

A mapping and analysis of tools and guidance on the H-P linkages in the HDP-nexus

An Inter-Agency Standing Committee Results Group 4 Working Paper

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EXECUTIVE SUMMARY

About 80 percent of all humanitarian and development interventions are now delivered in conflict-affected settings or countries with low intensity violence. Global policy efforts to respond to this reality have intensified in recent years, focused on ensuring greater collaboration between traditionally separate spheres of conflict response. In 2020, Interagency Standing Committee Results Group 4 (IASC RG4) prepared a thematic issue paper: [Exploring Peace within the Humanitarian-Development-Peace Nexus \(HDPN\)](#), outlining the complementarity between humanitarian, development and peace action. IASC RG4 further identified the need to support the operationalisation of the “Peace” dimension of the HDPN through ‘practical guidance to help humanitarians in the field understand when, and how, they can engage with “P” actors, processes and programming’. Against this background, the IASC RG4 requested Interpeace to prepare a mapping of guidance and tools currently available to humanitarian actors, and an analysis on the degree to which these meet the needs of practitioners in the field.

The analysis highlighted some substantial gaps in guidance and tools available to staff of humanitarian organizations to understand the linkages between the peace and the humanitarian pillars of the HDPN and how to operationalise this. Despite the wealth of conceptual papers and guidance, confusion around the P-pillar of the nexus remains. Different interpretations of what ‘peace’ or ‘engaging with the peace-pillar’ means stands in the way of finding context-specific approaches that combine peace and humanitarian considerations in the most effective way. Guidance on integrating the H- and P- dimensions in system-wide analysis and planning processes currently insufficiently ensures that both humanitarian and peace considerations are appropriately reflected. There continues to be a significant gap in practice-oriented operational guidance, although recent years has seen a considerable

push in organization-specific programming guidance and tools. In particular, sectoral guidance is on the rise, which is more tailored to the specific mandates or technical expertise of the organization, which has somewhat increased its uptake. Conflict analyses and conflict-sensitivity guidance seem to be riding the same wave, although there is a significant gap in conflict analysis that is sufficiently tailored to the specific modalities and timeframes of humanitarian action. In general, most guidance is not very user-friendly, due to its sheer volume and text-heavy formats. It remains insufficiently geared towards providing practical, simple and process-oriented guidance.

The analysis shows that staff on the ground recognise the need to better understand and exploit the complementarities of humanitarian and peace action, but that there are clear limitations to what guidance and tools alone can achieve to further the operationalisation of the HDPN. There are many other factors at play – which fall outside the scope of this study – but do present clear barriers that more guidance and tools cannot realistically overcome.

This paper puts forward its recommendations on where additional guidance and tools may still have a benefit, but complements it with recommendations on flanking measures that at a minimum would need to accompany such guidance and tools if they are to strengthen the linkages between humanitarian and peace action on the ground.

Additional guidance and tools

- **An ‘H-P’ guide.** A system-wide guidance note for humanitarian actors engaging with the ‘peace’ pillar that unpacks the H-P relationships, addresses the dilemmas, and authorizes and encourages context-specific, country-level and area-based approaches to H-P complementarities.

- **Documenting and disseminating ‘H-P’ experience and best practices.** The most useful and helpful learning material consists of real experiences and practical examples of how H-P connections have been forged and how dilemmas have been grappled with.
- **Organization-, sector-, and country-specific guidance and tools.** Organization-specific, sectoral guidance and/or country-based guidance can be further supported, as they have great potential to strengthen complementarities in a context specific manner and can help deepen the integration into accountability frameworks.
- **Guidance on enriching needs assessments with broader context and peace analysis.** Integrating a context analysis, which explicitly looks at drivers of conflict and peace, into humanitarian needs and vulnerability assessments is necessary to ensure that humanitarian action does no harm and helps to alleviate or remove structural causes of conflict.

A culture of collaboration

Leadership is essential, at multiple levels. OCHA’s role is critical to support system-wide progress in this area. At country level, there is a significant leadership role for Resident and Humanitarian Coordinators and their offices, to leverage their convening authority to bring different actors around the table, work across siloes, seek out synergies, and secure spaces for collaboration across the HDPN. At organisational level, senior leadership needs to show strong commitment to operationalising the HDPN and translate these commitments into practice. Leadership further needs to encourage innovation and incentivise risk-taking, including by establishing a culture of collaboration beyond traditional actors and partnership models.

Expanding capacity and skills – especially on context analysis and conflict sensitivity

Expanding competencies and skills for conflict analysis and conflict sensitivity in staff of humanitarian organisations is crucial, through

recruitment, on-boarding and training processes. Establishing or strengthening departments or units that provide hands-on support to programme-staff on conducting conflict analysis and maximizing contributions to peace is necessary to ensure that conflict sensitivity becomes meaningfully integrated in institutional practice.

Accompaniment and partnerships

In-country staff needs practical support on how to identify and analyse complementarities in humanitarian and peace action, how to address the dilemmas that these will bring to the surface, and how to manage an inclusive process that places people’s needs central. For this kind of support, a model of accompaniment is recommended. This can be obtained through the deployment of advisors, or through partnerships with agencies with peacebuilding expertise, such as for instance the partnerships that Interpeace has developed with a number of UN agencies.

INTRODUCTION

About 80% of humanitarian interventions take place in contexts affected by conflict or countries that experience low intensity violence.¹ Global policy efforts to respond to this reality have intensified in recent years and have focused on increasing collaboration between humanitarian, development, and peace spheres in order to prevent and end conflict. The majority of aid actors now accept that humanitarian and development action are linked (the H-D nexus), and important progress has been made towards operationalising these links at field level. However, continued discussions are taking place on the relationship between humanitarian and peace actors, particularly on what this would like in practice.

Seeking to address this, the Inter-Agency Standing Committee Results Group 4 on Humanitarian and Development Collaboration (IASC RG4) aims to ‘provide inter-agency guidance on the HDN and its linkages to peace, while safeguarding humanitarian principles’. In 2020, RG4 prepared a thematic issue paper ‘*Exploring Peace within the Humanitarian-Development-Peace Nexus (HDPN)*’ that outlined the complementarity, coordination and collaboration of humanitarian, development and peace action, with the aim of strengthening the impact of efforts to enable sustainable peace.² RG4 decided that the linkages between the humanitarian and the peace dimension of the HDPN could potentially be further supported through “practical guidance to help humanitarians in the field understand when and how they can engage with ‘P’ actors, processes and programming”.

Against this background, RG4 requested Interpeace to map the guidance and tools currently available to humanitarian actors that relate to the peace dimension of the

nexus, and analyse the degree to which these meet the needs of practitioners in the field.

This working paper consists of two parts. The first part presents the analysis by Interpeace on the relevance and usefulness of currently available guidance and tools, and how these may and should be complemented in order to enhance the understanding and operationalising of the linkages between humanitarian and peace actions. The second part consists of the mapping of available guidance and tools that relate to the peace-pillar of the nexus.

Introducing Interpeace and its peace responsiveness work

Interpeace is an international organization for peacebuilding. Interpeace helps establish processes of change that promote sustainable peace, social cohesion and resilience. Interpeace tailors its approach to each society and ensures that its work is locally designed and driven. Beyond field-based peacebuilding, Interpeace also assists the international community – especially the United Nations – to play a more effective role in peacebuilding based on the organization’s expertise. Through its work stream on peace responsiveness, Interpeace engages with actors in the development and humanitarian sectors to strengthen their conflict sensitivity and their individual and collective contributions to sustainable peace, within the scope of their mandates. For more information about Interpeace and its work on peace responsiveness, please visit www.interpeace.org.

1 UN, ‘[With Millions Displaced by Conflict, Climate Disasters, Leaders Meet To Shape Better Future at World Humanitarian Summit in Istanbul](#)’, [Meetings Coverage and Press Releases](#).

2 IASC Results Group 4 on Humanitarian Development Collaboration (October 2020), [Issue Paper: Exploring Peace within the Humanitarian-Development-Peace Nexus \(HDPN\)](#).

PART 1

TOOLS AND GUIDANCE FOR OPERATIONALIZING THE H-P LINKAGES IN THE NEXUS – DO THEY SUFFICE?

This analysis of currently available guidance and tools for understanding and operationalising the linkages between the humanitarian and the peace-pillars of the nexus assesses the degree to which these satisfy the needs of practitioners in the field and how these may be complemented to further the operationalisation of the HDPN.

To understand the relevance and usefulness of currently available guidance and tools for, we first step back to see the current state of affairs of operationalising the HDPN, with a focus on the ‘peace’ pillar of the nexus. This P-pillar, and its particular how it may connect to the H-pillar, requires a little more unpacking, which we will continue to do. The analysis takes these interlinkages as its starting point for identifying, mapping and analysing existing guidance and tools. It then delves deeper into the analysis of the relevance, usefulness and uptake of existing guidance and tools, followed by some conclusions on how available guidance and tools may be complemented in order to further advance the thinking and practice on increased complementarity between the H- and P-pillars of the nexus.

The analysis is based on semi-structured interviews conducted with senior practitioners at headquarters and field level³, with a primary focus on staff of IASC member organizations. To what extent and how are they supported to understand where their humanitarian efforts complement those of peace actors in the same contexts, and to maximise complementarity? What role do tools and guidance play in increasing complementarity and making it effective? Are the currently available tools

relevant, user-friendly and practically helpful? Are they actually being used? Interpeace is grateful to all those who contributed their time and insights during the research process.

