSC teams, partners and Cluster Lead Agencies are invited to carefully consider the right level of activities to be implemented, taking into account the cluster's mandate and scope, partners' capacity to contribute, and the financial implications.

Source: Global Food Security Cluster (GFSC).

#### 4.4. Collaborative, joint or joined-up planning

Country sector/cluster planning processes provide a key entry point to assess the extent to which HRP and the UNSDCF can align, and how humanitarian, development and peace actors can work collaboratively to address some of the longer-term root causes of crises by:

In 2022, 77% of HRPs made reference to the HDPN, but only 34% made a reference to collective outcomes.

- Defining potential roles and the timeframe of engagement for humanitarian actors in each sector/cluster in contributing to collective outcomes or joint selected priorities where applicable.
- Defining how humanitarian capacities and programming have a comparative advantage to contribute to resilience against shocks across the HDPN – for example, those linked to climate change and disaster risks (e.g., drought, food insecurity, floods) – and/or sector-specific risk management, preparedness and responses to acute emergencies (e.g., epidemics, natural hazards).
- Defining priority areas for potential ABAs (see **Section 3.3.1**) in which activities might be determined by the comparative advantage and capacities of the humanitarian, development and peace actors involved. This could be complemented by the identification of priority vulnerable groups (e.g., IDPs, people in hard-to-reach areas, excluded groups) to be recipients of support across the HDP spectrum, to ensure no-one is left behind.
- Defining jointly with development and peace actors what they can contribute to support each sector/cluster from the onset of an emergency, through its evolution and into the transition<sup>28</sup> phase when protracted emergencies come to an end.
- Engaging with affected communities to understand their perspectives and needs and incorporating these into the planning process.
- Using the joint data collection and analysis to advocate for resources and political will to prevent and address the root causes of crises, such as poverty, conflict and lack of access to basic services.

##### **Guiding questions on collaborative, joint or joined-up planning:**

- *Are collective outcomes/priorities identified, pursued and achieved collectively across sectors/clusters together with development and peace actors in the selected areas?*
- *Is the HRP aligned with the identified collective priorities/outcomes?*
- *Are cluster strategies under the HRP aligned with the identified collective priorities/outcomes?*
- *Are the collective priorities/outcomes that are prioritized in the ABA reflected in cluster/sector work plans, and work plans for development and peace actors?*
- *Is there clarity on how the HRP, cluster strategies and the UNSDCF contribute to the collective outcomes? Do you know how your cluster activities link with development and peace-related activities in the same geographic and thematic areas?*
- *Has the cluster/sector discussed, identified and agreed with other actors on protection risks that will be addressed collectively by humanitarian, development and peace actors?*
- *How can we ensure that the cluster/sector has engaged in discussions with civil society and other stakeholders on addressing gender equality, women's empowerment, and inclusion, especially with marginalized groups?*
- *Are there indicators or benchmarks for the transition and exit of the cluster/sector?*

<sup>28</sup> 'Good practice suggests that the HC/HCT, clusters and national authorities should develop transition and de-activation strategies at the start of a response.' IASC. (2015). Cluster Coordination at Country Level. <https://interagencystandingcommittee.org/iasc-transformative-agenda/iasc-reference-module-cluster-coordination-country-level-revised-july-2015>



- *Have all actors incorporated Protection and Humanitarian Principles to ensure that programming is designed in a manner that avoids, minimizes or mitigates harm and risks?*
- *Do any ABAs take into consideration and reinforce prospects for durable solutions for affected populations?*

**Joined-up planning example: Planning of Area Based approaches from a shelter and settlements perspective.**

The Settlements Approaches Working Group of the Global Shelter Cluster provides sector-specific guidance looking at area-based programming from a shelter and settlements perspective. Since its inception 5 years ago, the working group has produced helpful guidance (in multiple languages), based upon fundamental urban planning and design principles, with community development activities suitable for local application. The guidance promotes multi-sector methods looking at integrated housing, land and infrastructure, with mainstreamed environmental sustainability planning aspects following a collaborative approach. The guidance can be used at different scales (from settlement to city-wide) and describes approaches relevant across the humanitarian program cycle and beyond, including engagement of affected communities, local authorities and other actors. Settlements approaches also support localized decision making and solutions and opens a way forward to engage development actors and stakeholders in recovery planning from the beginning of a response. The guidance has been developed with shelter cluster partners, other clusters, OCHA, community and government input, and utilized in numerous contexts. The guidance and more than 30 case studies, including analysis of recent implementation experience, is available on the GSC website.

