

Trócaire

**Humanitarian - Development - Peace
Nexus
DRAFT Guidelines and Framework**

February 2022

Purpose	3
Strategic Relevance	3
The Rationale for Trócaire	4
Key concepts	6
Nexus principles	6
When to apply nexus approaches	7
Essential Components	1
Preparatory considerations	1
1. Joint Analysis and Planning	2
1.1 Joint Analysis	2
1.2 Joint Planning	3
1.3 Collective Outcomes	4
What is working?	6
2. Programming	6
2.1 Selecting your approach	6
2.2. Theory of Change	9
2.3. Identifying target groups	9
2.4 Selecting partners	10
2.5 Gender, Diversity and Inclusion	11
2.6 Investing in learning and evidence	11
What is working?	12
3. Leadership and Coordination	13
3.1 Strengthening coordination with other actors	13
3.2 Strengthening local capacities for peace	14
3.3 Strengthening internal coherence	15
What is working?	15
4. Financing and Resourcing	16
4.1 Funding and Donors	16
4.2 Resources	17
What is working?	18
Critical questions	18
Measuring the nexus	20
Learning Questions	20
Checklist	22
Annexes	29

Purpose

The primary purpose of this guide is to provide operational guidance to support Trócaire's country teams and local partners in implementing nexus programming¹ (both double and triple nexus). In addition, this guide and framework will help country teams and partners anchor in definitions and principles whilst also providing:

- Guidance on joint analysis and planning
- Options for integrated programming including an emphasis on peace considerations
- Guidance on local leadership and coordination
- Recommendations for financing and resourcing

The framework provides a practical way for country programmes and partners to assess their level of nexus programming and a step-by-step route towards nexus ways of working through an accompanying tool.

Trócaire has previously adopted an integrated approach and framework. While it did not bring humanitarian and development programming together, it introduced the concept of implementing humanitarian and development work in one geographic area and embedded the concept of integrating cross-cutting themes. Based on these foundations, the nexus framework proposed focuses on utility, incremental progress, country programmes, partner leadership, and flexibility.

The essential users of the guidelines and framework will be Trócaire country teams, Global Programmes Teams and Trócaire's local partners.

Strategic Relevance

In Fragile and Conflict-Affected Countries, the concept of the humanitarian-development-peace nexus has emerged as a framework for addressing people's vulnerabilities coherently. The double and triple nexus, however, is not new. It is a continuation of long-running efforts in the humanitarian and development fields that Trócaire will build upon. These include Disaster Risk Reduction (DRR), Linking Relief, Rehabilitation and Development (LRRD), and Resilience. But the current dialogue goes beyond a programmatic or conceptual approach. Structural shifts across the aid system are more likely than previous initiatives to impact how aid is coordinated, funded and delivered, and potentially offer new growth opportunities for triple nexus programming in protracted crises.

¹ This guidance will primarily focus on Fragile and Conflict Affected States first with amendments to accommodate development portfolios at a later date.

Nexus programming refocuses efforts on addressing root causes and protecting coping mechanisms. Further, seeking to increase resilience in populations and avoid cycles of crisis that reinforce the need for humanitarian and development support.

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. Nexus programming, therefore, reconfigures coherence between humanitarian, development and peace action around the complex needs of vulnerable populations - as the diagram below demonstrates.

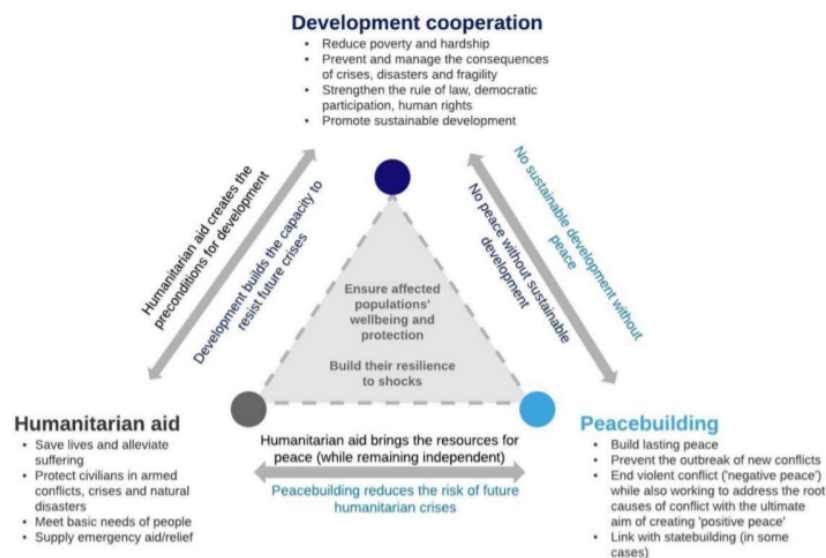


Diagram: Linkages between development cooperation, humanitarian aid and peacebuilding (Medinilla et al. 2019²)

The diagram shows the linkages between the nexus pillars centred around a key goal of "ensuring affected populations, wellbeing 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 appreciate each other's contribution.

² Taken from ECDP Connecting Pieces of the EU Implementation HDP Nexus [Discussion Paper 2021](#).

The Rationale for Trócaire

Trócaire's 2021 - 2025 strategic plan outlines four goals:



All three pillars of the triple nexus appear against the ambitions of Goal 2, Goal 3 and Goal 4. To demonstrate this, the table overleaf expands on how humanitarian, development and peace activities within each goal can unite around achieving the same strategic objective and addressing the needs of the same target community. Activities included in the table show a combination of activities featured in the strategy and proposed activities that would allow integration of the peace pillar. Collectively, humanitarian, development and peace-related activities are required to target the needs of women and girls, communities impacted by climate change and communities living in protracted crises.

Strategy Goal 2: Achieve Climate and Environmental Justice		
Vulnerable communities impacted by Climate Change		
Humanitarian	Development	Peace
Anticipation of shocks and hazards	Agriculture suitable for Internally Displaced Persons (IDPs)	Community livelihood, environment and peace plans
Response to shocks (e.g. floods, drought)	Supporting markets in crisis contexts	Conflict resolution: <i>Land and water rights</i>
Short term cash transfers	Crisis modifiers Natural Resource Management	
Strategy Goal 3: Supporting women's and girls protection, voice and leadership		
Women & Girls		
Humanitarian	Development	Peace
Gender-Based Violence in Emergencies programming (including response services and work to transform systems and social norms)	Women's economic empowerment, participation & leadership Prevention of Gender-Based Violence	Strengthening women's leadership capacity for peace (e.g. peace committees) Integrating Mental Health and Psychosocial support into peace action
Gender-Based Violence risk mitigation		
Women's empowerment		
Strategy Goal 4: Saving Lives & Protecting Human Dignity		
Communities Living in Protracted Crises		
Humanitarian	Development	Peace
Access to essential life-saving services (Food security, nutrition, WASH, Health)	Sub-national system strengthening Livelihoods	Strengthening local capacity for peace Conflict resolution
Disaster risk management & Emergency preparedness planning	Economic Development & Women's empowerment	Social cohesion and Trust-building
Cash-based programming		
<i>Cross-Cutting strategies</i>	Women's Empowerment, Gender-Based Violence Risk Mitigation & Protection Mainstreaming (Safe Programming)	
	Advocacy	

For Trócaire, following a nexus approach will:

- Provide an opportunity for more effective engagement to benefit those in need.
- Initially, focus efforts on Fragile, Conflict-Affected States.
- Build on learning from previous integration efforts.
- Continue to focus on localisation: Communities, civil society and partners who do not distinguish between humanitarian, development or peace efforts.
- Advance coordination mechanisms internally and across partners towards greater efficiency and effectiveness.

Key concepts

This section defines key concepts and language relating to the Nexus used throughout this review.

“Nexus refers to the interlinkages between humanitarian, development and peace actions”³. 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”⁴.

Peace: This guide will refer to Trócaire's 2021 - 2025 strategy, which states that “the peace focus will be to achieve a constructive resolution to conflict, restore social cohesion, and rebuild trust between people and institutions”⁵.

Collective outcomes: “A 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.”⁶

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.

³ DAC Recommendation on the Humanitarian, Development Peace Nexus - <https://legalinstruments.oecd.org/public/doc/643/643.en.pdf>

⁴ Ibid

⁵ Trócaire's forthcoming peace and FCAS guidelines will expand this definition.

⁶ [Light Guidance on Collective Outcomes](#) - IASC 2020s

Nexus principles

A set of principles guides nexus programming for Trócaire and partners;

- 1. People & Equity centred:** Programming is planned and implemented beyond silos, focusing on positive change for communities and vulnerable groups. With an emphasis on diversity and inclusion, elevating diverse voices, including at-risk, minority and marginalised groups.
- 2. Adaptable & anticipatory:** Nexus programming needs to be anticipatory, responding to humanitarian crises at intervals across a longer-term project. However, it must also be adapted to the context and needs of the communities. Nexus programming will therefore not be applied in the same way and must be responsive - anticipate and adapt - to 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 participation and agency by assessing the power imbalances and decentralising decision making.
- 4. Reinforcing sustainability & transformative change.** Nexus programming re-focuses on long term transformative change in protracted crises, inviting contribution to changes in national policy, norms and systems that reinforce inequalities and instability.
- 5. Respect & compromise:** Bringing together a range of actors who have not necessarily worked together before requires a renewed focus on respect, acknowledging comparative advantages and willingness to compromise to reach transformative change. Stakeholders need to look beyond their immediate responsibilities and consider how their actions align with other stakeholders 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.