1. OPERATIONALISING THE ‘PEACE’ DIMENSION OF THE HDPN: PROGRESS AND CHALLENGES

Recent studies indicate growing momentum in advancing the HDPN at country level. A paper commissioned by the Joint Steering Committee to Advance Humanitarian and Development Collaboration (JSC) identified a “step change [...] on the ground”.⁴ An initiative to map good practices in the implementation of the HDPN carried out by RG4 re-affirms that efforts to implement nexus approaches and collective outcomes are increasingly used to support progress in reducing needs, risks and vulnerability⁵. A separate two-year progress report on the implementation of the 2019 OECD-DAC Recommendation on the HDPN found improvements in process with over 40% of donor respondents reporting institutional change in support of the HDPN.⁶ Those interviewed for this analysis agreed. New efforts were noted to align strategy, analysis and planning frameworks; to integrate the development of collective outcomes; to pilot ‘Nexus Advisers’ attached to the RC’s Office, complementing the key role played by Peace and Development Advisors; and to enlarge the Peacebuilding Fund window. The new multistakeholder ‘Nexus Academy’, which emerged from UN-DAC Dialogues on the nexus and piloted in the fall of 2021, may further strengthen institutions’ capacity in this area and forge a trilingual understanding between all the actors involved.

Alongside this progress, the analysis highlighted considerable barriers that remain to effectively operationalise the HDPN. The most significant obstacles include significantly diverging understandings of the nexus and its relevance between key in-country stakeholders, as well as within organizations,

³ 42 people were interviewed.

⁴ [The Triple Nexus in Practice: Toward a New Way of Working in Protracted and Repeated Crises.](#)

⁵ [Mapping Good Practice in the Implementation of Humanitarian-Development-Peace Nexus Approaches: Synthesis Report](#)

⁶ OECD, HDPN Recommendation 2-year progress review report. (to be finalized)

for instance between headquarters and field offices. Problems of inter-agency competition persist, and in some cases there are deficits in strong in-country leadership on the nexus. Concern was also expressed about the nature and availability of funding to support operationalisation of the nexus; organizations and donors not yet capitalising on all types of funding available (national, international, public, private).⁷ Respondents suggested as well that, due to the overly strong focus on UN system coordination, the international community has failed to empower local actors to shape and sustain nexus responses in their countries.⁸ Research underscored challenges associated with the national political context. These include low political interest of the central government; lack of effective coordination between central and sub-national authorities; non-inclusive national legal and policy frameworks; and absence of comprehensive national development plans that take into account the effects of crisis on sustainable peace and development.⁹

Progress on linking the humanitarian – peace dimension still falls behind. It has proven most challenging to advance the humanitarian-peace dimension of the HDPN, although promising practice exists. The research commissioned by the JSC and RG4’s mapping of good practices both highlighted efforts by humanitarian actors to strengthen their links with peace actors and peace programming. In some countries, for example, peacebuilding concerns have been integrated in humanitarian analysis and planning, including Humanitarian Response Plans, and certain issues (such as the recruitment of youth by armed groups and inter-religious cohesion) have been prioritised jointly.¹⁰ However, the available evidence suggests that significant

gaps remain in operationalising the peace dimension of the triple nexus, and that “a clear consensus on the appropriate role of the peace pillar [...] has yet to emerge”.^{11, 12}

In part, the relative lack of progress reflects the fact that ‘peace’ is a more recent addition to the nexus. As a result, what is required to collaborate across the humanitarian and peace spheres, and related tensions or risks and how these can be mitigated, have not been sufficiently unpacked. Although the Agenda for Humanity underscored the critical importance of conflict prevention, early descriptions of the nexus adopted a long-standing policy discourse that focused on ‘Humanitarian-Development’ approaches, which some actors (including the JSC) continue to use. The initial absence of explicit references to ‘peace’ was largely due to the concern expressed by many humanitarian organizations, that engaging with ‘peace’ could, because of its political and security dimensions, undermine the humanitarian principle of neutrality, impartiality and independence, which in turn could impact their credibility with parties to conflict and thus compromise their access to vulnerable populations.¹³ This concern has some basis and reflects the challenges faced in decades of operational experience in complex conflict environments. Nonetheless, many humanitarian actors also recognise that any humanitarian intervention in contexts that are socio-politically complex will have an impact on local economic, social and political dynamics. Moreover, many humanitarian organizations have engaged for many years in some form with peace actors, processes and programmes. Debates continue about the nature and scope of such engagements; concerns remain about the risk – real or perceived – to principled humanitarian action.

7 IASC (2019), [Financing the Nexus: Gaps and Opportunities from a Field Perspective, 2019](#).

8 [TripleNexusReport-Final.pdf](#); Peace Direct (2021), [Time to Decolonise Aid - Insights and lessons from a global consultation](#); Barakat, S. and Milton, S. (2020), [Localisation Across the Humanitarian-Development-Peace Nexus](#) (sagepub.com).

9 IOM Publications Platform (2019), [Operationalizing the Humanitarian-Development-Peace Nexus: Lessons from Colombia, Mali, Nigeria, Somalia and Turkey](#); Veron, P. and Hauck, V. (2021), [Connecting the pieces of the puzzle: The EU’s implementation of the humanitarian-development-peace nexus](#), ECDPM Discussion Paper 301.

10 Center on International Cooperation (2019), [The Triple Nexus in Practice: Toward a New Way of Working in Protracted and Repeated Crises](#) (NYU).

11 Ibid.

12 IASC (2021), [Mapping Good Practice in the Implementation of Humanitarian-Development-Peace Nexus Approaches, Synthesis Report](#).

13 An overview is provided by DuBois, M. (2020), [The Triple Nexus: Threat or Opportunity for Humanitarian Principles](#), Centre for Humanitarian Action.

However, a shift is taking place: key humanitarian actors grant – at least to some degree – that humanitarian principles should not, in the words of one key informant, become ‘an end in themselves’. This shift is further reflected in the views of senior leaders in the humanitarian sector; for example, the President of the International Committee of the Red Cross (ICRC), has called for ‘fresh thinking’ precisely about the relation between ‘humanitarian’ and ‘peace’ priorities.¹⁴

However, challenges to understanding the H-P connections are not confined to the humanitarian sector. Other key obstacles that have limited progress to date include the complex nature of the ‘peace’ pillar and the lack of consensus among peace actors on how to engage with humanitarian actors. The ‘peace’ pillar is generally understood to have three overlapping components:

- **Diplomacy** includes activities such as those typically led by Special Envoys, as well as other actors engaged in national and international political dialogue and peace negotiations and processes.
- **Security** includes activities such as those typically led by UN Missions, as well as other international, regional and national actors engaged in peacekeeping, stabilisation, counter-terrorism and prevention of violent extremism activity.
- **Peacebuilding** includes programming activities such as international and locally contextualised community dialogues, activist peacebuilding to foster trust and reconciliation in societies at different levels, addressing drivers of conflict, etc.

At country level, each of these components can project quite different perspectives and pose different risks and opportunities for collaboration with humanitarian organizations. To strengthen the linkages between the P- and H-pillars of the nexus, peace actors will also

need to do more to articulate the nature and scope of collaboration with humanitarian actors, and how such collaboration could work in practice. They also need to better understand the limitations as well as the opportunities of collaboration from the humanitarian perspective.

2. THE INTERLINKAGES BETWEEN THE H AND THE P IN THE NEXUS

2.1. Framing the p in the nexus

The IASC Issue Paper “Exploring Peace within the Humanitarian-Development-Peace Nexus (HDPN)”¹⁵ clearly set out the ambition and scope of the peace dimension of the HDPN and started to articulate ways in which the H- and the P-pillars of the nexus may interconnect.

The Issue Paper underlines that, in conflict-affected and protracted crisis contexts, “ensuring coherence, complementarity and collaboration across the HDPN is important in order to realize rights, reduce needs, vulnerabilities and risks, and address drivers and underlying causes of conflict over the long-term”. It asserts that “collaboration by humanitarian actors with peace actors is not contrary to humanitarian principles, and that it is important that humanitarian actions are reflective of their impact on and potential contribution to longer-term actions to reduce humanitarian need, and how they link with efforts across the Nexus to forge a sustainable peace”.

Consequently, “conflict-sensitivity, localization, context-specificity, rights-based approaches and sustainability, when put into action through targeted and complementary planning and programming across the Nexus, can become the building blocks for sustaining peace”.

It recognises that humanitarian principles are compatible with conflict prevention approaches and other engagements that

¹⁴ Peter Maurer, address at SIPRI Forum on Peace and Development, 2019, [The contribution of humanitarian action to peace](#) (ICRC).

¹⁵ IASC Results Group 4 on Humanitarian Development Collaboration, Issue Paper, Exploring Peace within the Humanitarian-Development-Peace Nexus (HDPN), October 2020,

<https://interagencystandingcommittee.org/system/files/2020-10/Issue%20paper%20-%20Exploring%20peace%20within%20the%20Humanitarian-Development-Peace%20Nexus%20%28HDPN%29.pdf>

ultimately aim to save lives (including actions to support state institutions); and that context and conflict analyses can help to ensure that humanitarian interventions ‘do no harm’ and their inevitable entanglement with local conflict dynamics. The paper identifies several areas of synergy, opportunities for collaboration, and ways in which humanitarian actors can – and already do – engage.

The Issue Paper distinguishes between “little p” actions, defined as those that focus on building the capacity for peace in societies, and “big P” actions that support and sustain political solutions and securitised responses to violent conflict. It recognises that both ‘p’ and ‘P’ approaches are relevant and important but suggest that “little p” approaches, in particular the work at local level to address key drivers in the short-to-intermediate term, may create more direct opportunities across the HDPN, and also make it possible to target vulnerable populations through direct programming. A number of key informants suggested however that the IASC paper understates the engagement of humanitarian actors in ‘big P’ processes.