Sources: <https://sheltercluster.org/working-group/settlements-approaches-urban-areas-working-group>

#### **4.5. Collaborative, joint or joined-up programming/response**

Based on the joint analysis and within the framework of the HRP, clusters should focus on feasible collaborative, joint or joined-up or complementary programming that can be translated into measurable objectives over one or two years (in places where the HRP covers at least two years).

Relevant partnerships across the HDP spectrum should be envisaged to achieve the response and the outputs of programming to ensure complementarity. Where there are collective outcomes, all actors should be clear on how interventions contribute to achieve them, ensuring at a minimum a conflict-sensitive approach, in line with existing guidance.<sup>29</sup>

Adopting an area-based approach to programming can provide a good framework to encourage collaboration with development and peace partners.

#### **Guiding questions on collaborative, joint or joined-up programming:**

- *Which humanitarian, development and peace programmes and activities are needed to achieve the collective outcomes, or collaborative, joint or joined-up programming?*
- *How are these activities and programmes sequenced and/or layered?*
- *How can local actors and communities be effectively engaged and involved in joint programming efforts?*
- *How can national and community-based groups representing women, persons with disabilities, as well as other marginalised and minority groups be engaged effectively in joint programming efforts?*
- *How can significant women and youth participation be ensured/promoted?*

<sup>29</sup> IASC. (2020). *Exploring peace within the Humanitarian Development-Peace Nexus (HDPN)*. Issue paper. <https://interagencystandingcommittee.org/humanitarian-development-collaboration/issue-paper-exploring-peace-within-humanitarian-development-peace-nexus-hdpn>



- *What activities and programmes already exist in support of collective outcomes or joint priorities? What activities and programmes are missing to achieve the collective outcomes?*
- *What are the funding timeframes for humanitarian activities, and are gaps expected before funding for development and/or peace-related activities become available? What contingencies are being put in place to ensure continuity of services, and to address possible overlaps between different actions?*
- *How can planning processes and plans in country be aligned towards the collective outcomes?*
- *How can agencies and organizations align their programming behind collective outcomes?*

#### **4.6. Collaborative, joint or joined-up monitoring and reporting**

Measuring progress and success in an HDPN collaboration should be mainstreamed within the objectives of interventions across the pillars, and captured through agreed targets and indicators.

Monitoring frameworks for HDPN interventions should link as much as possible to UNSDCF result frameworks, which are usually based on the Sustainable Development Goals (SDGs); HPC results framework; and national/government development plans, where joint priorities have been set. This may require rethinking information management at country level to integrate and combine all sources of information. Sectors/clusters engage in regular monitoring (e.g., 4Ws/5Ws), as well as reporting against the HRPs and other requirements (e.g., specific UN Security Council Resolutions), including risk, development and peace indicators. These should constitute the starting point for joint monitoring and reporting. Some countries with collective outcomes include a programme matrix with a monitoring mechanism. Where collective outcomes do not exist, this can be done through

##### **Country example: Towards durable solutions in Iraq**

In the transitional context of Iraq, where new conflict-induced displacement ceased and displacement became protracted in nature, the Global Camp Coordination and Camp Management (CCCM) Cluster response progressed from life-saving response activities towards return, relocation and reconstruction efforts. CCCM worked with the Durable Solutions Technical Working Group (DSTWG) – of which non-humanitarian actors were active members – to develop meaningful linkages between CCCM information, community engagement and coordination, and the durable solutions response interventions.

CCCM partners in both camps and informal sites in Iraq regularly collected data on people's areas of origin and future intentions to depart or remain. Through community engagement, CCCM partners also obtained an understanding of why people were where they were, and thus what barriers needed to be overcome for them to resolve their displacement. This family- and community-level understanding positions CCCM with valuable information to support planning and implementing durable solutions programs. Based on this, the CCCM Cluster worked with the Facilitated Voluntary Returns Subgroup of the DSTWG to use this family- and community-level data for durable solutions actors to design and target their programming to support families living in informal sites.

Due to the rising number of evictions in 2021, the CCCM mobile teams in Iraq endeavored to support communities living under threat of eviction in informal sites. The CCCM Cluster supported such residents through engagement with humanitarian and development actors and local authorities.

Source: CCCM Cluster. (2021). *Paper on Area-based Approaches*.

<https://www.cccmcluster.org/resources/cccm-cluster-paper-area-based-approaches>

joint or joined-up programming and the structures thereof. In both contexts, data collected should feed into context monitoring processes.