When to apply nexus approaches

Nexus approaches have emerged in the context of Fragile and Conflict-affected countries due to communities' complex and multi-dimensional needs. However, a nexus approach is not required or suitable in every context. For example, capacity, resources, the safety of rights-holders, project time-frame, or scale of disaster or crisis response may limit the application of activities within another pillar.

Overall, initiatives tend to be strategic and initiated by multilateral institutions or donor led at this stage - likely because these stakeholders and non-government organisations guide nexus language and terminology. In contrast, local actors and

civil society have not traditionally operated in humanitarian, development or peace silos. Country programmes could consider joining or learning from these initiatives.

Across Trócaire's operations in Fragile Conflict and Affected States, the application of nexus approaches is at varying stages. Only in the Democratic Republic of Congo is there reported to be a national Humanitarian, Development and Peace Action plan. Donors, such as Sweden, the United Nations, and the European Union, are supporting targeted nexus initiatives, including charring donor engagement groups⁷, civil society led oversight mechanisms⁸, nexus response mechanisms and pilot funding - 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. For more information and sources, please refer to Annex 1 where the status of nexus application in Fragile and Conflict Affected States is listed at the national level and any pilot or emerging initiatives as of February 2022.

Trócaire and partners can consider four strategies for commencing a nexus approach:

1. Joining a donor or government-led initiative in the country, for example, establishing a nexus committee.
2. Joining another nexus initiative (led by another agency), for example, a consortia-led resilience programme.
3. Add elements of the nexus to existing programming, for example, introducing peace strategies where a humanitarian response is ongoing.
4. Start or pilot a nexus programme (double or triple).

Country programmes may want to assess capacity, resources and contextual factors (such as the presence of crisis) before selecting a strategy. When considering piloting or starting a nexus programme, this can be implemented where:

- It offers a new possibility for protracted crises, perhaps where there are unmet needs and risks or an unending cycle of humanitarian need.
- There is the possibility of implementing humanitarian and development (double) or humanitarian, development and peace (triple) nexus actions. As, in some cases, peace actions may not be appropriate.
- Long term programming is possible (3-5 years).
- Humanitarian and Development (and peace where appropriate) can be actioned for the same communities.

All of these conditions do not need to be met for a nexus approach to be appropriate; however, together, they enhance the coherence between humanitarian, development, and peace actions, which is the nexus's primary objective.

⁷ [Light Guidance on Collective Outcomes](#) - IASC 2020

⁸ Mapping good practice in the implementation of Humanitarian - Development - Peace Approaches - [link](#).



Global and Headquarters staff must create an enabling environment for nexus approaches at the country level. This includes streamlining how information is shared across teams and creating initiatives and mechanisms that go beyond team-centred work (see Section 3.3) and help team members appreciate the co-dependencies between each pillar of the nexus in supporting communities.

Essential Components

This nexus framework is divided into four parts: *joint analysis and planning, programming, leadership and coordination, financing and resources*. Each part details 'good practice' and essential components of nexus programming.

The country programme may use these components to start or pilot a nexus programme or select elements to integrate into current programming.

Joint Analysis & Planning	Programming	Leadership & Coordination	Financing & Resources
Bringing together the right stakeholders from 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 conflict and contribute to long term transformative change.	Strengthening local 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 multi-annual funding mechanisms.

Preparatory considerations

Before commencing nexus programming, the country programme will want to ensure a shared appreciation amongst staff and partners as to why nexus programming is necessary. Conducting a '*nexus baseline session*' with relevant partners and stakeholders can help set the scene. This session can include:

- Socialising nexus language and what it means in the context.
- Creating a shared definition of nexus, inclusive of translation. Bringing awareness to how nexus language could exclude some local stakeholders.
- Determining if humanitarian, development and peace nexus action plans are already in place in the context and, if so, what organisations are contributing to this action plan and how Trócaire can also contribute.
- Mapping exercise of what activities partners and other organisations conduct in the context. Identifying areas of overlap that could lead to new partnerships or building collective outcomes.
- Introduction to this guide, framework and tool (translated into relevant languages as required).
- Roles and Responsibilities in socialising and monitoring how nexus terminology, framework and tool is conducted.

Trócaire

More efficient engagement with and between stakeholders will result in better outcomes for communities. To achieve this, stakeholders and staff in traditional humanitarian, development and peace roles will need to consider including the other pillars in opportunities, budgets, crisis response, activities and outcomes. Therefore, this baseline meeting is essential to support partners and staff in beginning to reframe ways of thinking.

1. Joint 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 planning and analysis stages, elements of nexus approaches can be designed and integrated into the entire project cycle.

1.1 Joint Analysis

What is a joint analysis?

The contents of a joint analysis should identify risks (including protection risks), needs, vulnerabilities, gender-power dynamics, conflict dynamics (including root causes of the conflict), coping capacities, opportunities, resources, resilience, local structures, systems and processes of the population. Joint analysis helps development, humanitarian, and peacebuilding organisations gain a better understanding of the context in which they work and their role.

A conflict analysis should be included to understand how the project interacts with, contributes to or exacerbates conflict and power dynamics with local, sub-national and national actors.

Who is involved in a joint analysis?

When conducting a joint analysis, this must be participatory and involve multiple stakeholders to reach the multi-dimensional nature of the analysis required. 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.

Peace, conflict-sensitivity, protection and gender specialists ⁹may also take ownership over the analysis process to ensure quality assurance for the integration of gender or conflict-sensitive processes. All staff involved should be prepared to commit a significant amount of time to the analysis process. In addition, specialist external resources may be drawn on to capture all aspects necessary for the analysis. However, there needs to be a balance between utility and a 'good enough' analysis to maximise data usage vs depth of understanding required.

How can Trócaire and partners conduct a joint analysis?

- Map existing experience and skills on the team. Invest in capacity strengthening where gaps appear to ensure that staff have the relevant technical expertise -

⁹ In some cases, the analysis may need to include data collection at the community level. If this is in relation to protection or gender-based violence, technical expertise will be required.

especially where analysing sensitive issues (e.g. relating to conflict, protection) is required. Coordinate with other actors to fill gaps in expertise.

- When a conflict-sensitive approach is a priority, consider a 'good enough' conflict analysis by prioritising what you need to know to do no harm.
- Draw information from cluster groups, partners and other secondary or national resources available.
- Keep an up-to-date log of surveys or research conducted in the region by other organisations to ease time commitments to analysis. For example, monitoring the [Humanitarian Data Exchange](#) for country relevant data.
- Look at gaps in the data, and plan to conduct additional data collection only in these areas. 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.
- Trócaire and partners can consult the Environmental Stewardship Tool [here](#), a checklist to determine the project and programmes positive or negative impact on the environment. Integrate essential components of the environmental stewardship tool into an overarching joint analysis - especially where populations are vulnerable to climate-induced shocks.
- Create a 'joint analysis' template that covers the minimum amount of analysis required. The United Nations has promoted a multi-sectoral analysis process - templates - can be found [here](#). These templates were not designed to accommodate broader and more in-depth requirements for nexus analysis; however, they can be used as a starting point to expand from.

The analysis should be reviewed at a minimum quarterly to ensure the project or programme is not contributing to or interacting negatively with ever-changing conflict dynamics. This level of conflict monitoring should increase with the intensity of specific conflict and context related dynamics.

1.2 Joint Planning

What is joint planning?

Joint planning brings together internal staff and stakeholders from across the humanitarian, development, and peace nexus to plan and coordinate a project or programme together regardless of the assigned mandate. In a joint planning session, you can:

- Plan ways of working across teams and partners 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 data and evidence from joint or multi-sectoral analysis to inform design and planning.

Who is involved in joint planning?

Nexus programming emphasises participation and inclusion. Therefore, the lead agency and other agency representatives are recommended to initiate joint planning and coordinate who should attend.

Initiators are required to think outside the box and reflect on who may benefit from attending a planning session both in the short term and long term.

All relevant stakeholders (including community representatives and government partners where capacity allows) should be invited to joint planning sessions to advance integration with national and sub-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.

How can Trócaire and partners initiate or participate in joint planning?

- Assign a specified coordinator or proposal development staff to attend planning meetings.
- Prioritise partners attending joint planning meetings to shift power imbalances and focus on local knowledge.
- Make planning meetings known and accessible, for example, by recording sessions or considering hybrid delivery formats (online and offline).

1.3 Collective Outcomes

What are collective outcomes?