As the Issue paper shows, engagement between humanitarians and peace actors, processes and programmes is not new and has been evident for many years, in different shapes and under

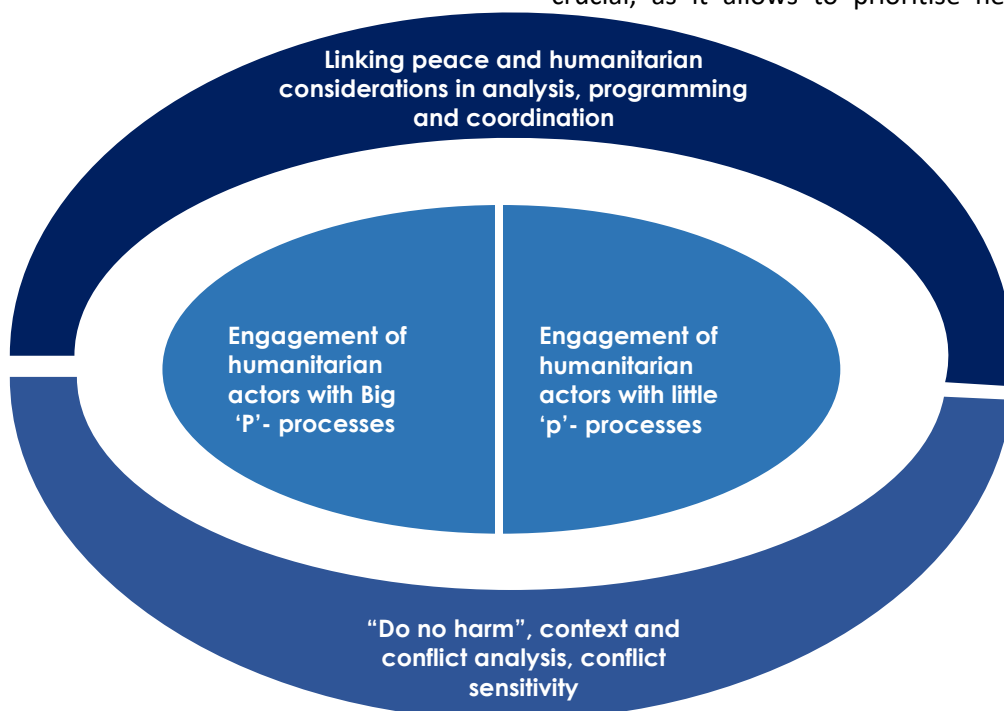
different banners. These ongoing areas of engagement are taken as the starting point for the compilation and analysis of guidance and tools.

2.2. Types of H-P interlinkages

The interlinkages between the H- and P-pillars of the nexus can be categorized in different spheres of engagement. The first one relates to joint analysis, programming and coordination processes intended to enhance the coherence and coordination across the pillars of the nexus. This is a prerequisite for any engagement under the nexus. The second level refers to more direct linkages between humanitarian and peace action, either to little-p or to big-P processes. The below sections aim to show that some degree of engagement in these spheres is already taking place. The third level relates to conflict sensitivity and Do No Harm, an essential minimum requirement for all action in conflict-affected contexts.

Linking peace and humanitarian considerations in analysis, programming and coordination

Linking humanitarian and peace dimensions in in-country analysis and planning processes is crucial, as it allows to prioritise needs and



vulnerabilities more effectively, define appropriate anticipatory or response strategies, and develop response strategies that address more structural causes of conflict or avoid exacerbating them. This linking of peace and humanitarian considerations should work in two directions. Humanitarian analysis and planning in countries, particularly by Humanitarian Country Teams (HCTs), should be informed by an understanding of the drivers of conflict and violence as well as the peace dynamics, and how these can be addressed or capitalised upon. Humanitarian organizations should support processes of HDPN analysis, planning and programming, including through UNCTs, to ensure that humanitarian considerations are appropriately reflected.

The degree of linking H and P dimensions is growing. UNCTs increasingly share analysis and engage in more joined-up planning on HDP priorities; they use the new Common Country Analysis (CCA) and United Nations Sustainable Development Cooperation Framework (UNSDCF) processes to define common HDP priorities and draw on analysis in Humanitarian Needs Overviews (HNOs), to ensure complementarity with HRPs.¹⁶ However, shifts in practice remain quite ad hoc, incoherent and often left to the priority setting and discretion of those in decision making positions. Coordination to enable such efforts needs to be streamlined for it to become a more routine practice.

Engagement of humanitarian actors with Big 'P' - processes

Humanitarian organizations, particularly the ICRC, have decades of experience negotiating directly with state and non-state parties to conflict. The objective of such engagements is mostly to negotiate access to vulnerable populations in order to deliver assistance and services, and to persuade conflict parties to comply with their obligations under IHL/IHRL.

Such engagements are hugely complex and fraught with risk, compounded in recent times by international counter-terrorism frameworks that proscribe contact with specified actors or groups.¹⁷

Some humanitarian organizations are directly involved in processes to promote and incorporate adequate humanitarian safeguards or considerations in peace processes, for instance by sharing analysis and expertise with UN Special Envoys or Special Representatives. FAO and WFP work together to provide food insecurity analysis and data to Special Representatives and Envoys, and the Integrated Food Security Phase Classification (IPC) includes analysis of conflict as a driver of food insecurity. WFP is closely involved in the Yemen peace process; UNHCR and IOM routinely serve as advisors to peace processes on refugee and IDP issues; OCHA routinely briefs Special Representatives of the UN Secretary-General (SRSGs) and Special Envoys, when they engage with armed actors and other parties to the conflict, make presentations to the UN Security Council, etc.

Humanitarian mediation may help pave the way for negotiations between parties to the conflict and broader peace processes. As the Centre for Humanitarian Dialogue has noted: "Humanitarian mediation often provides a way to begin dialogue among warring parties when other methods are impeded and it can engage non-state actors who may otherwise be excluded, as well as UN and humanitarian agencies. This can provide a valuable confidence-building process for subsequent peace negotiators."¹⁸ This area of action is complex but demonstrates the links between humanitarian negotiations and longer-term political peace processes.

Finally, there are examples of humanitarian organizations influencing the global political architecture in order to prevent or reduce violence. The involvement of the ICRC and

16 IASC, [Mapping Good Practice in the Implementation of Humanitarian-Development-Peace Nexus Approaches, Synthesis Report](#).

17 Schellhammer, L. (2021), [Breaking the Silence: Lessons from humanitarian access negotiations under counter-terrorism legislation in north-western Syria](#), Centre for Humanitarian Action.

18 Centre for Humanitarian Dialogue, [Humanitarian Mediation](#). See also, Peter Maurer, address at SIPRI Forum on Peace and Development (2019), [The contribution of humanitarian action to peace](#) (ICRC).

other organizations in global disarmament initiatives to build consensus on limiting the use of indiscriminate, harmful weapons, stands out. Advocacy on the relationship between armed conflict and hunger, led by FAO and WFP and their partners, forged a consensus among UN Member States that conflict-induced hunger is a global peace and security issue, and led to the adoption of UN Security Council Resolution 2417, underlining that the starvation of civilians as a method of warfare may constitute a war crime and acknowledging that tactics designed to induce hunger constitute a violation under IHL.

Engagement of humanitarian actors with little 'p' - processes

In recent years, humanitarian organizations have expanded their practice to support social cohesion or contribute to building resilience in their humanitarian programming, thereby making a direct or indirect contribution to peace at local level. This expansion can in part be attributed to a recognition by humanitarian organizations that they must adapt their programming to reflect the reality of protracted crises.

Organizations with different mandates and technical areas of expertise have the possibility to strengthen social cohesion or resilience in the communities in which they work. There are many examples. Food security interventions have made it possible to bring communities together through agriculture, while taking the farming political economy into account. In a 2019 review of its presence and footprint, WFP identified the many contributions its programmes have made to improve the prospects of peace in the communities they serve.¹⁹ Well-conceived Water, Sanitation and Hygiene (WASH) interventions ensure that infrastructure is provided in ways that build trust among and between communities rather than heightening divisions; for instance, by ensuring that bore holes are not placed on

boundaries where they can become ground for disputes. In many settings, well-designed work with displaced and refugee populations has bridged internal divides as well as tensions between them and host communities. Peace education programmes have helped foster tolerance, and public health interventions have similarly taken action to mitigate stigma, rumour and 'othering' that often accompany disease outbreaks in conflict-prone settings.^{20,21} Examples of strengthening the vertical dimensions of social cohesion, as well as local ownership, are also in evidence. For instance, emergency services can be delivered in ways that help build confidence and trust in state or local authorities.

'Do no harm', conflict sensitivity, and conflict analysis

It has long been recognised that a 'Do No Harm' approach is critical and should always underpin humanitarian action in armed conflicts and other settings. Similarly, the importance of adopting a conflict-sensitive approach to humanitarian programme design and implementation is increasingly recognised.

Humanitarian interventions must clearly recognise the potentially harmful and positive impacts that humanitarian action can have on the social, political and economic dynamics in a conflict context. Developing a robust analysis of conflict dynamics is essential to deliver efficient and sustainable humanitarian aid in a way that it enhances societies' self-reliance, which includes peacefulness.

As the IASC Issue Paper affirmed, these approaches *"when put into action through targeted and complementary planning and programming across the Nexus, can become the building blocks for sustaining peace"*.

A classic example of conflict-insensitive aid delivery was the re-arming of the Interahamwe in Rwandan refugee camps at the Rwanda-DRC

19 WFP, [Triple Nexus: WFP's Contributions To Peace](#).

20 Lawson, J. E. (2012), [What happens after the war? how refugee camp peace programmes contribute to post-conflict peacebuilding strategies](#), School of Peace and Conflict

Management, Royal Roads University, Canada, New Issues in Refugee Research, Paper 245.

21 WHO, [Health and Peace Initiative](#).

border after the 1994 genocide. ‘Do No Harm’ approaches have become mainstreamed since then, though usually they have focused on avoiding direct harmful consequences rather than addressing the context and root causes of conflict more deeply.²² While institutional investments in skills, capacity and resources mean that sector-specific needs assessments are increasingly tech-rich, able to produce highly sophisticated data-driven results, the practical reality is that most humanitarian organizations have limited capacity to conduct *context* analysis rather than *needs* assessments. Consequently, the long-standing commitment made by humanitarian organizations to ‘Do No Harm’ is not yet fully fulfilled.