**Guiding questions on collaborative, joint or joined-up monitoring and reporting:**

- *Do programmes and activities have indicators to allow measurement of progress towards the achievement of each collective outcome? Are these gender-sensitive and inclusive for marginalised groups?*
- *Are monitoring/indicator methodologies complementary to facilitate measurement of collective outcomes? Do programmes have different monitoring timelines?*
- *Is programme implementation and monitoring done in a manner that enables communities' meaningful feedback and participation?*
- *Is the monitoring and evaluation system ready to adjust and change operational plans during the programme cycle?*
- *Is there a feedback and complaints mechanism tailored to the operational context? Is it visible, known and accessible to all individuals and groups in the community?*
- *Does feedback inform programmatic adjustments, and are communities informed of the results of their feedback?*
- *Are all actors, including marginalised groups, involved in the programme accountable to the community on the quality and effectiveness of its programming?*

#### **4.7. Implications for coordination mechanisms**

Where contextually applicable, clusters/sectors need to establish and enhance interactions with government and/or local authority partners, and development partner coordination platforms such as results groups (see **Section 7.3**), to guide joint analysis, planning and monitoring. Each context should have its own coordination architecture solutions, informed by the HDPN approach. In some cases, there may be a specific HDPN coordination platform.

Map out local authorities (e.g., national government, governorates, municipalities, etc.), civil society actors (e.g., NGOs, CSOs), local coordination mechanisms, and potential opportunities and barriers to enable their meaningful participation to coordination bodies. This mapping should also include, in addition to a power analysis, with a specific emphasis on gender, age, disabilities, and other intersectional factors, to evaluate the extent to which individuals who are most impacted by inequality within the context are genuinely included, their contributions to analysis, planning and monitoring, bearing in mind duty of care considerations given transfer of risk to local partners.

Clusters can play an instrumental role in creating an impetus towards the Nexus and linking longer-term solutions to the work on emergency response by leverage their large networks. Where feasible, clusters should foster co-leadership with national NGOs, including the promotion of localization and partnerships between international and national actors. Affected populations and local partners need to have ownership of cluster recommendations towards solutions if they are to be durable, especially those individuals who are most affected by inequalities.

Based on the IASC guidance on localization,<sup>30</sup> clusters must ensure processes are accessible to local actors and that local actors are able to take an active role.

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<sup>30</sup> IASC. (2021). *Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms*. <https://interagencystandingcommittee.org/operational-response/iasc-guidance-strengthening-participation-representation-and-leadership-local-and-national-actors>

Developing a governance model for the platform that outlines the roles, responsibilities and decision-making processes of different stakeholders can ensure effectiveness and efficiency.

**Country example: Applying an HDPN approach at the local level in Nigeria**

Through a joint analysis of transversal risks, needs and limitations that was carried out in Mafa Town in Borno State, Nigeria was identified by the global CCCM cluster as one of the few areas where the HDPN approach could be developed, designed and effectively implemented, based on the strength of local operational coordination. The Mafa Government Girls' Arabic Secondary School Camp presented an opportunity for a coordinated approach, linking humanitarian, development and peace initiatives.

The peacebuilding actor in the consortium organized monthly coordination meetings between relevant host and IDP community leaders, as well as humanitarian, government and military actors. These meetings increased the flow of information among all participants and stakeholders. They enabled community leaders and humanitarian actors to gain a greater understanding of the local security context, and to share information about upcoming activities, to contextualize them and to gather feedback.

A Stakeholders' Dialogue Platform was developed as a community governance platform led by an INGO to bring together all stakeholders. This platform served as a forum for discussions to foster peaceful co-existence between civil and military groups, and between host and IDP communities. Members of this platform included security forces, such as the army, police, civil defence, National Drug Law Enforcement Agency and Civilian Joint Task Force; representatives of all partner organizations; camp leadership; host community leadership; and government representatives, including the District Head and local government chairperson. The main topics discussed at the platform were community-led initiatives, sanctions for societal nuisance, needs and gaps, multisectoral approaches to solving issues and conflict resolution.

**Source:** Global Camp Coordination and Camp Management Cluster (CCCM)

## 5. Resourcing, funding and financing

Depending on the context and timeframe for an intervention, Cluster Lead Agencies can access different financial resources. Dedicated resources include partners' own funding, such as from NGOs, CSOs, private sector and faith-based organizations, as well as affected people and communities.

Clusters, under the guidance and leadership of the RC/HC, can enhance dialogue with donors on the flexible allocation of funds between the HDP pillars, and advocate for bridging funds, which allow a better integration of humanitarian responses with durable solutions and development.