Collective outcomes transcend projects to the changes in people, policies, and systems that humanitarian, development and peace-building collectively contribute. For example, *coping capacities, risk reduction, vulnerabilities, increased resilience in a marginalised community or policy change in a sub-national government.* **Examples of collective outcomes can be [found here](#), where The Inter-Agency Standing Committee recently mapped out global progress on developing collective outcomes.**

Collective outcomes differ from other outcomes because a single agency cannot solely achieve them - multiple agencies must monitor and measure contributions towards collective outcomes.

“When a country’s partners align themselves to a set of agreed collective outcomes, the government is better aware of incoming aid flows and efforts, and it can better allocate human and financial resources to those priorities”¹⁰.

¹⁰ [Humanitarian Development Coherence](#) - OECD 2017.

Who is involved in collective outcomes?

Designing collective outcomes should involve a range of diverse actors, including project staff, partner representatives, community representatives, monitoring and evaluation staff, government partners, other international non-governmental organisation partners, civil society representatives, women's rights groups, peace actors (e.g. church leaders).

The greater the diversity, the higher likelihood that collective outcomes align with international, national and sub-national priorities, Sustainable Development Goals, Trócaire's strategic goals and other civil society or partner goals.

The joint planning stage presents an opportunity to align with or establish collective outcomes.

How can Trócaire and partners create collective outcomes?

- First, check if any national or sub-national collective outcomes are or will be established. If they exist, consider how Trócaire's long term outcomes align with the national collective outcomes. If they do not align, consider how to amend them to align better.
 - For example, in Somalia, there are draft collective outcomes such as *"By 2022, communities and households benefit from increased production and productivity that lead to sustainable livelihoods, sustainable access to food systems and improved nutrition status with emphasis on the agriculture"*.
- Support any national-level collective outcomes by contributing and sharing organisational data.
- Where national collective outcomes have not yet been established, be aware of opportunities to contribute and influence the development of these outcomes.
- Where national collective outcomes do not yet exist, focus on:
 - Aligning organisational and partner collective outcomes. Consider long term outcomes as 'collective outcomes' and identify convergence points across projects, e.g., social cohesion, resilience or women's empowerment.
 - Aligning with other organisations across cluster, development, peace or nexus groups.
 - Where donors require results that differ from collective outcomes nationally or across other cluster groups, Trócaire could lobby donors to align better with national collective outcomes or measure contributions to collective outcomes separately through case studies or narratives outside of results frameworks.
- As with longer-term outcomes, Trócaire and partners should assess contribution (not attribution) to collective outcomes. This is because collective outcomes represent the longer-term transformational change that many actors are contributing to rather than the sole contribution of one organisation.

What is working?

Using tools and information that already exists

The protection and safety assessment tool [here](#) is frequently used at Trócaire because it can be done within a service. Consider how you can use information from existing tools (e.g. Environmental Stewardship Tool, Participatory Vulnerability and Capacity Analysis) to support your joint analysis. In addition to looking at how you can embed joint and conflict analysis within and around service delivery.

Global indicators

Trócaire has global indicators that look at, for example, *coping capacity, level of satisfaction with services, women's perception of influence within decision making spaces and support offered to women-centred organisations*. With the opportunity to contextualise, align with national and sub-national goals and add peace-related indicators, these global indicators could reflect nationally developed collective outcomes.

Collective outcomes in practice

Collective outcomes have been established in the Democratic Republic of Congo, and attempts are underway to mainstream them into provincial development plans¹¹. This includes outcomes focused on achieving gender equality and preventing gender-based violence. Additional examples include:

- In Burkina Faso, a collective outcome aims to reduce conflict risk.
- In Cameroon, collective outcomes are on protection, social cohesion and local governance¹².

Continue to monitor the development of national and sub-national collective outcomes in your country context. Refer to the Inter-Agency Standing Committee for mapping and frequent updates.

¹¹ Mapping good practice in the implementation of Humanitarian - Development - Peace Approaches - [link](#).

¹² Ibid

2. Programming

Nexus programming is a people-centred approach and works beyond silos to address root causes of conflict/vulnerability and contribute to long term transformative change. This section firstly proposes four options for applying a nexus approach in programming. This is then followed by key elements to consider within any nexus programming. However, these elements, for example, a Theory of Change or focusing on gender, may be applied differently depending on the programmatic nexus approach selected.

2.1 Selecting your approach

Consider what nexus approach the country programme will apply. This framework suggests four possible ways programming can incorporate nexus thinking. The minimum standard for these options starts with a 'readiness' to implement the peace pillar of the nexus.

Minimum standard: <i>Embedding conflict sensitivity</i>	Option 1: <i>Integrating Humanitarian and Development interventions</i>
Option 2: <i>Introducing and prioritising Peace</i>	Option 3: <i>Area or Thematic focused programming</i>

Minimum Standard - Embedding conflict sensitivity:

This should be applied as a minimum standard across double and triple nexus programmes.

Conflict sensitivity is a fundamental component of nexus programming aiming to minimise negative consequences, maximise positive impact, reduce harm, and contribute to peace. Therefore, information gathered from conflict analysis should inform programming, encourage adaptation against the risk environment and avoid doing harm.

Conflict-sensitive or peace advisors should hold responsibility for ensuring conflict-sensitive guidance is available. However, there should be a significant effort to mainstream conflict sensitivity across all technical advisors, teams and country programmes.

To embed a conflict-sensitive approach, the programme can:

- Consult Trócaire's [conflict-sensitivity toolbox](#)
- Consult Trócaire's guidance on ['Taking a 'do no harm' approach.'](#) and ['How to mainstream a "Protection Risk Analysis'.](#)
- Promote awareness of conflict sensitivity with new staff or partners.
- Systematically conduct a conflict analysis, especially when a new conflict arises.

- Connect with organisations that specialise in peace programming to learn from the application of conflict sensitivity.
- Create indicators that monitor the conflict, for example, using secondary sources such as [ACLED](#) to monitor instances of violence in a particular context.

Option 1 - Integrating Humanitarian and Development interventions

Joint and multisectoral needs analysis in a protracted crisis should identify the immediate needs of crisis-affected populations and determine how best to support communities to progress towards more resilient livelihoods in the face of conflict and other challenges such as climate change.

For humanitarian interventions, 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, for example, agricultural production, fishing, trading, Village Saving Loan Associations (VSLA) - thus paving the way for development.
- Establishing emergency preparedness that can anticipate spikes in crises and ensure readiness to respond
- Strengthening the capacity of communities in disaster risk reduction and mitigation measures
- Strengthening humanitarian team's technical resourcing on the environment, natural resources management, community-led food and nutrition security and sustainability.

For Development interventions, this will mean:

- Supporting communities, particularly women, to access appropriate farm inputs including land, seeds, fertilisers, tools and finance (for example, Village Saving Loan Associations) even in displacement settings
- Providing the technical knowledge and skills to optimise their livelihoods options in conflict settings
- Including crisis modifiers/contingency measures that enable communities to protect their livelihoods assets in the face of crisis.

Option 2 - Introducing and prioritising Peace

Where the programme is ready to implement peace-related activities, these should be prioritised. Focusing on the peace pillar is essential to challenge the cyclical nature of conflict and protracted crisis. Prioritising activities such as mediation, prevention, trust-building between citizens and the state, social cohesion and other structural drivers and root causes of conflict to break the cycle are all possibilities reflected in Trócaire's Strategic plan.

Senior management should demonstrate commitments to peace interventions through resource and capacity allocation.

Peace advisors should be responsible for socialising peace programming and risk assessments across staff and projects.

To prioritise peace interventions, the country programme can:

- Create a collective definition and statement of intent on what 'peace' means for Trócaire and partners.
- Commit to increasing and strengthening the capacity of Trócaire country staff and partners on peace programming.
- 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, for example, *the number of men and women who report feeling safer in project areas*.

Working with peace actors

Partnering with new and diverse organisations or actors can allow Trócaire to integrate peace-related activities without substantially increasing internal capacities or resources. New or current partners may also have the capacity and experience in implementing double or triple nexus programming. As a starting point, this could include:

- Inviting peace actors to proposal design workshops
- Inviting peace actors to conflict analysis workshops
- Learning from peace actors and promoting their knowledge in documented outputs.

Option 3 - Area or Thematic focused programming:

Area-focused programming targets the same community or region with multiple layers of humanitarian, development and peace programming planned from the start. This is currently being practised in the Ethiopia programme with the support of a resilience team targeting activities across the pillars in the same community. This approach is also operationalised in the same communities in Myanmar and the Democratic Republic of Congo, and double nexus approaches in Malawi with livelihoods programming combined with humanitarian response to recent hurricanes.