3. MAPPING AND ANALYSIS OF EXISTING GUIDANCE AND TOOLS

3.1. Mapping of guidance and tools

The mapping of guidance and tools for this analysis is based on the interlinkages between the humanitarian and peace sectors as described above. Guidance and tools exist to link peace and humanitarian considerations in analysis, programming and coordination, consisting of HDPN-specific guidance and more general, system-wide guidance on joint analysis, programming and coordination. No specific guidance exists for big-P or little p-actions, but little-p approaches – and sometimes big-P approaches – are often captured in organizational frameworks on sustaining peace or other guidance and tools on contributing to peace.²³ This is complemented by a range of guidance on Women, Peace and Security (WPS) and Youth, Peace and Security (YPS). Finally, there is a plethora of guidance and tools available on context and conflict analysis, conflict sensitivity and Do No Harm.

²² Anderson, M. B. (1999), [Do No Harm: How Aid Can Support Peace - Or War](#), Lynne Rienner Publishers.

²³ More specific guidance on big-P type of approaches can for instance include guidance on engaging with armed actors or

The mapping of available tools and guidance for humanitarian actors on the H-P dimension of the HDP nexus is organized under the following categories:

Guidance and tools for linking peace and humanitarian considerations in analysis, programming and coordination.

- Overarching frameworks and guidance on the HDP-nexus
- System wide guidance and tools on joint analysis, programming and coordination
- Sectoral or agency-specific guidance on the HDP-nexus.

Guidance and tools for contributing to peace.

- Overarching guidance on sustaining peace
- Agency-specific guidance on contributing to peace
- Guidance and tools related to gender and youth.

Guidance and tools on context and conflict analysis, conflict sensitivity and Do No Harm.

- System-wide guidance and selected key tools
- Agency-specific guidance and tools for conflict analysis and conflict sensitive programming.

These guidance and tools are further categorised as ‘conceptual guidance’ or more practice-oriented ‘operational tools’. The full mapping is available in Part 2 of this paper.

It should be noted that the mapping is not an exhaustive list of resources. It is limited to relevant guidance and tools that could be collected within the timeframe and scope of the assignment. It prioritises material that was developed or shared by IASC RG4 members, and includes some additional relevant material produced by and for a wider audience.

humanitarian diplomacy. This kind of guidance has not been included in this mapping.

3.2. Analysis of the relevance and usefulness of available guidance and tools

The analysis of guidance and tools focuses on the question whether the currently available guidance and tools meet the needs of field practitioners working in conflict affected settings, and whether they sufficiently support operationalising the H-P interlinkages in the nexus. The interviews highlighted that practitioners are eager to learn, understand and find ways to integrate HDPN approaches into their work. It is however important to note that many started off by highlighting the general limitations of guidance and tools, and placed much more emphasis on other factors that they believe obstruct operationalisation of the HDPN, which they felt could not be addressed by more guidance or tools.

3.2.1. Guidance on linking peace and humanitarian considerations in analysis, programming and coordination

The analysis indicated that most IASC RG4 members still grapple internally with what the nexus means for their work. A growing body of material provides useful background knowledge on the HDPN nexus, and what linking with the P-pillar would entail. Sources include the IASC's Issue Paper *Exploring Peace within the Humanitarian-Development-Peace Nexus (HDPN)* and the Peace Promise,²⁴ launched at the World Humanitarian Summit in 2016, which offers a foundational set of commitments with respect to the 'peace' pillar of the HDPN, and a number of recently developed analytical papers. Yet, most system-wide guidance on the HDPN remains primarily conceptual, and this has clearly led to more internal reflection within organizations and the

broader system on HDPN-programming. However, most of this guidance does not yet articulate clearly what the nexus and its 'P' pillar require in practice, and does not provide practical guidance on how to contextualise and operationalise the HDPN at programme level or in country strategies.

A key area where more clarity would be appreciated is in how the 'peace' pillar is brought into system-wide analysis, planning and programming frameworks and how this is coordinated. Current guidance on developing an HRP does not discuss conflict analysis or conflict sensitivity as part of its process.²⁵ While OCHA has advised HCTs on how to understand and integrate drivers of violence and conflict in their analyses and planning processes, current practice in this regard is inconsistent. There is limited capacity available to develop or collate analyses of wider conflict environments, and overlaying or integrating such broader analyses into needs and vulnerability analyses has proven challenging.

The recent UN SDG's *Companion Piece* on the HDPN does include conflict analysis as one of the dimensions of its planning phase, but provides little detail on how to. The forthcoming Guidance Note on conflict analysis, conflict sensitivity and peacebuilding can possibly fill this gap. Yet, actually integrating conflict analysis in the overall assessment is at risk of getting snowed under in practice, as there are so many angles to consider. The same can be said of the RG4 light guidance on collective outcomes, which mentions the need for conflict analysis and Do No Harm, but places little specific emphasis on it as the overall language on needs, vulnerabilities and 'leaving no one behind' still dominates.²⁶

24 [The Peace Promise: Commitments to More Effective Synergies among Peace, Humanitarian and Development Actions in Complex Humanitarian Settings](#)

25 The reference in the HRP guidance that is most relevant and comes closest to conflict analysis, while remaining quite vague is: **Underlying causes, which states:** *The HNO analysis will indicate the immediate, underlying and root causes of the various humanitarian needs. Causes that are not directly related to the crisis may indicate that the problems are structural and require long-term development responses. For example, some*

people may not be able to meet their basic needs due to chronic lack of work opportunities, without this having been worsened by the crisis. The causal needs analysis informs options of collaboration with the government and development actors, as appropriate.

26 UN-IASC (2020), [Light Guidance on Collective Outcomes](#).

At country level, some important initiatives are underway to bring coherence to the understanding of the ‘peace’ pillar, and some country-specific guidance is being produced. For example, the Nexus taskforce in Cameroon, composed of government representatives, local and national non-governmental organizations (NGOs) and international NGOs (INGOs), donor agencies, private sector and UN entities, has started to develop a specific note on peace in the HDPN.²⁷ The aim is to create consensus on what peace means in and for Cameroon and how the different actors and stakeholders can play a role in the HDPN, including contributions to peace, and how complementarity and collaboration can be enhanced. Such initiatives can provide important learning for other situations.

Reflecting on this gap in practical guidance and tools, many informants noted that the specific context will always need to determine the degree to which humanitarian and peace efforts are complementary, and therefore the nature of the engagement between humanitarian and peace actors. This brought up the question on whether more system-wide guidance on the HDPN is desirable and useful. Some stated that system-wide guidance may help to create a stronger authorising environment in which individual organizations can explore practical ways of operationalising the HDPN, if it were to really sanction context-specific ways of finding complementarities between H and P actions. Many humanitarian and peace actors operating on the ground felt constrained by their mandates and the informal norms of their organizations, and required a stronger authorization from their leadership to develop context-specific practical solutions. Others are more cynical about how a ‘nexus industry’ has emerged and whether energy should be spent on generating more tools and guidance, as emphasis should instead be placed on making it work in practice. Many field practitioners argued that

that it might be most useful to make available and widely disseminate authentic case studies that show how the HDPN is implemented practically, what kind of coordination processes worked (or did not), and how the dilemmas are dealt with in reality.

3.2.2. *Guidance on contributing to peace*

A body of tools and guidance on contributing to peace is available, most of which is generated by multi-mandate UN organizations. This guidance is primarily sectoral in focus. It reflects individual organizational mandates and corporate frameworks, is influenced by the Sustaining Peace Agenda, and does not necessarily reference the HDPN. Typically, it is more “little p” related, although some refer to big-P processes (for instance WHO’s health diplomacy).

Often this guidance starts at the policy or corporate level, is an articulation of the organization’s commitment to sustaining peace, sets its level of ambition, and serves as a compass to the institution to deliver on these commitments. Such guidance mostly remains at the conceptual level, but tends to serve as a springboard for the development of more operational guidance and tools. Examples are the FAO Corporate Framework, WHO’s Health and Peace Initiative, WFP’s analysis of its contributions to peace in collaboration with SIPRI. Many of these are complemented – or preceded – by policy-oriented documents, that equally express the organizations’ commitment to sustaining peace, such as the thematic papers developed for PBSO as part of the thematic input to the 2020 review of the peacebuilding architecture²⁸, or the joint ILO, WHO, DPPA and Interpeace guidance on integrated responses to COVID-19.²⁹

Follow-on programmatic guidance has been developed by a number of these organisations, including for instance UNICEF’s multi-risk

²⁷ This guidance is not publicly available

²⁸ <https://www.un.org/peacebuilding/content/thematic-papers>.

²⁹ ILO, WHO, DPPA, Interpeace (2020), [From crisis to opportunity for sustainable peace: A Joint perspective on](#)

[responding to health, employment and peacebuilding challenges in times of COVID-19](#); ILO (2021), [Employment and decent work in the HDP Nexus](#).

programming guidance that has peace as a central goal; ILO's handbook on employment in fragile states in the context of the HDPN, and OXFAM's guidance on programming across the nexus. WHO and FAO are in the process of developing more detailed operational guidance, and UNICEF is further expanding its guidance and integrating it more deeply into its programming cycle.

Interestingly, the COVID-19 pandemic appears to have accelerated the international system's efforts to evolve a more integrated response to crisis at scale, and most new guidance and tools concentrates on COVID-19 than on crises more broadly. Much of this guidance is however still relatively applicable beyond the COVID-19 pandemic response.

The role of donors is pivotal. Some informants suggested that multiple guidance and tools were born out of the need to codify and enhance organizational capacity to contribute to the programme design and implementation processes of the Peacebuilding Fund.³⁰ Many donors, including Canada, Sweden, Belgium, South Korea, and the EU, are reportedly developing strategic frameworks and policy notes that will pave the way for more operational tools and guidance on their funding strategies with respect to the HDP nexus.