Sources that could be accessed include:

- Funding through humanitarian appeals framed by HRPs,<sup>31</sup> the Central Emergency Response Fund, bilateral donors and Country-Based Pooled Funds.
- Stabilization and peacebuilding funds, bilateral or multi-donor support for programmes, pooled funding mechanisms, and funds from IFIs.

<sup>31</sup> The HRP is an appeal and planning document and the main frame of reference for the UN Central Emergency Response Fund, Country-based Pooled Funds and many bilateral donors. However, there is no funding attached to the HRP that can be accessed directly through it.

- International and national development funding mechanisms, including the Joint SDG Fund; funding under Official Development Assistance based on donors' priorities; resilience funds; and disaster risk reduction funding instruments for climate-related crises.

As development financing resources usually pass through, or are aligned to complement, national budgets, working with sectoral ministries from the beginning is important. Capacity building in analysis – and advocacy for them to include necessary responses in their budget applications – is an important part of the process of securing developmental funds.

## 6. Checklist of potential entry points/areas to explore for Cluster Coordinators to proactively advance the HDP Nexus

- ☑ **Collaborative, joint or joined-up context analysis and assessments**
  - Compile relevant existing assessments (on needs, risks, vulnerabilities and capacities) from humanitarian, development and peace sources.*
  - Offer to engage and input into existing tools, including where relevant the CCA and UNSDCF, to define common HDP priorities, while drawing on the HNO and ensuring complementarity with HRPs. Recovery and Peacebuilding Assessments and Post-Disaster Needs Assessments should also be considered, alongside relevant publications from partners.*
  - Share information and actively consult development and peace actors in cluster-level analyses and assessment missions.*
  - Conduct a stakeholder mapping, including information on the main existing coordination mechanisms for development and peace partners. Cover partners' timelines and key milestones.*
  - As part of the stakeholder mapping, identify areas of mutual interest (e.g., sectors) and potential for shared analyses and similar mechanisms to track and enhance knowledge across interventions / HDP pillars.*
  - Invite development partners to conduct collaborative, joint or joined-up assessments to estimate damage and needs as an essential step to transition. If possible, facilitate their engagement (e.g., support their logistics).*
  - Assess whether the context is conducive to address root causes through joint action.*
  
- ☑ **Collaborative, joint or joined-up initial data collection and analysis /development of baselines**
  - Map out which actors are using what type of information and data for which purpose – and identify areas of common interest. Request access and consult actors' databases and analyses, as appropriate.*
  - Engage development and peace actors identified in the stakeholder mapping, as well as technical specialists, in data collection, design, compilation and analysis – including the initiation of funded assessment and analysis projects.*
  - Consult development and peace actors on what data/indicators could be included in initial humanitarian surveys to help kickstart an HDPN approach to the designing of a joint response.*
  - Identify information sources that could inform systemic risk analysis; review the drivers of vulnerability and exposure in line with HPC processes.*
  - Promote age, gender and diversity disaggregation in data collection with development and peace partners to allow better targeting of vulnerability.*
  - Promote the inclusion of displaced and other vulnerable populations in national statistics.*

- g. Ensure local authorities, governments and technical actors are involved from the start in data collection processes, including the design phase.*
- Collaborative, joint or joined-up planning**
  - a. Contribute to collective outcomes where applicable. Collective outcome processes should inform the HNO and the HRP.*
  - b. Ensure that the HRP cluster strategies complement development plans to address underlying vulnerabilities and, where applicable, contribute to collective outcomes or directly to the SDGs.*
  - c. Ensure the inclusion of a plan detailing how humanitarian, development, and peace actors can contribute to gender equality, inclusion, and other forms of social equity.*
  - d. Define the potential roles of humanitarian actors in contributing to collective outcomes or jointly selected priorities where applicable.*
  - e. Appraise the existing capacities of country stakeholders, including specific line ministries; meteorological and statistical agencies; private sector and NGO actors; and community-based organizations; etc.*
  - f. Define jointly with development and peace actors what they can contribute to support each sector/cluster from the onset of an emergency, through its evolution and into the transition phase.*
  - g. Define how humanitarian capacities and programming can contribute to resilience against shocks, sector-specific risk management and preparedness for emergencies.*
  - h. Work on ABAs, with priorities and activities determined by the comparative advantage of the humanitarian, development and peace actors involved.*
  - i. Incorporate the perspectives of affected communities into the planning process.*
- Collaborative, joint or joined-up programming/response**
  - a. When feasible, design collaborative, joint or joined-up or complementary programming that can be translated into measurable objectives.*
  - b. Establish partnerships across the HDP spectrum based on the stakeholder mapping to ensure complementary, sequenced and/or layered programming.*
  - c. Ensure, at a minimum, a conflict-sensitive and gender-sensitive approach in programming, in line with existing guidance.*
  - d. Guarantee a gender-sensitive approach in addition to ensuring meaningful inclusion and equity for marginalized groups, taking into account factors such as age, disability, race, ethnicity, sexual orientation, and gender identity.*
  - e. Where applicable, explore the feasibility of adopting an area-based approach to programming, coordination to encourage collaboration.*
- Collaborative, joint or joined-up monitoring and reporting**
  - a. Jointly establish relevant indicators and KPIs with HDP partners (tied as close as possible to SDGs and cross-cutting issues.).*
  - b. Engage in regular sector/clusters monitoring on HPDN/collective outcome indicators, as well as reporting against HRPs.*
  - c. Where collective outcomes have been developed, follow the programme matrix's monitoring mechanism.*
  - d. Ensure complementarity of interventions with UNSDCF result frameworks and government development plans as appropriate.*
  - e. Evaluate programmes based on the extent to which risk has been reduced and considered and gender equality and other dimensions of social equity has been achieved.*
- Collaborative, joint or joined-up coordination platforms and localization**