Thematic programming takes a more holistic approach, looking to address the needs of a population within a particular theme, for example, within Resilience or tackling inequalities. This should include addressing immediate needs, systems strengthening and addressing root causes. A good example of how themes and people-centred programming is currently being practised is through the combined efforts of women's empowerment and [Sexual and Gender-Based Violence frameworks](#) at Trócaire. It frames work around multiple pathways to change, such as reducing risk, mobilising response, supporting recovery and social change, which collectively address the population's needs. Committed resources to this from humanitarian and long-term programming at HQ are likely factors in this success. Themes such as Rights, Resilience, and Protection frequently feature across Trócaire's strategy and frameworks so provide possible entry points for this kind of programming.

Country programmes should scope for entry points for nexus programming. For example, a community living in a protracted crisis impacted by a new crisis that requires a consortium to address both immediate needs and long-term resilience could be an entry point to addressing all nexus pillars.

2.2. Theory of Change

A 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”¹³.

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 can look like 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:
 - Common goals need to be identified across humanitarian, development and peace mandates.
 - Impact and associated outcomes need to be identified that reflect the needs of the population instead of humanitarian, development or peace mandates.
 - Responsibility to test and challenge assumptions should be distributed across humanitarian, development and peace teams or advisors.
- Establishing learning questions from the Theory of Change that align with Trócaire's learning strategy. For example, what would the project like to learn from applying a nexus approach in this thematic area?

2.3. Identifying target groups

Trócaire aims to support people who experience poverty, vulnerability, and marginalisation, emphasising women and girls and recognising the systemic barriers and inequalities they face. Additionally, engaging youth and individuals who may be discriminated against based on gender, age, disability, ethnicity, race or other factors - Trócaire Strategic Plan 2021 - 2025, as demonstrated in the diagram below. For Trócaire, the diagram illustrates an organisational approach that in order to bring about transformative change, work must take place across all four levels of individuals, households, community structures, civil society and institutions. Therefore, it is also vital to identify these levels within and across target groups when considering a nexus approach.

¹³ [Better Evaluation](#)



To apply a nexus lens is to consider:

- What groups face cycles of crisis or systemic barriers to change, and what other stakeholders may be reinforcing cycles or systematic barriers. For example, government or private sector stakeholders.
- Carrying out a joint analysis with relevant partners and other stakeholders in the region to understand the root causes of conflict, crisis, and change barriers. From this, determining what other stakeholders could be included within the programming (e.g. guiding the private sector on conflict sensitivity).
- 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, catalysts for change, for example, working with young people or women's rights movements that can influence shifts in gender, cultural and social norms.

2.4 Selecting partners

No single organisation can carry out all areas of the humanitarian, development and peace nexus. To adopt a nexus approach when selecting partners is to prioritise diversity and learning. Partnering with new and diverse organisations or actors can allow Trócaire to integrate peace-related activities without substantially increasing internal capacities or resources. New or current partners may also have the capacity and experience in implementing double or triple nexus programming. Trócaire could prioritise learning from these partners.

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

- The gaps in knowledge and capacity exist across current partners concerning the

humanitarian, development and peace pillars where a new partner could add value.

- Diversify the type of partners, e.g. women's rights organisations, participatory natural resource conservation and management organisations, local universities or private sector partners that could also offer different perspectives and contribute new knowledge to nexus approaches.
- Partnering with climate, biodiversity, environment civil society organisations, international non-governmental organisations, and academics can provide knowledge and expertise. Assess what Strategic Goal 2 partners can contribute.
- Partners with established access to target communities.

2.5 Gender, Diversity and Inclusion

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 minority racial, ethnic and gender groups and lesser-known organisations.
- Working with women's rights organisations, centralising their knowledge and learning within a new nexus programme
- Consulting and aligning with gender national action plans and national road maps to gender equality.
- Creating an iterative gender and conflict analysis
- Linking initiatives that prioritise gender to elevate outcomes for women and girls (for example, prevention of sexual and gender-based violence work with women's empowerment).
- Establishing collective outcomes on transforming gender and social norms.
- 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.
- Women centred initiatives must reinforce and complement each other, for example, protection in women's empowerment work and prevention of gender-based violence within and around women's leadership.

2.6 Investing in learning and evidence

Investing in learning and evidence means collecting good practice, case studies and evidence of how nexus programming works across humanitarian, development and peace programming, in addition to dedicating time and resources to reflections sessions, research and impact evaluations that surface how nexus programming affects positive or negative change.

Who is involved in investing in learning and evidence?

Senior leadership should create a culture of sharing learning and evidence by prioritising capacity and resources and demonstrating how learning and evidence can be strategically optimised.

Monitoring and Evaluation roles are traditional learning drivers and should continue to facilitate learning reflection sessions or advise on learning agendas as required with a 'nexus' lens. For example, inviting non-traditional internal and external stakeholders to reflection sessions.

How can Trócaire and partners invest in learning and evidence?

- Create thematic 'learning communities' that cut across strategic goals, teams and country programmes. Extend learning communities to include peace actors to share local realities and practices.
- Create mechanisms for sharing learning and good practice across the organisation and encourage a culture of adaptation.
- Integrate monitoring, evaluating and learning about nexus approaches into current monitoring and evaluation processes and systems.

What is working?

Optimising the COVID response for shared learning

In Nicaragua, the country team has focused on strengthening humanitarian focal points in partners. These focal points did not traditionally focus on humanitarian work previously. 15 partners were invited across different fields to participate in Sphere training. This has 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. Thus, encouraging learning across the nexus and partners to consider humanitarian surge capacities.

Nexus programming in Myanmar

The Durable Peace Programme in Myanmar focuses on a range of interventions, including; support for durable solutions, resilient livelihoods, social cohesion and gender equality. It has nexus related characteristics through; focusing on sustainable development and peace in a humanitarian context where active conflict is ongoing, centring women's empowerment inclusive of GBV, and addressing root causes through a focus on strengthening civil society.

The Nexus Response Mechanism programme, implemented by three partner organisations, aims to achieve the collective outcome of '*communities affected by crises receive timely, accountable and needs-based humanitarian assistance that protects their safety, dignity and fundamental human rights in Kachin State*'. This collective outcome has four outcome pathways that combine the three pillars of nexus programming:



1. Crisis-affected households in targeted areas of Kachin State have improved living conditions,
2. Most vulnerable crisis-affected households in targeted areas of Kachin State have recovered or restored their livelihoods,
3. Crisis-affected communities have enhanced peace and harmony,
4. Strengthened capacity of local partners to harness localisation.

Connecting gender initiatives

Trócaire has created tools and frameworks that connect women's empowerment and the prevention of gender-based violence work. The linkages created here are likely to deliver more effective programming and outcomes for women and girls where activities are not siloed, and information is more likely to be shared. However, linking these initiatives was highly dependent on Trócaire staff establishing and seeking out new relationships and convergent points. Therefore this is replicable where new relationships are sought out across Headquarters and country programmes.

Environmentally-Sensitive Peace Committees

In South Sudan, the programme integrates food security, peace and women's empowerment initiatives in the same area. Farmers are trained in agronomic practises and agroecology through an environmentally sensitive lens. The local community is also brought into a peacebuilding committee, including farmers. In the same area, women are also empowered through village saving loan associations to open up small scale businesses.

3. Leadership and Coordination

3.1 Strengthening coordination with other actors

Nexus programming requires coordination between traditional humanitarian, development and peace actors outside of project timelines.

Who is involved?

A staff member with a partnership or project role should proactively lead the diversification of partnerships in-country. Efforts to support mechanisms should be included when designing a programme. Each pillar of the nexus should be represented within coordination fora.

Coordination is already happening with and between government actors, the international community and civil society. Country programmes should seek to advance awareness of where coordination between actors is limiting efficiencies or reinforcing negative power dynamics, (for example, it might be that some partners are not being invited to decision making meetings at sub-national or national levels.

Country programmes should also coordinate with non-traditional actors such as the private sector, religious leaders and other peace actors to achieve collective outcomes.

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

- Conduct an actor mapping exercise to identify organisations working in the same area. Identify overlap and convergent points.
- Conduct a risk assessment on partnering with non-traditional actors, e.g. the private sector, government.
- Coordinate capacity strengthening assessments with other international non-governmental organisations and international actors to avoid duplication of effort.
- Actively participate in national and sub-national coordination mechanisms, e.g. humanitarian clusters, food security clusters, natural resource clusters, or newly established nexus groups.
- Proactively share learning and challenges within national and sub-national coordination mechanisms.

3.2 Strengthening local capacities for peace

What are local capacities for peace?

This refers to strengthening local communities, civil society, and partners' capacity to cope with conflict and building capacities to sustain and create local peace. This section supports nexus approaches on prioritising peace and area or thematic based programming.

Trócaire and country programmes also have the entry point and expertise to focus on peace actions as a community-based process. Trócaire and partners can then play the role of strengthening local capacity in addition to connecting local partners and communities to national peace processes.

Who is involved?

Partners, civil society, government departments, community structures and other state actors should assess and identify their capacities, knowledge, and skills to strengthen peace.