3.2.3. Conflict analysis, conflict sensitivity, 'Do No Harm'

Although the Do No Harm principles for a long time acquired a strong commitment from humanitarian and development organizations, the Sustaining Peace agenda has given another push to the development of analysis and conflict sensitivity tools by many organizations, with multi-mandated organizations leading the charge.³¹ Prior to these recent developments, most guidance on conflict analysis and conflict

sensitivity was produced by peacebuilding organizations and NGOs with peacebuilding as part of their mandate. This tended to be more generic, less tailored to the specific sectoral or technical mandates of agencies. Consequently, little guidance is available that is explicitly designed to assist humanitarian organizations to undertake conflict analysis and apply conflict-sensitive approaches, taking the specific modalities of operation of humanitarian action into account.

Field staff reported that awareness of conflict analysis and conflict sensitivity tools, and their uptake, are limited and *ad hoc* at best. In part, this is related to organizations prioritising the assessment of needs, risks and vulnerabilities rather than the root causes of crises. Interviewees mentioned that there is a prevailing understanding that context assessments are a waste of time and resources **unless** they are tied closely to operations and made useful for operational action. At the moment, if conflict analyses are carried out, they are mostly outsourced, and findings are often not adequately linked to programming or interventions. Where organizations have started to require conflict analyses, staff tend to perceive this as an additional compliance burden rather than something that meaningfully informs and strengthens the design and delivery of humanitarian programmes.

At country level, some humanitarian organizations have formed partnerships or connections with national NGOs that provide conflict analysis. In many cases it has proven challenging to translate the outputs from the conflict analysis into tangible recommendations that can be utilized for programming decisions. Some interesting initiatives are however underway. As part of a joint venture in Eastern DRC, the ICRC and partner organizations are developing a more

30 A handful of tools and guidance publications from outside the UN system have been included in Part 2 because they are of particular relevance to humanitarian actors.

31 For example, UNHCR reported that, to strengthen its capacity to be conflict sensitive, it signed a framework agreement with the Graduate Institute of International and Development Studies in 2015. The project, titled "Action

Learning for Conflict Analysis (ALCA): Promoting System-Wide Analytical Capabilities across the Triple Nexus, also now involves OCHA and the Centre on Conflict, Development and Peacebuilding (CCDP). ALCA is currently supported by the UK Foreign, Commonwealth and Development Office (FCDO).

robust conflict sensitivity analysis. This institutional pilot aims to provide learning and recommendations that may make it possible to reflect and develop internal guidance on how to integrate conflict sensitivity analysis more broadly in programmes and across the organization.

3.3. Uptake and user-friendliness of existing guidance and tools

Guidance and tools remain just that when they are not taken up or considered useful by those trying to implement the HDPN. The uptake of guidance and tools strongly depends on its relevance as well as the instructions that accompany their purpose and usage. Often considered as an add-on to daily work and within a plethora of guidance and tools being developed, the user-friendliness and specific focus on target audiences is critical to ensure the uptake and effectiveness of shared tools and guidance.

Tools and guidance considered to be most useful and practical are those generated through internal processes and that draw on staff's day-to-day operating environments and organizational strategies and mandates. The usefulness and uptake of tools is equally strengthened by reflecting and involving field practitioners in their development. For example, WFP teams are using 'Every Day Peace Indicators' in South Sudan. These have been developed by the country team to encourage communities to participate and engage with one another, taking account the context and teams' capacities.

Country-specific examples of guidance are viewed as an important counterweight and complement to more global, HQ led and driven generic guidance. Overall, there is a strong sense that the operationalisation of the HDPN is almost entirely dependent on the specific context, and therefore predominantly 'area-based' or sectoral in nature; and that guidance and tools need to be developed accordingly.

The lack of wide dissemination and promotion of flagship documents, tools and guidance has hindered their uptake. Even the IASC Issue paper on Exploring Peace within the HDPN was not widely known to the practitioners interviewed, and many expressed a strong interest in seeing the paper. Furthermore, the uptake of guidance and tools at field level seems to largely depend on individual interest and leadership rather than on institutional incentives. When guidance and tools are shared by headquarters, they often are not accompanied by specific instructions on their use. Similarly, monitoring systems are often not in place to monitor how, why and when tools or guidance are used, and therefore accountability around the use of conflict analysis and conflict sensitivity remains weak.

Overall, currently available guidance and tools are not perceived to be very user-friendly. They are long, text-heavy, filled with references to policy commitments that have little direct influence on the ground, and provide very little step-by-step process guidance that can be used in the field. The sheer volume of guidance and other information tools is overwhelming and can cause field staff to feel overburdened. This also leads to guidance and tools being left aside until brain space and time commitments to absorb the information becomes available – something that rarely happens.

Several informants described the animated video produced by Interpeace, FAO and IOM³² as an effective tool in content and format. The video is able to visualise the HDP nexus and related dilemmas in a concise, accessible, engaging and user-friendly way. This suggests that the format of tools significantly influences their use and uptake, especially by field staff who have little time, few resources and multiple competing priorities. Operationally relevant, clear and simple explainers, plain guiding questions, and straightforward practical process steps are preferred.

³² [Connecting the dots: Visualizing the P in the Humanitarian - Development - Peace Nexus](#)

4. FILLING THE GAPS: TOWARDS A BROADER 'H-P' TOOLBOX

The analysis highlights substantial gaps in available guidance and tools to support practitioners to better understand the linkages between the peace and the humanitarian pillars of the HDPN and how to operationalise this.

Despite the wealth of conceptual papers and guidance, confusion around the P-pillar of the nexus remains, which stands in the way of finding context-specific approaches that combine peace and humanitarian considerations in the most effective way. Guidance on integrating the H- and P dimensions in system-wide analysis and planning processes currently insufficiently reflect and appropriately ensure both humanitarian and peace considerations. There continues to be a significant gap in practice-oriented operational guidance, even if there has been a considerable push in organization-specific programming guidance and tools in recent years. Specific sectoral guidance has been on the rise, more tailored to the specific mandates or technical expertise of the organization, which has somewhat increased its uptake. Conflict analyses and conflict-sensitivity guidance seem to be riding the same wave, although there remains a significant gap in conflict analysis that is sufficiently tailored to the specific modalities and timeframes of humanitarian action. Across the board, most guidance and tools are not sufficiently user-friendly, due to their sheer volume and text-heavy formats. There is a need for more practical, simple and process-oriented guidance.

How can this gap be addressed? And what can additional guidance and tools bring to the table?

The interviews and analysis clearly show a need for additional support in understanding the linkages between humanitarian and peace action in order to capitalise opportunities for enhanced complementarity and collaboration. However, it also became evident that additional guidance and tools will not be able

to address this issue in and by itself, as many believe the obstacles to operationalise the nexus go beyond guidance and tools and the solutions they are able to provide. These broader factors fall outside of the scope of this analysis but do warrant a broader view and perspective on guidance and tools, and a recognition that there are clear limitations to what guidance and tools alone can achieve.

This paper puts forward recommendations on what guidance and tools may still be useful, as per the scope of this exercise, and complements it with recommendations on flanking measures that are necessary for such guidance and tools to play their part in strengthening the linkages between humanitarian and peace actions on the ground. This broader 'toolbox' approach should at a minimum consist of the following elements:

4.1. Additional guidance and tools

An 'H-P' guide?

Despite the wealth of conceptual guidance, a system-wide guidance note for humanitarian actors engaging with the 'peace' pillar could still be beneficial and relevant. It would need to provide a deeper unpacking of the Peace pillar and the 'H-P' relationship, and in particular elaborate on dilemmas that might arise such as principled humanitarian action and the nexus, and how these can be mitigated. It would need to create a strong authorising environment that empowers context-specific, country-level and area-based approaches to identifying potential H-P complementarities and leveraging them appropriately in the interests of conflict-affected populations. This guidance would best be accompanied by a version presented in an easily accessible format (animated video, infographic) which would be widely disseminated.

Documenting and disseminating 'H-P' experience and best practices

Best practices and lessons learned based on real life scenarios are considered to be crucial learning materials. Field practitioners have expressed the appetite and need for more practical examples of how H-P connections have been forged and how dilemmas have been grappled with; what has worked and what has not worked. In addition, humanitarian organizations have been involved for many years with peace actors in both 'big P' and 'little p' processes and programmes. There is thus an opportunity and a need to reflect on, document and disseminate experiences of such H-P connections, to inform current and future action.

Organization-, sector-, and country-specific guidance and tools

The trend towards organization-specific guidance is welcomed and can be further supported, in particular for the development of more operationally oriented guidance and tools, with a stronger embedding into results frameworks and accountability mechanisms. Incentives need to be strengthened around the actual use of these tools, although this needs to be balanced with space for individual teams to apply the tools in a context-specific manner. Minimum standards need to be adhered to (i.e. doing conflict analysis, linking the outputs of the analysis into programming, continuous monitoring of conflict sensitivity concerns and risk mitigation). Donors can have a pivotal role in further incentivising this.

Sector-specific guidance can also be helpful, as it creates greater opportunities for multiple organizations to collaborate around a sectoral area. Humanitarian clusters could convene actors within a sector to develop these jointly. Country-based or area-based guidance, developed by stakeholders in country, have a great potential to strengthen complementarities in a context specific manner. Additional support to country teams to develop these would be required (see the recommendation on broader accompaniment).

Guidance on enriching needs assessments with broader context and peace analysis

Although tools that discuss conflict analysis, conflict sensitive approaches and the 'Do no harm' principle are available, they rarely address humanitarians directly and are not adapted to their operational practice. Integrating a context analysis, which explicitly looks at drivers of conflict and peace, into humanitarian needs and vulnerability assessments is necessary to ensure that humanitarian action does not worsen, and helps to alleviate suffering and address structural causes of conflict.