- a. *Work through the RCO, including RCO-based HDPN advisors,<sup>32</sup> with cooperation framework results groups to support the implementation of the HDPN approach.*
  - b. *Consider ABAs and promote where feasible.*
  - c. *Establish explicit lines of interaction with governments, and development and peace partner coordination platforms.*
  - d. *At the programme level, promote joint technical teams, which can informally collaborate to tackle joint problems stemming from programmatic-related risks.*
  - e. *Work with Peace and Development Advisors (PDAs) or similar, where they exist, to assist with coordination with peace actors. They can also be consulted during analysis.*
  - f. *Engage and invite members of affected communities for their perspectives into platforms.*
- Resourcing, funding and financing**
- a. *Engage with existing RCO-based HDPN, gender and social inclusion advisors and/or PDAs as possible technical resources, as these might otherwise need to be resourced separately.*
  - b. *Identify the need for any temporary additional human resource needs based on preferred entry points.*
  - c. *Access funding through humanitarian appeals from the Central Emergency Response Fund, bilateral donors, Country-based Pooled Funds and other identified opportunities, ideally as part of a process coordinated by the RC/HC.*
  - d. *Identify whether a mapping of existing funding and financing streams is available (i.e. who is funding what and where, and for how long) across development, humanitarian and peace programming in a context, ideally as part of a process coordinated by the RC/HC.*
  - e. *Advocate for a more strategic and flexible allocation of funds between humanitarian, development and peace actors.*
  - f. *Promote funding for joint projects and programming where feasible – and jointly present as a basis for resource mobilization – including in-country mechanisms, such as pooled/trust funds. This should include considerations of the sometimes-different timelines (speed of internal systems) that differ between development and humanitarian actors.*
  - g. *Engage funding and financing partners – including multilateral development banks, IFIs and donor groups – in funding and financing-related discussions, ideally as part of a process coordinated by the RC/HC.*
  - h. *Communicate the costs and benefits of investing in risk reduction, address root causes and early action.*
  - i. *Engage the private sector to limit risk-exposure and mitigate the vulnerability of human and environmental systems and provide financial resources; build infrastructure; contribute innovation, expertise and/or influence to support risk reduction, mitigation, preparedness and resilience-building.*
  - j. *Support the capacity of line ministries and local government offices to conduct analysis and advocacy to include relevant responses in their budget applications for developmental funds.*
  - k. *Be prepared to support non-transactional initiatives, for example actions that aim to secure funding for development or peace partners outside the humanitarian pillar (and monitor such contributions).*

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<sup>32</sup> These may include Durable Solutions, Early Recovery or Resilience Advisors in the RCO.



## 7. Annexes

### 7.1. Linkages to peace

Figure 1 outlines the spectrum from 'doing harm' to 'contributing to peace' for actors working across the HDPN, which clusters can use in support of the HPC.