How can Trócaire and partners invest in local capacities for peace

- Assess gaps in Trócaire staff and partner knowledge and capacity.
- Invest in capacity strengthening Trócaire staff and partners, especially where peace partners are absent in the context or intervention area.
- Strengthen local leadership by inviting active and meaningful decision making from partners on peace-related activities.
- Make partner contributions more visible in monitoring, evaluation and knowledge products.
- Prioritise and align with peace-related national or sub-national action plans, e.g. stabilisation or Sustainable Development Goal 16. In addition to other relevant development frameworks.
- Promote locally-led peace initiatives in consortia led programming and elevate local knowledge and expertise in publications, research and evidence-gathering exercises.
- Prioritise and invest in strengthening women's voices and participation in local and sub-national peace processes.
- Explore the effectiveness of local peace committees.

It is also essential to think about strengthening the capacity of individuals and how a nexus approach can be realised through institutional capacity strengthening¹⁴.

3.3 Strengthening internal coherence

Who is involved in strengthening internal coherence?

This section is applicable at both country programme, portfolio and global levels. All staff should prioritise strengthening internal coherence. Visible commitments and active strategies from leadership will expedite the process.

How can Trócaire strengthen internal coordination?

- Conduct a barrier analysis to understand what stops internal country programmes and HQ staff from sharing information systematically across development,

¹⁴ Refer to UNDP's Capacity Assessment tool for helpful templates and approaches - <https://www.undp.org/publications/undp-capacity-assessment-methodology>

humanitarian and peace programmes. Review what systems are available for joint information.

- Review differing technical language used between teams.
- Define prioritisation by the needs of country programmes and rights-holders to overcome silos at the global level.
- De-centralise decision-making and promote partner-led systems and approaches. For example, this could be done by inviting partners to lead meetings, workshops, conduct joint analysis and planning processes.
- Ensure that (equal) human resources are available at all sides of the nexus to actively participate in coordination forums and activities.

What is working?

Elevating partners in 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, documenting success stories and optimising innovation.

Strengthening women’s leadership

At the global level, Trócaire is starting a new project under the localisation and Humanitarian Hub that focuses on women-centred organisations to take a leadership role in gender-based violence coordination mechanisms and strengthen learning in this area. This is an example of how coordination cannot be done solely by international organisations, but that ownership of coordination mechanisms and thus the realities of localisation realised through women's leadership and civil society-led nexus approaches.

4. Financing and Resourcing

4.1 Funding and Donors

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

- Grand Bargain coordination commitments and the Organisation for Economic Co-operation and Development recommendations on the nexus have increased donor awareness and prioritisation.
- 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”*¹⁵
- Humanitarian contracts are increasingly extending time-frames beyond traditional short-term delivery.
- The Organisation for Economic Co-operation and Development calls 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”*.
- The following donors have funded nexus related programming in Trócaire; United Nations, European Union and IrishAid have also committed to focusing on the nexus.

However, challenges remain;

- Humanitarian and development grants still often remain separated.
- The inclusion of Peace Building will require new resources to support peace actors.
- Multi-year funding is still not the norm for humanitarian programming
- Lack of systematic reporting and outcomes between donors requires organisations and civil society to meet the funding requirements instead of focusing on meeting the needs of people.
- Global and country office advisors are currently aligned to goal areas, so it is unclear which role will engage with peace actors. As a result, resourcing peace advisors and programme staff in-country offices will be required.

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 resources, 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.

¹⁵ [Financing the nexus](#) - gaps and opportunities

- 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 (Organisation for Economic Co-operation, 2019)
- Explore how to integrate outcome-focused budgeting that cuts across strategic goals.
- As seen in Somalia, advocates for pilots 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.

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.
- Depending on if an area or thematic programming strategy is selected. For example, themes such as resilience, protection, human rights or gender will all be fundamental to the population's needs and cutting across the programming.
- Knowledge and a practical understanding of peace and conflict sensitivity are essential.
- In some cases, a nexus coordinator 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 peace programming, sustainability and conflict sensitivity at Trócaire.
- Increase skills in conflict sensitivity, coordination, resilience and proposal development.
- Hire or allocate a nexus coordinator(s) 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 people and information is in attendance or available.
- Create flexible humanitarian and development and peace reporting formats and templates that bridge all donor requirements.
- Integrate nexus discussions into annual reporting meetings.
- Commit organisational resources to peace-related activities.
- Create a nexus surge capacity or 'task force' that can be deployed when increased coordination efforts are required.
- Update project records on Salesforce to allow a 'nexus' option as current projects are to be tagged as humanitarian or development which means nexus related reports cannot be generated.

What is working?

Country programme piloting

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.

In South Kordofan, the programme is committed to finding new ways to centralise partner knowledge and agency. This includes exploring *“different approaches to partnerships such as consortium collaborations with other like-minded organisations....and supporting local partners to take primary roles in consortium applications”*.

Responding to COVID-19

With the onset of COVID-19, some donors, including IrishAid, allowed flexibility of current funding models 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 humanitarian crises. 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 vulnerable shocks in development programming.

Critical questions

This section discusses critical questions when considering adopting a nexus programming approach.

1. When do you transition from humanitarian to development?

Programming should be responsive to the needs of the context and communities rather than considering a linear transition. The nexus refers to the need for humanitarian, development and peace-related activities to overlap, think from each other's perspectives and work in unison.

2. How do you uphold humanitarian principles in nexus programming?

There are some concerns within nexus programming as to how humanitarian principles can be upheld with the integration of peace-related initiatives where neutrality may not be apparent. The Organisation for Economic Co-operation and Development's nexus guidance recommends that humanitarian principles should never be compromised. However, Marc Du Bois, in an article¹⁶ for the New Humanitarian, reminds us that there is room for negotiation and compromise with nexus programming, and in practice, the humanitarian principles don't always function as absolute; *"Nexus calls for compromise, not purity"*.

To remain true to the humanitarian principles, Trócaire could consider;

- a) Embedding conflict sensitivity in all programming as a first step that does not require negotiation with humanitarian principles. Instead, this approach reinforces the do no harm principles and increases opportunities to capture unintended and negative consequences or outcomes.
- b) Adopting a 'Civil nexus'¹⁷ approach, where the triple nexus is only born out in communities and within civil society - *"The civil space could allow organisations to engage in a less controversial space and enact less challenging approaches, for example with respect to principled humanitarian action."*

3. How do you create a culture of collaboration and sharing?

Commitment from leadership is essential to breaking down silos. Nexus programming is often viewed as a change process in which organisations must fundamentally address how information is channelled, shared, and interpreted through the lens of organisational culture. Ways in which organisations have approached this is:

- Creating organisational Theories of Change that are thematically focused, for example on equality or climate change.

¹⁶ The New Humanitarian - Searching for the nexus - [why we are looking in the wrong place](#)

¹⁷ The Triple Nexus in practice: Challenges and options for multi-mandated organisations - <https://www.chaberlin.org/en/publications/the-triple-nexus-in-practice-challenges-and-options-for-multi-mandated-organisations-2/>

- Building staff capacity and skills in other areas, for example, building the humanitarian teams knowledge of women's empowerment, sustainability and natural resources management.
- Rotating staff into different teams after some years.
- Staff secondments across the organisation and within and/across partner organisations.
- Rewarding staff flexibility with rotations and secondments.
- Providing development opportunities for staff, for example, qualifications in one of the three thematic areas.

4. How to work with partners on nexus programming?

Advancing localisation and working with partners is a concrete Trócaire mandate and key to nexus programming. Therefore, to integrate nexus programming with partner relationships and localisation, it is recommended that:

- Trócaire manages the nexus's language appropriate to the context and less technical, for example, focusing on social cohesion or resilience.
- Trócaire increases capacity and support on areas of the nexus that partners feel weakest.
- Increase partner involvement in design and planning processes to ensure meaningful participation and decision-making.

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. However, there is general agreement that Monitoring, Evaluation and Learning will need to evolve alongside nexus principles. This will include:

- Systems thinking - Adopting systems thinking approaches that focus on measuring how organisations contribute to and catalyse transformative change.
- Learning - Sharing learning systematically and with teams, country programmes and partners beyond traditional silos.
- Analysis - create a collaborative analysis process with partners and other local actors.
- Adaptive programming - creating a monitoring and evaluation framework that is flexible and responsive to the context.
- Locally owned change - encouraging communities to report their own measure of resilience, coping capacity and vulnerability¹⁸.
- Context monitoring - Strengthening and increasing how the project interacts with the context and conflict dynamics and advancing tools and methods that collect data in real-time outside of the project cycle.
- Using participatory tools - For example tools such as Most Significant Change and Outcome Harvesting to document change in stakeholders looking to determine contributions amongst various external factors and actors.

Learning Questions

For this nexus framework, Trócaire can focus on learning what is and is not working in applying a nexus approach. The recent review of monitoring and evaluation at Trócaire has resulted in a nexus related learning strategy and question:

To what extent does the concept of a nexus approach support programmes and results that are (from the perspective of the groups intended to benefit) more responsive, joined up, accessible and sustainable?