4.2. Strong leadership and a culture of collaboration

Guidance and tools cannot realistically be expected to achieve much if they are disseminated into an environment that is not open to seizing opportunities for enhanced complementarity and collaboration. Leadership, at multiple levels, is essential.

OCHA's role is critical and both its organizational 'mandate' and its longstanding experience at field level enable it to support system-wide progress in this area. Due consideration should be given to augmenting OCHA's institutional capacities in this area. At country level in particular, dedicated resources are required to support HCTs to understand and better utilize the complementarities between humanitarian and peace action. Disseminating guidance and tools play a part; but it may be more important to make it easier for humanitarian organizations to inform themselves of HDP analyses and planning processes that UNCTs or other mechanisms undertake; and to ensure that, when HCTs develop HNOs and HRPs, they have a comprehensive understanding of the environment in which they are operating.

At country level, there is a significant leadership role for RCs/HCs and their offices, to leverage their convening authority to bring different actors around the table, work across

siloes, seek out synergies, and secure spaces for collaboration across the HDPN. There is a corresponding need to both support leaders to undertake such actions and hold them accountable in case this does not happen.

At organisational level, senior leadership needs to show strong commitment to operationalising the HDPN, not only in words, but by translating commitments into operational guidance and building up the capacities of staff. Leadership further needs to encourage innovation and incentivise risk-taking, including by establishing a culture of collaboration beyond traditional partnerships. Staff that proactively engages with others across institutional and thematic boundaries need to be rewarded, not fearing for repercussions.

4.3. Expanding capacity and skills for context analysis and conflict sensitivity

Expanding the in-house competencies and skills for conflict analysis and conflict sensitivity is crucial, through recruitment processes, onboarding and training. Practitioners mostly prefer peer-to-peer learning exchanges and training in which participants discuss real life challenges, share their experiences and identify potential solutions. These activities deliver new skills and capacity more effectively than just reading a document. The potential of the Nexus Academy to build HDPN expertise across the system offers an opportunity to support institutional and system-wide change in the way people think, operate and collaborate.

Some organizations have started to set up systems for capacity support to programme staff, for instance by appointing regionally-based conflict advisers; and facilitating conflict sensitivity ‘programme clinics’ like those pioneered by FAO with Interpeace. Their aim is to ensure that conflict sensitivity becomes meaningfully integrated in institutional

practice. Such initiatives, that deepen capacity and develop skills are critical to ensuring that tools and guidance indeed have an impact.

4.4. Accompaniment of staff and partnerships with peacebuilding organizations

To assist in-country staff to identify and analyse complementarities in humanitarian and peace action, a model of accompaniment by dedicated personnel and experts can be helpful. UN Peace and Development Advisors (PDAs) and an increasing number of Nexus Advisers provide accompaniment where possible but are often over-burdened and at risk of getting stuck into complex and time-consuming coordination processes. Additional support is necessary, both to individual agencies and to the collective.

Significant efforts have been made by INGOs (Interpeace, International Alert, Search for Common Ground, and others) to try and add a peacebuilding lens to the work of development and humanitarian organizations, although this is currently happening at small scale. These initiatives have been limited by numerous capacity constraints, such as funding, the procurement rules of UN agencies), but also the way humanitarian organizations prioritise and value this kind of input. The conflict sensitivity hubs set up in various countries provide a good model and should be expanded.³³

Some humanitarian organizations have begun to form partnerships with organizations with peacebuilding expertise. Notable examples include FAO’s partnership with Interpeace and WFP’s partnership with SIPRI. In such accompaniment models, these partners support the organizations during their journey to sharpen their understanding of peace and conflict, engage with the ‘peace’ dimension of their work, and identify opportunities to change and deepen their organizational

³³ Groenewald, H., Kaltenpoth, F. (2021), [Supporting conflict sensitivity through country-focused facilities Lessons from](#)

[Libya, Lebanon, South Sudan and Yemen](#), Conflict Sensitivity Community Hub.

capacity. Such models should be further explored and promoted.

PART 2

MAPPING OF AVAILABLE GUIDANCE AND TOOLS ON LINKAGES BETWEEN THE H- AND THE P-PILLARS OF THE HDP NEXUS

The mapping of guidance and tools is structured in three tables:

TABLE A | Guidance and tools for linking peace and humanitarian considerations in analysis, programming and coordination:

1. Overarching frameworks and guidance on the HDP Nexus
2. System wide guidance and tools on joint analysis, programming and coordination
3. Sectoral or agency-specific guidance on the HDP Nexus

TABLE B | Guidance and tools for contributing to peace:

1. Overarching guidance on sustaining peace
2. Agency-specific guidance on sustaining peace
3. Guidance and tools related to gender and youth

TABLE C | Guidance and tools on context and conflict analysis, conflict sensitivity and Do No Harm:

1. System wide guidance and selected key tools
2. Agency-specific guidance and tools for conflict analysis and conflict sensitive programming

Please note that this categorization is somewhat arbitrary, as many documents span across different categories. This list of resources is not exhaustive and can be updated and complemented over time. The mapping focuses foremost on guidance and tools that have been developed and shared by IASC RG 4 members, and adds some additional material that is produced for a wider audience.

TABLE A | Guidance and tools for linking peace and humanitarian considerations in analysis, programming and coordination

1. Overarching frameworks and guidance on the HDP-nexus					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool
The Peace Promise: Commitments to More Effective Synergies among Peace, Humanitarian and Development Actions in Complex Humanitarian Settings	PBSO	2016	The Peace Promise is a set of shared commitments of HDP actors to simultaneously deliver humanitarian assistance, be conflict-sensitive, develop synergies in their programmes, and address the drivers of violent conflict. It has been endorsed by 30 UN entities and NGOs.		
Key Messages on the Humanitarian-Development Nexus and its Links to Peace	UNSDG, IASC	2019	Reducing risks and vulnerabilities is a shared commitment of the UN and the IASC. They recognise that new working methods are necessary across the humanitarian and development sectors, especially to improve the protection environment and contribute to prevention and peace. This factsheet contains key messages on the H-D nexus, with a focus on protracted contexts.		
OECD DAC Recommendations on the Humanitarian-Development-Peace Nexus	OECD, DAC	2019	The DAC Recommendation on the Humanitarian-Development-Peace Nexus aims to provide Adherents with a comprehensive framework that incentivises more collaboration and complementary of humanitarian, development and peace actions, particularly in fragile and conflict-affected situations. It aims to guide and support this collaboration, and build a common approach across OECD-DAC members, non-OECD-DAC members and other organisations that become Adherents to the Recommendation.		
Issue paper: Exploring Peace within the Humanitarian-Development-Peace Nexus (HDPN)	IASC RG4	2020	This Issue Paper contributes to inter-agency reflections on the HDPN 'peace' component. It emphasises potential peace engagement pathways in humanitarian action. It outlines how humanitarian actors can ensure context/conflict analysis and develop conflict-sensitive programming. It sets out a spectrum of peace actions that can improve HDP complementarity as well as coordination and collaboration between HDP actors.		

Connecting the dots: Visualizing the P in the Humanitarian - Development - Peace Nexus	Interpeace, FAO, IOM	2020	This video clarifies and unpacks key concepts, reflects on challenges associated with the 'peace' pillar, and examines how contributing to peace might look in practice for HDP actors. It shows how to develop more coherent and aligned actions that advance the shared overarching goal of achieving self-reliant, resilient, and peaceful societies.		
2. System wide guidance and tools on joint analysis, programming and coordination					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool
Light guidance on collective outcomes	IASC RG4	2020	This guidance is aimed at senior management across the humanitarian, development and peace community at country level, for planning and implementing collective outcomes within the humanitarian-development-peace nexus in contexts of protracted crisis.		
Humanitarian Development-Peace (HDP) Cooperation Framework Companion Piece	UN SDG	2020	This companion piece offers guidance on how to develop the Common Country Analysis (CCA) and Cooperation Framework with stakeholders across the development, humanitarian and peace dimensions. It includes sections on 1) the CCA phase; 2) the Cooperation Framework design phase; 3) Joint programming to address vulnerability and conflict sensitivity; and 4) Funding and financing.		
Leaving No One Behind: A UNSDG Operational Guide for UN Country Teams	UN SDG	2019	This operational guide provides a framework to UN Country Teams on the application of the guiding principle of the Leaving No One Behind in the context of the Cooperation Framework. It uses a step-by-step approach, a framework to adapt and employ relevant tools from across the UN system to assess who is left behind and why, to sequence and prioritize solutions, track and monitor progress and ensure follow-up and review. It also aims to integrate this methodology into UN programming and policy support for Member States.		
Joint Recovery and Peacebuilding Assessments (RPBAs) A Practical Note to Assessment and Planning	World Bank, EU, UN	2017	The UN, World Bank (WB) and EU have been jointly coordinating assessments in recovery settings. Developed in consultation with partners, this note describes lessons learned and presents a revised platform for joint recovery and peacebuilding assessment and planning.		

3. Sectoral or agency-specific guidance on the HDP Nexus					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool
From crisis to opportunity for sustainable peace: A Joint perspective on responding to health, employment and peacebuilding challenges in times of COVID-19	ILO, WHO, DPPA, Interpeace	2020	This text offers general and practical guidance on how to adapt programming and other interventions in the context of COVID-19, do no harm, and strengthen prospects for peace. The text was written for national governments and donors, employers' and workers' organizations, international agencies, and CSOs engaged in COVID-19 response.		
Employment and decent work in the HDP Nexus	ILO	2021	This guide is intended to support national governments and donors, employers' and workers' organizations, international agencies, ILO officials and other practitioners and partners. It reiterates the central role of ILO in fragile contexts, specifically in the HDPN. It introduces key concepts, defines situations of this kind, provides practical instructions and guidance, and outlines multidisciplinary approaches to recovering, creating and protecting decent work opportunities.		
The Humanitarian-Development-Peace Nexus: What does it mean for multi-mandated organizations?	Oxfam	2019	In this discussion paper, Oxfam shares good practices and lessons it has learned in the HDP space and puts forward some ideas based on its programme, policy and funding expertise.		
Transforming the Systems that Contribute to Fragility and Humanitarian Crises: Programming across the triple nexus	Oxfam	2021	This note describes tensions and dilemmas that Oxfam has faced when programming across the nexus. It sets out new policy and guidance for programming on how to address these dilemmas.		
A Brighter Future for Fragile Contexts	World Vision	2019	This working paper outlines how World Vision, in partnership with others, intends to leverage humanitarian, development, and peacebuilding efforts to realise the rights of children living in fragile contexts. It defines the problem, recommends specific collective actions, and highlights key conceptual elements for addressing fragility.		