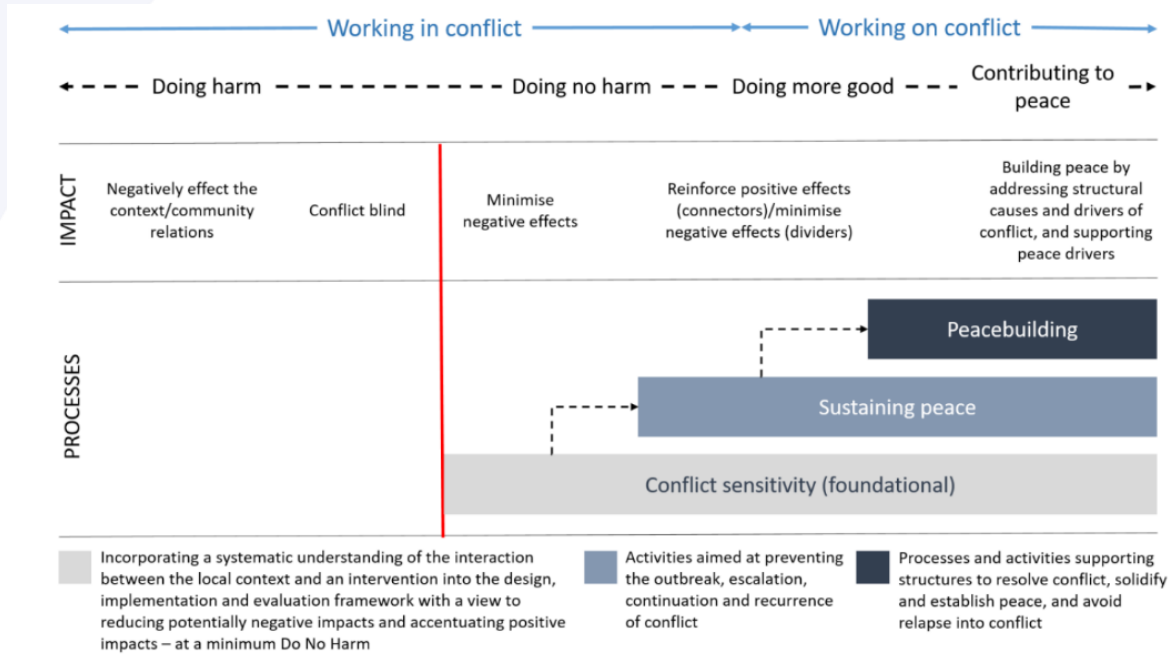


Figure 1 - The Peace Spectrum<sup>33</sup>

### 7.2. The Action Agenda on Internal Displacement

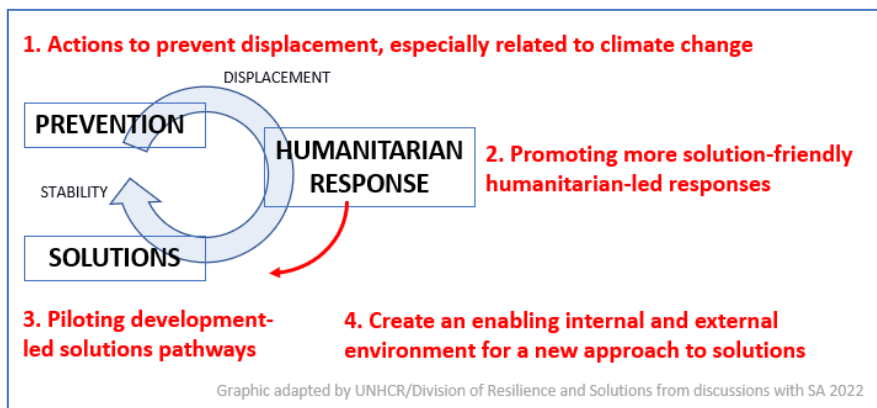


Figure 2 - Four workstreams of the Secretary-General's Special Advisor on Solutions to Internal Displacement

<sup>33</sup> Source: IASC. (2020). Exploring Peace Within the Humanitarian-Development-Peace Nexus (HDPN). <https://interagencystandingcommittee.org/humanitarian-development-collaboration/issue-paper-exploring-peace-within-humanitarian-development-peace-nexus-hdpn>

Durable solutions featured in 13 of the 31 'UN Commitments' in the UN Secretary-General's 2022 Action Agenda on Internal Displacement.<sup>34</sup> In May 2022, the Secretary-General appointed a Special Advisor on Solutions to Internal Displacement. Their focus, however, also spans 'prevention' and 'humanitarian response' goals, with a specific work stream to '*promote more solutions-friendly humanitarian responses*'.

The Secretary-General's *Action Agenda on Internal Displacement* recognizes that humanitarian actors often play a critical role in laying the foundations for solutions. It calls for durable solutions to be prioritized at the earliest possible stage of crisis response, including through efforts to incorporate '*pathways to solutions*' into HRPs and promote solutions-enabling programming. It also recognizes the limitations of humanitarian response in resolving internal displacement, and calls for earlier and more predictable engagement of development actors. This suggests that durable solutions will be most effectively pursued through coordinated, joint or joined-up efforts between humanitarian, development and peace actors.