Through learning events, learning briefs, synthesis in annual reports and planned and costed mechanisms, Trócaire and partners can build an evidence base demonstrative of success and failures. The nexus framework tool - alongside these guidelines - will allow country programmes to gather and document evidence of learning on nexus programming.

¹⁸ Refer to Trociare's resilience framework or Oxfam's [resilience MEAL framework](#) for more detailed guidance.

Checklist

This section translates the nexus guidance and framework into a usable checklist tool. The table below outlines key actions to commence a nexus journey spanning from preparations through to 4-5 year time-frames^{19 20}. This checklist is designed to accommodate actions required by country programme and partner staff; global recommendations and guidance are distributed in previous sections. A complimentary excel tool accompanies this document creating a space to monitor progress towards nexus ways of working.

	<i>Preparatory phase</i>	Short-term (1 year)	Medium-term (2-3)	Long-term (4-5)
Joint Analysis & Planning				
<i>Joint Planning</i>	<ul style="list-style-type: none"> ✔ Assess capacity and resources available to extend planning sessions to include other stakeholders from the humanitarian, development and peace pillars. 	<ul style="list-style-type: none"> ✔ Assess how to make planning sessions and processes more accessible to increase the diversity of attendance. Record sessions to increase accessibility and knowledge sharing. 	<ul style="list-style-type: none"> ✔ Assign a focal point to attend planning meetings across projects and centralise information sharing channels. ✔ Prioritise civil society, NGO and government partners attending joint planning meetings. 	
<i>Joint Analysis</i>	<ul style="list-style-type: none"> ✔ 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? ✔ Determine what the country programme and partners need to know at a minimum e.g. gender and social norms, conflict dynamics, political and economic situation. 	<ul style="list-style-type: none"> ✔ Determine which stakeholders should participate in the joint analysis process. At a minimum, ensure one representation of humanitarian, development and peace actors. Encourage local leadership by ensuring partners and other project stakeholders are facilitating and/or leading joint analysis processes. ✔ Co-create what a minimum 	<ul style="list-style-type: none"> ✔ Keep an up to date log of surveys, evaluations or research conducted in the region by other organisations. Use this information to inform the joint analysis. ✔ Gather lessons from applying the minimum standard 'joint analysis' and create a template. ✔ Ensure information from the joint analysis is systematically 	<ul style="list-style-type: none"> ✔ Use data from the joint analysis to adapt programming. ✔ When updating the analysis, use the opportunity to conduct reflect sessions with the same attendees and build on the analysis to inform how to adapt the programme.

¹⁹ Only key actions are included here, expanded guidance is found in previous sections.

²⁰ The strategy chosen for a nexus approach on page eight may determine the role taken for each nexus criteria below, but ultimately the same ways of working apply.

	<ul style="list-style-type: none"> ✓ Determine what information you could use from other humanitarian, development and peace actors or information clusters in the context. 	<p>standard for a joint analysis could look like with partners. Socialise the minimum standard template amongst staff and partners.</p> <ul style="list-style-type: none"> ✓ Create a log of trustworthy secondary resources that can be used within the analysis. 	<p>documented and shared with relevant partners and stakeholders.</p>	<ul style="list-style-type: none"> ✓ Consider more creative ways to increase inclusion and participation in joint analysis process by creating hybrid reflection sessions (online/offline) and sharing information via voice notes or snapshot summaries.
<i>Collective outcomes</i>	<ul style="list-style-type: none"> ✓ Determine if national or sub-national collective outcomes exist. Assess how Trócaire's long term outcomes align with the national collective outcomes. 	<ul style="list-style-type: none"> ✓ Support any national level collective outcomes by contributing and sharing organisational data. ✓ Align internal Trócaire and partner collective outcomes. Consider long term outcomes as 'collective outcomes' and identify convergence points across projects, e.g. social cohesion, resilience or women's empowerment. 	<ul style="list-style-type: none"> ✓ Align with other organisations across cluster, development, peace or nexus groups. ✓ Measure contributions to collective outcomes separately through case studies or narratives outside of results frameworks. 	<ul style="list-style-type: none"> ✓ Lobby donors to better align with national collective outcomes.
Programming				
<i>Minimum standard - embedding conflict sensitivity</i>	<ul style="list-style-type: none"> ✓ Socialise conflict sensitivity knowledge and skills amongst staff ✓ Consult Trócaire's conflict-sensitivity toolbox and guidance on 'Taking a 'do no harm' approach.' ✓ Assess any gaps in skills and knowledge on conflict sensitivity 	<ul style="list-style-type: none"> ✓ Identify ways to make Theories of Change more conflict-sensitive, e.g., testing assumptions and how outcomes might interact with the conflict. ✓ Systematically conduct a conflict analysis within a 'joint analysis'. Review and revise quarterly. Make programmatic adaptations as necessary. 	<ul style="list-style-type: none"> ✓ Create indicators that monitor the conflict ✓ Include conflict sensitivity training in a starter package for new and current staff and partners. ✓ Connect with organisations that specialise in peace programming to learn from the application of conflict sensitivity. 	<ul style="list-style-type: none"> ✓ Embed a process of adapting projects and updating the Theory of Change based on conflict analysis and conflict-sensitive indicators. Use evidence to test assumptions about the root causes of conflict.
<i>Option 1: Integrating</i>	<ul style="list-style-type: none"> ✓ Gather key lessons from across a range of previous humanitarian and 	<ul style="list-style-type: none"> ✓ Identify who should attend a Theory of Change development session. Make sure 	<ul style="list-style-type: none"> ✓ Articulate impact and outcomes that align with double nexus related 'collective outcomes'. 	<ul style="list-style-type: none"> ✓ Embed a process of adapting and updating the Theory of Change in relation

<p><i>g</i> <i>Humanitarian and Development</i></p>	<p>development projects to inform the development of a Theory of Change.</p> <ul style="list-style-type: none"> ✓ Identify what monitoring and evaluation resources and capacities are available to invest in double nexus learning and evidence. ✓ Identify partners with complementary programming with specific emphasis on women's rights and lesser-known organisations. ✓ Identify ongoing very short-term programming and look for ways to phase out or integrate more development centred programming, e.g. VSLAs ✓ Identify resources, capacities and responsibilities for emergency preparedness mechanisms that can anticipate spikes in crises and ensure readiness to respond ✓ Assess the capacity of communities to respond in disaster and optimise their livelihoods. 	<p>representatives from across humanitarian and development staff, partners and actors are present.</p> <ul style="list-style-type: none"> ✓ Conduct a Joint analysis (as above) ✓ Collaboratively review and reflect on partnerships and ways of working. Consider diversification of partnerships to reinforce localisation ✓ Design women-centred initiatives that reinforce and complement each other ✓ Create a case study template for documenting what is and is not working in nexus programming. ✓ Create a capacity strengthening package for communities that combines disaster risk reduction, mitigation measures, optimising livelihoods and resilience. ✓ Assess where crisis modifiers and contingency measures can be within current grant models 	<ul style="list-style-type: none"> ✓ Review and revise joint analysis. ✓ Consult and align with gender and development national action plans and national road maps to equality ✓ Centralise knowledge and learning of women's rights and lesser known organisations, centralising their knowledge within a new nexus programme ✓ Link initiatives that prioritise gender to elevate outcomes for women and girls ✓ Create a mechanism for sharing learning and good practice across the organisation and partners. ✓ Aim to systematically gather 1 - 2 case studies on the double nexus programming each year. ✓ Establish emergency preparedness that can anticipate spikes in crises and ensure readiness to respond ✓ Strengthen and monitor the capacity of communities in disaster risk reduction, mitigation measures, livelihoods and resilience. ✓ Create a plan for applying crisis modifiers and contingency measures. 	<p>to new evidence, especially data from capacity strengthening the community. Test assumptions.</p> <ul style="list-style-type: none"> ✓ Explore other grant opportunities that would allow for crisis modifiers and other flexible finance mechanisms.
<p><i>Option 2: Introducing</i></p>	<ul style="list-style-type: none"> ✓ Gather key lessons from across internal or external peace-related 	<ul style="list-style-type: none"> ✓ Identify who should attend a Theory of Change development 	<ul style="list-style-type: none"> ✓ Articulate impact and outcomes that align with nexus related 	<ul style="list-style-type: none"> ✓ Embed a process of adapting and updating the