Navigating the Nexus in the Democratic Republic of Congo	World Vision	2020	This case study examines World Vision's experience of working across the nexus in eastern DRC. It identifies promising practices and key challenges when operationalising the nexus at field level, and presents lessons learned and recommendations.		
Operationalising the Humanitarian-Development-Peace Nexus: Lessons from Colombia, Mali, Nigeria, Somalia and Turkey	IOM	2019	This note shares experiences from selected countries, to inform IOM's engagement with other partners and promote effective operationalisation of the HDP.		
Mapping Good Practice in the Implementation of Humanitarian-Development-Peace Nexus Approaches: Synthesis Report	IASC RG 4	2021	This synthesis reports aims to provide a global overview of where and how HDP nexus approaches are implemented, and gather good practices and lessons learned. The mapping was conducted by a subgroup of IASC Results Group 4, convened by OCHA, who developed the concept and agreed on a set of survey questions and countries. The mapping covers the thematic areas of peace, gender and local actors and how they are features in the HDP nexus approach. The report summarizes the key findings based on analysis across 15 individual country reports, outlining areas where progress has been made, and challenges and gaps that require further support.	n/a	n/a
The OECD/DAC review		2022	In the process of being finalized.	n/a	n/a
The Triple Nexus in Practice: Toward a New Way of Working in Protracted and Repeated Crises	NYU CIC	2019	This review evaluates progress on the New Way of Working. It was commissioned by the United Nations Development Programme (UNDP) and was prepared in consultation with other UN partners in the Joint Steering Committee to Advance Humanitarian and Development Collaboration (JSC).	n/a	n/a
Connecting the Pieces of the Puzzle: the EU's Implementation of the Humanitarian-Development-Peace Nexus	ECDPM	2021	This discussion paper offers the EU's institutional HDP partners an accessible description of the EU's conception of the HDPN, including the rationale for a nexus approach, and describes the dynamics and challenges that need to be considered.	n/a	n/a

The Humanitarian-Development-Peace Nexus: Towards Differentiated Configurations	UNRISD	2020	This working paper problematises conceptual approaches to the HDPN. It aims to encourage a multifaceted debate, argues that further research is needed on silo thinking and ideological differences, provides a range of organizational perspectives, and critiques concepts of the nexus that disregard contextual particularities.	n/a	n/a
Fit for Fragility: Practice to Policy	OECD	2020	Drawing on case studies and a secondary literature review for the Fit for Fragility project, this working paper provides guidance on navigating complex environments, identifying challenges, and strengthening coherence through effective coordination and collaboration across the HDPN.	n/a	n/a

TABLE B | Guidance and tools for contributing to peace

1. Overarching guidance on sustaining peace					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool
Guidance on Sustaining Peace	PBSO	2017	In this background paper designed for HDP actors , the UN Peacebuilding Support Office clarifies what the Sustaining Peace agenda means. It discusses the resolutions behind the agenda and outlines the ‘What’, ‘When’, ‘Who’ and ‘How’. It identifies steps that can be taken to sustain peace, and its relation to the SDGs.		
Good Practice Note on Conflict Sensitivity, Peacebuilding and Sustaining Peace	UN SDG	Expected in 2022	This guidance note highlight the importance of conflict sensitivity in policies, programmes and activities of the UN system; and presents a common framework that will enable the UN system to understand the impacts of its work on peace and conflict and promote conflict sensitivity, peacebuilding and sustained peace.		
2. Agency-specific guidance on contributing to peace					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool

Corporate Framework to support sustainable peace in the context of Agenda 2030	FAO	2018	The objective of this corporate framework is to guide the FAO in carrying out its mandate. In its areas of competence and comparative advantage, FAO seeks to achieve a more deliberate and transformative impact on sustaining peace. The framework is written for FAO as an organization, including all personnel in all geographic locations. It also speaks to all FAO's member states and governing bodies.		
Food security, sustaining peace and gender equality: conceptual framework and future directions	FAO	2017	This discussion paper seeks to understand how addressing specific priorities of men and women in food interventions in Food Security in Fragile and Conflict Affected States (FCAS) might shape processes for sustaining peace and gender equality.		
Towards durable solutions: FAO's programming in forced displacement contexts	FAO	2021	This brochure reviews FAO's work in forced displacement contexts. It discusses key approaches to forced displacement programming and policy, including tailored approaches to partnership, data and evidence. FAO's objective is to achieve durable solutions to forced displacement for both displaced and host communities. It explores examples of FAOs work.		
FAO compendium to support the formulation of Peacebuilding Fund (PBF) projects	FAO	2021	Internal guidance document to provide FAO decentralized offices with an accessible document to consult when formulating concept notes and project proposals for consideration by the PBF, and includes context analysis, theory of change and the development of the monitoring, evaluation, accountability and learning framework to measure and evaluate the peacebuilding impact of FAO projects.		
Operationalizing Pathways to Sustaining Peace: A How-to Guide	FAO	Pending 2022	This guide offers practical guidance on how to ensure conflict sensitivity and maximize contributions to local peace in the context of FAO's mandate. It offers illustrative pathways and practical examples, as well as practical guidance on integrating these potential contributions to peace into results frameworks.		
Sustaining peace and forced displacement	UNHCR	2020	This paper discusses the linkages between forced displacement and sustaining peace, and presents examples of UNHCR protection intervention that contributed to a reduction in violence and contributed to broader sustaining peace efforts.		
UNICEF and Sustaining Peace. Strengthening the Socio-	UNICEF	2020	This brief was UNICEF's contribution to the 2020 UNSG Peacebuilding and Sustaining Peace Report. It makes the case for strengthening the international		

Economic Foundations of Peace through Education, Young People's Engagement and WASH			focus on socio-economic dimensions of sustaining peace. It shows how UNICEF's work and approach help to sustain peace through youth-centred peacebuilding programming in education, young people's engagement, and WASH.		
Case Study – South Sudan on Humanitarian Action, Conflict Sensitivity and Peacebuilding through Education	UNICEF	2015	This text examines the role education can play in South Sudan's conflict-induced humanitarian emergency, including adjustments made by the Peacebuilding Education and Advocacy programme. It is written for UNICEF staff, implementing partners and other humanitarian practitioners in the education and peacebuilding field. The study hopes to promote discussion to improve humanitarian responses to conflict-induced crises and support for peace transitions.		
Guidance for Risk-informed Programming	UNICEF	2018	This guidance is designed to help UNICEF and its partners assess and manage risks better. It complements and supports UNICEF's work on disaster risk reduction, climate change adaptation, social protection, emergency preparedness, and peacebuilding. It brings a child-centred, risk-informed approach to both the humanitarian and development programming of UNICEF and its partners and makes building resilience and peace a central goal of all child rights-focused programming.		
Sustaining Peace through decent work and employment	ILO, DPPA	2021	This document considers how underemployment and lack of decent work can exacerbate conflict, particularly in the context of COVID-19. It offers guidance on the strategic choices required to identify pathways to sustaining peace in the HDPN.		
Guidance note: Jobs for Peace and Resilience – A response to COVID-19 in fragile contexts	ILO	2020	This guidance note is written for ILO constituents, offices, technical specialists and partners operating in fragile contexts. It brings together a range of potential initiatives that could be implemented to address the consequences of COVID-19 in fragile contexts, using the Jobs for Peace and Resilience (JPR) approach.		
Handbook on how to design, monitor and evaluate Peacebuilding results in jobs for	ILO	2019	This handbook provides practical step-by-step guidance and tools for achieving peacebuilding results in employment programmes that are implemented in fragile and conflict-affected contexts. It includes guidance on how to conduct conflict and		

peace and resilience programmes			fragility analyses; develop specific peacebuilding outcomes, outputs and indicators; and establish baselines for designing and monitoring projects.		
Health and Peace Initiative	WHO	2020	This White Paper outlines the contribution of the WHO to the Sustaining Peace Agenda. It explores how WHO's comparative advantage as the leading global health agency can be brought to bear to mitigate the impact of armed conflict and violence and to improve the prospects of lasting, local peace within the scope of its mandate.		
Health and Peace Handbook	WHO	Expected in 2022			
Policy on WFP's Role in Peacebuilding and in Transition Settings	WFP	2013	This policy for WFP staff members sets parameters for WFP's involvement in peacebuilding activities as part of UN efforts to enable countries emerging from conflict to transition towards peace. It proposes eight key principles to guide WFPs work in these difficult settings, including 'Do no harm' and contextual understanding and the foundational aspect of conflict sensitivity. This policy is currently being evaluated. Results will be presented to the Executive Board later this year (2022).		
The World Food Programme's contribution to Improving the Prospects for Peace	WFP, in partnership with SIPRI	2019	This is a product of the knowledge partnership between SIPRI and the WFP. It assesses whether WFP's programming contributes to improving peace prospects, how it contributes, and whether there are negative effects. This knowledge partnership has also produced country specific reports, with more expected to come in 2022. The World Food Programme's Contribution to Improving the Prospects for Peace in Colombia The World Food Programme's Contribution to Improving the Prospects for Peace in Mali The World Food Programme's Contribution to Improving the Prospects for Peace in El Salvador		