### 7.3. Governance and management structure for the UN Sustainable Development Cooperation Framework

The inclusive governance and management structure for the UNSDCF<sup>35</sup> fosters greater ownership and accountability and enhances the chances of achieving planned processes and results. The key mandatory structures for the planning and implementation of UN development activities at country level are:

1. **Joint UN-National Steering Committee.** The highest governing body, co-chaired by the RC and their government counterpart. Its function is to provide strategic oversight and direction to the Cooperation Framework process and ensure its alignment to evolving country contexts; national, regional and international development processes, mechanisms and goals; and links with other processes, such as Voluntary National Reviews. It supports resource mobilization for the UNSDCF, as well as promoting the development financing opportunities. The Steering Committee monitors progress, challenges and opportunities, and steers the direction of implementation of the nexus. Members include the UNCT and government ministries at a minimum, and ideally representatives of civil society; development partners such as the World Bank, bilateral development partners and donors; the private sector, including small and medium enterprises; youth and other specific population groups. Advisory committees (e.g., youth) may be of use to inform the committee. The Joint UN-National Steering Committee normally meets twice a year, but can meet more frequently if useful.
2. **Results groups.** Improve internal coordination and ensure a coherent UN system-wide approach of analysis, planning, implementation and monitoring for each strategic priority/outcome. They promote complementarity and synergies, and reduce overlaps and gaps within and across priority/outcome areas. Although usually established at strategic priority or outcome level, this is not prescriptive and the RC and UNCT can determine the best setup. Results groups comprise of experts from all UN entities represented in the UNCT and the RCO. To keep transactional costs at a minimum and for equal representation, each UN entity will be expected to nominate one member to a results group relevant to the results they will be supporting in the Cooperation Framework. Two heads of UN entities that are contributing to results in the priority/outcome area, the co-chairs may be rotated on an annual basis to give all results group members, including those not physically located in the country, an opportunity to lead the priority area. At any one

<sup>34</sup> UN. (2022). *The United Nations Secretary-General's Action Agenda on Internal Displacement*. <https://www.un.org/en/content/action-agenda-on-internal-displacement/>

<sup>35</sup> UN Sustainable Development Group. (2019). *United Nations Sustainable Development Cooperation Framework*. <https://unsdg.un.org/resources/united-nations-sustainable-development-cooperation-framework-guidance>

rotation, one of the co-leading agencies must be physically present in country. The RC designates the co-leads, ensuring there is a balance of UN entities across all UN results and other groups. It is recommended that results groups meet bimonthly at least; however, the group may choose to meet more frequently as necessary. The number, level and frequency of involvement of government and external partners, and alignment with existing coordination structures (e.g., sector working groups, coordination groups, clusters etc.) are determined by the RC and UNCT.

3. **Monitoring, Evaluation and Learning (MEL) Group.** Ensures coordination, coherence and effectiveness in monitoring, evaluation and learning among UN entities implementing the Cooperation Framework. This includes ensuring that UN entities' plans and activities are well coordinated with and support those of the UNSDCF. The Group consists of MEL (or related) officers from all UNCT members and the RCO, and is co-led by two UN entities on a rotational basis. Key tasks include, but are not limited to: contributing to the preparation of UN common country analysis through systematic data collection and analysis; contributing to government national situational analysis and statistics; ensuring the completeness of the results framework of the new Cooperation Framework, and its alignment to the national SDG indicators; collecting baseline and progress data to enable effective reporting on the UNSDCF in UN info; engaging in joint/interagency monitoring exercises as needed to establish and verify results; documenting learning and good practice in implementation of the UNSDCF; periodically preparing UN Info reports for each results group, and highlighting areas where corrective action is required; ensuring the UN entity monitoring, evaluation and learning activities are coordinated – and integrated where possible – and coherent with UNSDCF monitoring, evaluation and learning activities; supporting the final evaluation of the Cooperation Framework by making sure necessary evidence on each indicator as well as UNCT reports and sources of information are prepared well in advance; and supporting Voluntary National Review processes as may be needed, including by bringing in evidence from UN sources, such as CCAs, evaluations and studies. Meetings are normally monthly.
4. **Communications Group.** Ensures effective, coordinated and coherent communication, and visibility of the UNSDCF process and results for key national stakeholders. It consists of communication staff from the RCO and UN entities, and is co-led by two UN entities on an annual rotational basis. Its key tasks include: preparing and implementing a joint communications strategy for the UNCT; coordinating UN entities' communication efforts in alignment and support of the joint UN communication strategy; producing high-quality joint communication products, branded in line with corporate standards; organizing joint UN public events and online campaigns, and advocating for key issues to achieve progress on the SDGs in the country. Meetings are normally monthly.
5. **Business Management Team.** Focuses on the implementation of business operations strategies.
6. **Optional structures.** The country team may, depending on context, establish additional structures, such as a Programme Management Team (normally composed of heads of programmes of UN entities) and/or a cross-cutting thematic Technical Advisory Group (comprising advisers on peace, development, human rights, gender, economics, the environment, humanitarian–development transition, disaster risks, etc.). The UNCT may decide on the number and constellation of these groups, but should be mindful of potential transactional costs for UN development system entities that are both physically present in the country and those operating remotely from regional or headquarter offices.