<p><i>g and Prioritising Peace</i></p>	<p>projects to support the development of a Theory of Change</p> <ul style="list-style-type: none"> ✓ Decide whether Trócaire can influence or contribute to peace programming in your particular context. ✓ Assess staff and partner skills and knowledge on peace- where are the gaps ✓ Identify what monitoring and evaluation resources and capacities are available to invest in nexus learning and evidence with a focus on peace case studies. ✓ Conduct a partner perceptions survey to determine motivations and barriers to including peace in nexus programming. ✓ Identify partners with complementary programming with specific emphasis on women's rights organisations and lesser-known organisations that work on peace. 	<p>session. Invite peace actors to attend alongside humanitarian and development actors.</p> <ul style="list-style-type: none"> ✓ Conduct a joint analysis (as above). Collaboratively review and revise and make programmatic adaptations as necessary. ✓ Work with internal peace advisors at Trócaire to ensure alignment with organisational tools and approaches to Peace programming. ✓ Collaboratively review and reflect on partnerships and ways of working to fill gaps in knowledge and skills on peace. Consider diversifying partnerships to reinforce localisation, especially lesser-known peace groups. ✓ Analyse and look for entry points for peace programming, e.g. new grant opportunities or partners. ✓ Explore how to prioritise and integrate activities such as mediation, prevention, trust-building between citizens and the state, social cohesion and other structural drivers and root causes of conflict to break the cycle. 	<p>'collective outcomes' with a focus on peace-related outcomes.</p> <ul style="list-style-type: none"> ✓ Connect with organisations that specialise in peace programming. ✓ Learn from peace partners or actors to strengthen the capacity of Trócaire staff and other non-peace partners. Do this through targeting learning and sharing sessions. ✓ 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. ✓ Consult and align with gender and peace-related national action plans and national road maps to gender equality (for example National Action Plans on Women Peace and Security 1325). 	<p>Theory of Change in relation to new evidence relating to peace programming and assumptions tests.</p> <ul style="list-style-type: none"> ✓ Invite new peace partners to proposal design and joint and conflict analysis sessions.
<p><i>Option 3: Area or</i></p>	<ul style="list-style-type: none"> ✓ Gather key lessons from across a range of previous internal or external 	<ul style="list-style-type: none"> ✓ Identify who should attend a Theory of Change development 	<ul style="list-style-type: none"> ✓ Articulate impact and outcomes that align with nexus related 	<ul style="list-style-type: none"> ✓ Embed a process of adapting and updating the

<p><i>Thematic focused programming</i></p>	<p>integrated projects to support the development of projects and a Theory of Change.</p> <ul style="list-style-type: none"> ✓ Identify what monitoring and evaluation resources and capacities are available to invest in triple nexus learning and evidence. ✓ Conduct a survey with partners on perceptions around motivations and barriers to triple nexus programming, including assessing knowledge and skills gaps. ✓ Identify partners with complementary programming with specific emphasis on women's rights and lesser-known organisations, and organisations within the geographic area or theme proposed (e.g. Equality or Resilience) ✓ Identify thematic areas that could help bring humanitarian, development and peace programming together e.g. resilience, tackling inequalities, rights or protection. 	<p>session. Make sure representatives from across humanitarian, development and peace staff, partners and actors are present.</p> <ul style="list-style-type: none"> ✓ Conduct a joint analysis (as above) ✓ Collaboratively review and reflect on partnerships and ways of working using data from the partner survey. Consider diversification of partnerships to reinforce localisation ✓ Connect with women's rights organisations, centralising their knowledge and learning within a new nexus programme ✓ Create a case study template for documenting what is and is not working in nexus programming. 	<p>'collective outcomes'.</p> <ul style="list-style-type: none"> ✓ Review and revise joint analysis. ✓ Link initiatives that prioritise gender to elevate outcomes for women and girls (for example prevention of sexual and gender-based violence work with women's empowerment). ✓ Create a mechanism for sharing learning and good practice across the organisation and partners. ✓ Aim to systematically gather 1 - 2 case studies on triple nexus programming each year. ✓ Consult and align with national action plans across humanitarian, development and peace (e.g. the Sustainable Development Goals, the Women, Peace and Security Agendas and any Peace plans). 	<p>Theory of Change in relation to new evidence and assumptions tests.</p> <ul style="list-style-type: none"> ✓ Establish collective outcomes on transforming gender and social norms and the environment/climate change / sustainability. ✓ Create a thematic 'community of learning' either at the country or regional level, that cut across strategic goals, teams and programmes. ✓ Use reporting processes to document how humanitarian and development outcomes contribute to national and sub-national peace objectives [where applicable].
<p>Leadership and Coordination</p>				

<p><i>Strengthen coordination with other actors</i></p>	<ul style="list-style-type: none"> ✓ Identify what forthcoming proposals and projects could present opportunities to strengthen coordination. 	<ul style="list-style-type: none"> ✓ Conduct an actor mapping exercise to identify organisations working in the same area. Identify overlap and convergent points. ✓ Conduct a risk assessment on partnering with non-traditional actors, e.g. the private sector or academic institutions. 	<ul style="list-style-type: none"> ✓ Coordinate capacity strengthening assessments with other INGOs and international actors to avoid duplication of effort. ✓ Actively participate in national and sub-national coordination mechanisms, e.g. humanitarian clusters or newly established nexus groups. 	<ul style="list-style-type: none"> ✓ Proactively share learning and challenges within national and sub-national coordination mechanisms.
<p><i>Strengthening local capacity for peace</i></p>	<ul style="list-style-type: none"> ✓ Define what peace means within the programme and what local capacities for peace are known in the project area. 	<ul style="list-style-type: none"> ✓ Conduct a survey with partners to gauge perceptions on gaps in knowledge and capacity. 	<ul style="list-style-type: none"> ✓ Invest in capacity strengthening partners on conflict sensitivity and peace, especially where peace partners are absent in the context or intervention area. ✓ Invite local peace actors and partners to contribute to proposal design and decision making. 	<ul style="list-style-type: none"> ✓ Promote locally-led peace initiatives in consortia led programming and elevate local knowledge and expertise in publications, research and evidence gathering exercises.
<p>Finances and Resources</p>				
<p><i>Funding and Donors</i></p>	<ul style="list-style-type: none"> ✓ Identify what unrestricted funding, is available, for context or conflict analysis and conflict sensitivity resources 	<ul style="list-style-type: none"> ✓ Join in-country or donor led nexus associated groups (e.g. UN-IASC or the Voice resilience nexus working group.) 	<ul style="list-style-type: none"> ✓ Work with nexus groups to lobby with other like-minded organisations for donors to create nexus funding streams. ✓ Connect with governments, the private sector, other NGOs and civil society to champion and explore multi-year funding strategies centred around collective outcomes (OECD) 	<ul style="list-style-type: none"> ✓ Explore how to integrate outcome-focused budgeting that cuts across strategic goals. ✓ Advocate for pilots 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 EU in Myanmar.
<p><i>Capacity</i></p>	<ul style="list-style-type: none"> ✓ Document what programme capacity and resources is available for 	<ul style="list-style-type: none"> ✓ Create flexible humanitarian and development reporting 	<ul style="list-style-type: none"> ✓ Create an internal training programme on peace 	<ul style="list-style-type: none"> ✓ Create a nexus surge capacity or 'task force' that

Trócaire

<p><i>and Resource</i></p>	<p>nexus approaches. Use this assessment to determine what nexus approach is chosen.</p>	<p>formats and templates that bridge all donor requirements.</p> <ul style="list-style-type: none"> ✓ Integrate nexus discussions into annual reporting meetings. 	<p>programming and conflict sensitivity at Trócaire.</p> <ul style="list-style-type: none"> ✓ Commit programme resources to peace-related activities. 	<p>can be deployed when increased coordination efforts are required.</p> <ul style="list-style-type: none"> ✓ Hire a nexus coordinator(s) to support coordination in and amongst teams for the first two years of establishing nexus programming.
----------------------------	--	--	--	--

Annexes

Annex 1:

Trócaire country programme	Nexus status as of February 2022	Initiatives
Democratic Republic of Congo	A National Humanitarian, Development and Peace Action plan exists.	<p>Collective outcomes have been developed e.g. to reduce gender based violence (GBV).</p> <p>Sweden is supporting the nexus approach by chairing a donor engagement group to raise awareness and build support for greater coherence²¹.</p>
Ethiopia	No known nexus national action plan.	New ways of working are underway nationally including a 'Bundle Approach' ²² .
Lebanon	No known nexus national action plan.	A civil society led oversight mechanism is being developed by the UN as a means of centring peoples perspectives in future nexus approaches ²³ .
Myanmar	No known nexus national action plan	The EU in Myanmar is one of the 6 Delegations around the world that has been asked to operationalise the Humanitarian-Development-Peace Nexus and pilots include the Durable Peace Programme and Nexus Response Mechanism

²¹ [Light Guidance on Collective Outcomes](#) - IASC 2020

²² UN Snapshot on Ethiopia: https://interagencystandingcommittee.org/system/files/un_snapshot_ethiopia.pdf

²³ Mapping good practice in the implementation of Humanitarian - Development - Peace Approaches - [link](#).

		both of which include Trócaire and partners. Nexus Response Mechanism funding by EU and UNOPs ²⁴ is available.
Somalia	No known nexus national action plan	A High-Level Triple Nexus Steering Committee exists that has been endorsed by the Prime Minister in Somalia ²⁵ .
South Sudan	No known nexus national action plan.	Locally led initiatives are reported more widely, for example with local faith- and values-based groups helping to bridge the gap between crisis and mediating peacebuilding efforts ²⁶ .
Sudan	No known nexus national action plan.	High level nexus initiatives are underway with collaboration between the United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS) and the United Nations Country Team on peace issues within a country nexus approach ²⁷ .
Syria	No known nexus national action plan.	No known initiatives.