			The World Food Programme’s Contribution to Improving the Prospects for Peace in Kyrgyzstan The World Food Programme’s Contribution to Improving the Prospects for Peace in Iraq The World Food Programme’s Contribution to Improving the Prospects for Peace in Lebanon		
Strengthening social cohesion: Conceptual framing and programming implications	UNDP	2020	This document seeks to clarify the concept of social cohesion and provide practical guidance for assessing and designing effective programmes. It explores how social cohesion assessments, methodologies and measurements can be developed and adapted. It explores theories of change in social cohesion programming. It offers practical advice on how to develop more impactful policy and programming at different levels.		
Engaging with Insider Mediators - Sustaining peace in an age of turbulence	UNDP	2020	This text explores the relevance of insider mediation in 21 st century practice and policy, explains the theoretical and practical underpinnings of the 'insider mediation' concept, and provides practical information and a step-by-step guide to engaging with insider mediators. Case studies illustrate how insider mediators work on a wide range of thematic issues, including natural resource conflicts and electoral violence.		
Peace Responsiveness: Delivering on the promise of Sustaining Peace and the Humanitarian-Development-Peace Nexus	Interpeace	2021	This paper sets out the conceptual basis for peace responsiveness, an operational concept and approach to advance conflict-sensitive and peace-contributing practice in development and humanitarian action.		
3. Guidance and tools related to gender and youth					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool
Gender equality across the Humanitarian-Development-Peace Nexus	OECD	2021	This paper offers guidance and lists actions, drawn from promising practices, that can strengthen gender equality in nexus strategies. It is based on a review by selected DAC members, which reported how adherents of the nexus		

			recommendations have integrated gender equality in their strategy and guidance for the HDPN.		
Inter-Agency Humanitarian Evaluation on gender equality and the empowerment of women and girls – companion piece	Inter-Agency Humanitarian Evaluation	2021	This document reviews progress in mainstreaming gender equality and the empowerment of women and girls in the HDPN. It identifies constraints that need to be addressed to increase gender equality and the empowerment of women and girls in the nexus, and proposes practical measures to achieve those objectives.		
With us & for us: working with and for young people in humanitarian and protracted crises	IASC	2020	These guidelines are a ‘go-to’ guide for working with and for young people in humanitarian settings and protracted crises. They include key actions at each stage of the humanitarian programme cycle, for programming across the nexus, and for sustaining peace.		
Programming Handbook Youth, Peace and Security	UNFPA, UNDP, DPPA/PBSO, FBA	2021	This handbook aims to improve operational readiness and capacity to implement the YPS agenda. It provides approaches for meaningfully including youth throughout the analysis, design, implementation, monitoring and evaluation of programmes. It emphasises that YPS programming runs across the HDP nexus and all pillars of the UN system. It stresses the value of youth sensitive conflict analyses and participatory approaches, etc., when assessing humanitarian needs. It suggests how to include youth. It calls for the adoption of a youth lens in humanitarian response plans and case studies.		
COVID-19: Working with and for young people	Compact for Young People in Humanitarian Action	2020	This guidance note is designed to assist humanitarian actors, youth-led organizations and young people to respond to COVID-19, across sectors and at local, regional and global level. It includes recommendations for ensuring that preparedness plans, response plans and actions include youth and are youth-focused.		

TABLE C | Guidance and tools on context and conflict analysis, conflict sensitivity and Do No Harm

1. System wide guidance and selected key tools					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool
Conducting a Conflict and Development Analysis (CDA)	UNDP	2017	The CDA tool provides guidance on conducting conflict analysis and applying the findings of analysis for a range of purposes. The CDA presents an agency-neutral approach to conflict analysis.		
Conflict analysis Practice Note	UN SDG	2016	The guidance note provides guidance and identifies good practices to support desk officers, planning officers and other staff in UN country teams, missions and headquarters who are responsible for undertaking a conflict analysis or are expected to contribute to one. It provides an overview of core components and existing resources for conflict analysis.		
Conflict sensitivity how-to-guide	Conflict-Sensitivity NGO consortium	2012	This guide was developed by the Conflict Sensitivity Consortium and is still a standard piece. It offers practical advice to aid agencies on how to understand the impacts of their interventions on local peace and conflict dynamics, and what steps they can take to ensure their work builds and does not undermine peace.		
Gender-Sensitive Conflict Analysis: A Facilitation Guide	Saferworld	2020	This is a facilitation guide for undertaking gender-sensitive conflict analyses. It provides step-by-step guidance and participatory analysis tools and advises practitioners on how to apply this analysis to policy thinking, programme design and implementation.		
2. Agency-specific guidance and tools for conflict analysis and conflict sensitive programming					
Guidance and tools	Produced by	Date	Description	Conceptual guidance	Operational tool

Conflict Analysis and Conflict Sensitivity Risk Assessment: Guidance Note	WFP	2021	Intended for use by WFP staff and accompanied by Minimum Standards on Conflict Sensitivity, this note advises staff on how to conduct a conflict analysis and conflict sensitivity risk assessment. It includes guiding questions and examples throughout, and mitigation steps.		
COVID 19 and conflict sensitivity tool: Rapid Operational Conflict Risk and Prevention Tool	WFP	2020	This operational tool advises WFP Country Offices on how do a rapid conflict analysis, identify potential conflict risks associated with the COVID-19 response, and identify potential mitigation measures when designing and implementing activities.		
10 Minutes to learn about How to design and implement Country Strategic Plans that incorporate Conflict Sensitivity and Contributions to Peace	WFP	2021	This document provides key considerations and resources from a Conflict Sensitivity (CS) and Contribution to Peace (CtP) angle to guide WFP Country Offices (COs) in the preparation and implementation of their Country Strategic Plans (CSPs). The objective is to support Country Offices across all CSP stages by providing insights, key pointers and expected standards at an early stage, thereby paving the way for quality and strategic programmes.		
How can the 3PA and FFA support conflict-sensitive programming and peacebuilding?	WFP	2018	The objective of this briefing note is to provide WFP staff with some initial guidance and examples on how the Three Pronged Approach (3PA) could be used to support conflict-sensitive programming and peacebuilding efforts, building upon preliminary exchanges within OSZP and emerging practice.		
Guide To Context Analysis Informing FAO Decision-Making: Approaches to working in fragile and conflict-affected contexts	FAO, in partnership with Interpeace	2019	The partnership between the FAO and Interpeace has enabled them to develop accessible tools, guidance and training on conflict sensitivity and context analysis. One result is this <i>Guide to Context Analysis</i> , an accessible and practical learning tool for non-conflict specialists in FAOs decentralised offices. It explains how to document information on the local context to inform the design of conflict-sensitive interventions.		

The Programme Clinic: Designing Conflict-Sensitive Interventions	FAO, in partnership with Interpeace	2019	Designed for FAO programme teams, implementing partners, local stakeholders and other UN agencies, this Programme Clinic facilitation guide is another output of FAO's collaboration with Interpeace. The text is self-explanatory and walks users through a series of steps to make programmes conflict-sensitive.		
Conflict-sensitive programming: what is it and why is it important?	FAO	2020	This video describes what conflict-sensitive programming is, why it is important, and outlines three key steps to making FAO programmes conflict-sensitive. Using examples of FAO interventions to highlight key points, it illustrates how conflict sensitivity can generate opportunities to contribute to peace. The overall aim is to illustrate that good programming at a minimum means 'Do No Harm'.		
Peace and Conflict Analysis Guidance for ILOs Programming in Fragile and Conflict Affected Contexts	ILO, in partnership with Interpeace	2021	This guidance note was developed collaboratively by the ILO Coordination Support Unit for Peace and Resilience (CSPR) and Interpeace. It shows staff how to integrate peace and conflict analysis (PCA) into ILO's country programming, including Decent Work Country Programmes and projects, enabling ILO practitioners to work across all three dimensions of the HDPN, as UN partners increasingly demand. It encourages ILO staff to conduct PCAs systematically wherever ILO has programmes in fragile contexts.		
UNICEF Guide to Conflict Analysis	UNICEF	2016	This is UNICEF's core guidance on conflict analysis. It explains the purpose and practice of conflict analysis, applying five key elements: stakeholders, conflict dynamics, root and proximate causes, triggers, and peace capacities. The guide is designed for UNICEF's work and sectors and is a companion to UNICEF's <i>Conflict Sensitivity and Peacebuilding Programming Guide</i> .		
Conflict Sensitivity and Peacebuilding Programming Guide	UNICEF	2016	This is UNICEF's core guidance on conflict sensitivity and peacebuilding. It aims to assist UNICEF staff, leadership and partners to understand, situate and operationalise UNICEF's approach to conflict sensitivity and peacebuilding. It includes an explanation of key concepts, examples, and sector-specific annexes.		
World Vision's Conflict-Sensitivity Tools	World Vision	2017	Conflict and violence affect an increasing number of the world's most vulnerable children. Aid organizations must provide assistance without exacerbating tensions; aid should mitigate tensions present in communities. This PDF outlines three		

			principal context analysis tools that World Vision uses to ensure that its aid is conflict-sensitive.		
COVID-19 and Conflict Sensitivity	Search for Common Ground and World Vision	2020	World Vision and Search for Common Ground list three concerns about COVID-19 interventions in conflict contexts. Developed for organizations planning their response to the COVID-19 pandemic in fragile contexts, it underlines the importance of taking a conflict-sensitive approach. Taking account of local conflict dynamics will reduce attacks on treatment centres, resistance to health guidelines, and build-up of new social tensions.		
COVID-19 and Conflict Sensitivity	Oxfam	2020	This guide is designed to help practitioners identify and mitigate conflict risks as part of a COVID-19 humanitarian response, and promotes safe programming more widely through risk analysis and risk management processes.		

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