#### 7.4. Additional country examples

##### **Country example: Community governance structures in Afghanistan**

The displaced population of the informal settlement of Hussein Khail already faced challenges accessing potable water, education services and health clinics prior to the COVID-19 pandemic. These challenges were increased by the pandemic, which saw residents walking miles to the public hospital, presenting many risks particularly to women and girls. A majority of the IDP families were unable to pay for transportation or private healthcare

The CCCM Cluster supported the IDP community by setting up a governance structure IDP committee members discussed needs, gaps and solutions with the CM agency and service providers at coordination meetings. The governance structure prioritized women's participation through dedicated women committees.

The governance structure established a two-way communication pathway for the identification and referral of vulnerable persons in need of assistance. In addition, the project's inclusive and participatory method supported community capacity building, coordination and referral mechanisms to health clinics and other essential services. The programme used an ABA, due to its urban location and complex population, which included IDPs, returnees and vulnerable members of the host community. CCCM teams targeted neighbourhoods according to the number and density of returnees and/or IDPs; gaps in humanitarian assistance; and the ability of CCCM staff to access the area.

**Source:** <https://www.cccmcluster.org/resources/cccm-cluster-paper-area-based-approaches>

##### **Country example: Embedding HDPN issues in coordination mechanisms in DRC**

The UNDP deployed an HDPN Advisor to the DRC RCO in 2018. The advisor also provided strategic advisory services to UNDP on programming.

The advisor engaged with humanitarian actors through the Deputy Special Representative of the Secretary-general and the RC/HC, as well as the UNDP and OCHA Heads, to drive both the nexus process and engagement with the ICCG. Two technical focal points were established – the Head of Strategic Planning (OCHA) and the Head of Rule of Law (UNDP) to provide substantive inputs in the development of the nexus process and materials. The peace component was brought in through the Stabilization Support Unit of the UN Organization Stabilization Mission in the DR Congo (MONUSCO), working on political process and stabilization activities such as livelihoods and social cohesion.

The ICCG was engaged through presentations and discussions on HDPN priorities. Nexus perspectives were presented and discussed with the cluster head and membership during HNO/HRP workshops.

HDPN principles were embedded in all relevant strategic frameworks in the country, the National Development Plan, the UNSDCF and the HRP. It was also mentioned in MONUSCO's Result-Based Budget, as part of the activities of the Integrated Office.

**Country example: ICT services in the Sahel**

In the central Sahel region, although not activated at the regional level, the Emergency Telecommunications Cluster (ETC) provides lifesaving information and communication services to address gaps faced by affected communities. By providing tailored ICT services that enable communities to access life-saving information, reconnect, and develop their digital skills, the ETC helps ensure digital inclusion, including for the most vulnerable people, improving their ability to cope with future shocks.

The ETC is piloting information and communication centers in Diffa, Niger and Dori, Burkina Faso as a scalable pilot which is expected to expand to Mali shortly. In doing so, the ETC partners with local mobile network operators and the governments thus harnessing and building the capacity of local service providers.

**Source:** Emergency Telecommunication Cluster (ETC)

**Country example: Coordination for risk-informed programming in South Sudan**

UNDRR supports risk analysis and risk-informed programming based on requirements identified by country staff, in collaboration with the RCO, HDPN advisors and the OCHA country office. It also works with relevant in-country coordination forums, including the Programme Management Team, the ICCG, the UNCT, the Information Management Working Group and the newly established working group on Climate Change and Security.

A Risk Working Group (RWG) was established in April 2022 to facilitate a shared understanding of disaster risk across sectors, clusters, UN coordinated planning processes and the peacekeeping mission. The work of the RWG paved the way for the establishment of a risk management unit overseen by the integrated mission to support risk analysis across the humanitarian, development and peace pillars.