²⁴ More on the Nexus Response Mechanism can be found here: <https://www.nexusresponsemechanism.org/>

²⁵ Ibid

²⁶ [The triple nexus and local faith actors in South Sudan](#) - Danish Church Aid 2019.

²⁷ Ibid

trōcaire

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	https://acleddata.com/#/dashboard
Connecting the pieces of the puzzle: the EU's implementation of the humanitarian-development-peace nexus	Pauline Veron and Volker Hauck	June 2021	https://ecdpm.org/wp-content/uploads/Connecting-Pieces-Puzzle-EU-Implementation-Humanitarian-Development-Peace-Nexus-ECDPM-Discussion-Paper-301-2021.pdf
Collective Outcomes progress mapping	Inter-agency Standing Committee Humanitarian Development Nexus Task Team	2022	https://interagencystandingcommittee.org/system/files/activity_1.5_iasc_hdn_ttt_collective_outcome_mapping_v2.pdf
Describe the Theory of Change	Better Evaluation	2022	https://www.betterevaluation.org/en/managers_guide/step_2/describe_theory_of_change
Financing the nexus	Norwegian Refugee Council Food and Agricultural Organisation (FAO) United Nations Development	Sept 2021	https://www.nrc.no/globalassets/pdf/reports/financing-the-nexus-report/financing-the-nexus-report.pdf

	Organisation		
Humanitarian Development Coherence - World Humanitarian Summit Putting Policy into Practice	OECD	2017	https://www.oecd.org/development/humanitarian-donors/docs/COHERENCE-OECD-Guideline.pdf
Light Guidance on Collective Outcomes - Developed by IASC Results Group 4 on Humanitarian-Development Collaboration in consultation with the UN Joint Steering Committee to Advance Humanitarian and Development Collaboration	Inter-Agency Standing Committee (IASC)	June 2020	https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes
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	https://journals.sagepub.com/doi/full/10.1177/1542316620922805
Mapping Good Practice in the Implementation of Humanitarian - Development - Peace Nexus Approaches, a Synthesis Report.	Inter-Agency Standing Committee (IASC)	2021	https://interagencystandingcommittee.org/iasc-mapping-good-practice-implementation-humanitarian-development-peace-nexus-approaches-synthesis
Monitoring, Evaluation and Learning for Resilience - A companion guide	Oxfam	2018	https://oxfamlibrary.openrepository.com/bitstream/handle/10546/620498/gd-monitoring-evaluation-learning-resilience-190618-en.pdf?sequence=1
Nexus Response Mechanism	European Union UNOPs	2022	https://www.nexusresponsemechanism.org/
DAC Recommendation on the Humanitarian -	OECD	2022	https://legalinstruments.oecd.org/public/d

Development - Peace Nexus			oc/643/643.en.pdf
Operationalising the 'Nexus': Principles and approaches for strengthening and accelerating Humanitarian, Development and Peace coherence.	OECD	Nov 2018	https://www.oecd.org/development/conflict-fragility-resilience/docs/Final%20summary_DAC_Roundtable%20Nexus_19Nov.pdf
Partnership for peace - OECD DAC & UN Roundtable on the Humanitarian - Development - Peace nexus	OECD / UN	Oct 2020	https://www.oecd.org/dac/development-assistance-committee/DAC-UN_HighLevel_Roundtable_Partnership_Peace_Outcome.pdf
Responding to Protracted Displacement Using the Humanitarian-Development-Peace Nexus Approach: Scoping Study	Rebecca Roberts	2020	https://www.unrisd.org/80256B3C005BCCF9/search/DCF5E94D1C6783758025862C0028062B?OpenDocument
Responding to Protracted Displacement Using the Humanitarian-Development-Peace Nexus Approach: UNDP and UNHCR Theory of Change	Rebecca Roberts	Nov 2020	https://www.unrisd.org/80256B3C005BCCF9/(httpPublications)/14F3801B8038B5C88025862C00250691?OpenDocument
Transforming the Systems that Contribute to Fragility and Humanitarian Crises: Programming across the triple nexus	Oxfam	July 2021	https://policy-practice.oxfam.org/resources/transforming-the-systems-that-contribute-to-fragility-and-humanitarian-crises-p-621203/
The Humanitarian-Development-Peace Nexus: What does it mean for multi-mandated organisations?	Oxfam	June 2019	https://policy-practice.oxfam.org/resources/the-humanitarian-development-peace-nexus-what-does-it-mean-for-multi-mandated-o-620820/
The Humanitarian - Development - Peace Nexus: Towards Differentiated Configuration	United Nations Institute for Social Development	Oct 2020	https://www.unrisd.org/80256B3C005BCCF9/(httpAuxPages)/384F8172D81CA0B2802585DC003903AB/\$file/WP2020-8---Weishaup

			t.pdf
Searching for the nexus - give peace a chance	The New Humanitarian Louise Redvers Ben Park	May 2020	https://www.thenewhumanitarian.org/analysis/2020/05/13/triple-nexus-peace-development-security-humanitarian-policy
Searching for the nexus - why we are looking in the wrong place	The New Humanitarian Marc DuBoid	Jan 2020	https://www.thenewhumanitarian.org/opinion/2020/1/7/triple-nexus-international-aid-Marc-DuBois
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	https://www.un.org/internal-displacement-panel/sites/www.un.org.internal-displacement-panel/files/idrp_hlp_submission_ws3_triple_nexus.pdf
The Triple Nexus and Local Faith Actors in South Sudan: Findings from Primary Research	Danish Church Aid and act alliance	2019	https://reliefweb.int/report/south-sudan/triple-nexus-and-local-faith-actors-south-sudan
The Triple Nexus in Practice - Challenges and options for multi-mandated organisations	Centre for Humanitarian Action	2020	https://www.chaberlin.org/en/publications/the-triple-nexus-in-practice-challenges-and-options-for-multi-mandated-organisations-2/
Youth peacebuilding in the triple nexus	Islamic Relief	Feb 2021	https://Trócaire.box.com/s/1vv7slboer91j4zgfsva02xbrpmtxiwp

Internal

Country Programme strategies:

- Country programme strategy South Kordofan 2021

- Democratic Republic of Congo Country programme strategy 2021
- Ethiopia Country programme plan 2021 - 2025
- Guatemala Country Programme 2021
- Honduras Country Programme 2021 - 2025
- Lebanon Country Programme strategy 2021
- Nicaragua Country Programme Strategic Plan 2021
- Somalia Country Programme
- South Sudan Country strategic Plan
- Syria Country Programme Strategy 2021
- Trócaire Programme Strategy 2021 - 2025
- Trócaire Strategic Plan 2021 - 2025

Trócaire and Partner frameworks:

- Integrated Programming Framework
- PMWG Protection Mainstreaming Framework 2017
- Protection and SGBV Framework 2017
- Conflict sensitivity & Peace-building
- Trócaire Emergency SOPs
- Resilience Framework
- Environmental Stewardship Tool

Annex 3

Internal Interviews:

Index	Name	Title
HQ	Noreen Gumbo	Head of Humanitarian
HQ	Deirdre McArdle	Humanitarian Manager - Operations
HQ	Blanca Blanco	Head of Development Programmes
HQ	Rose Hogan	Sustainable Agriculture Advisor
HQ	Karen Murphy	Women's Empowerment Advisor
HQ	Fiona Shanahan	Humanitarian Protection Advisor
HQ	Reuben Haylett	Humanitarian Partnership Advisor (IA)
SSD	Guy Biggs	Business Development Manager
HQ	Niall O'Keeffe	FCAS regional directors
HQ	Birke Herzbruch	FCAS portfolio manager
HQ	Martina O'Donoghue	Global MEAL Advisor
HQ	Majokmon Mareec	Peace Building Advisor
HQ	Mandefro Aynalem	Humanitarian Advisor
Ethiopia	Dejene Fikre	Regional Humanitarian Coordinator (Cash, EFSL advisor)
Ethiopia	Conor Molloy	Country Director
MMR	Ashley Proud	Country Director

Trócaire

MMR	Frances Wallace	Head of Programmes
MMR	Lai Yin Win	GBV Programme Coordinator
MMR	Brang Aung	Program Coordinator
MMR	Maria Bawk Jar	Coordinator - Partner
MLW	Conor Kelly	Programme Manager
MLW	Philip Nyasulu	Climate Justice & Disaster Risk Management Officer
LEB	Samah Ghamrawi	Project Manager
LEB	Lisa Jean	Country Director
LEB	Asma Rajab	HPP project Officer
SSD	Thomas Delemare	Programme Manager (acting)
SSD	Anthony Kumi	WASH officer
NIC	Richard Pierse	Country Director
Gua	Martin Larrecochea	Country Director
ETH	Gemechu Berhanu	Executive Director - Partner
LEB/SYR	Mona Zeineddine	Programme Manager - Partner