



# UNDP and the NEXUS

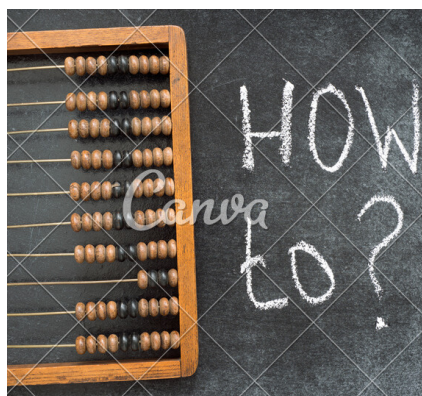
ENABLING AND DELIVERING HUMANITARIAN-DEVELOPMENT-PEACE COHERENCE

## WHAT DOES THE NEXUS MEAN FOR UNDP COUNTRY OFFICES?

### WHY IS THE NEXUS IMPORTANT FOR UNDP?



### WHAT IS UNDP'S APPROACH TO THE NEXUS?



### WHAT ROLE FOR UNDP COUNTRY OFFICES?



## PEACE ALWAYS, DEVELOPMENT WHERE POSSIBLE, HUMANITARIAN ONLY WHEN NECESSARY

### THE NEXUS: DELIVERING ON OUR INTEGRATOR AND PROGRAMMATIC ROLES

**The wicked problem of fragility cannot be addressed by any one actor - or any one set of stakeholders - alone.** The humanitarian-development-peace nexus is a recognition that complementary, coordinated and coherent approaches between humanitarian, development and peace actors will be required to tackle these multi-risk, multi-dimensional challenges.

**For UNDP this means the potential of better, more sustainable results** - working together to address people's

vulnerabilities, shifting from delivering humanitarian assistance to ending need, supporting a sustainable peace and leaving no one behind.

**Working across the nexus is also an opportunity to capture more of the aid budget.** Donors are spending \$65 billion of their total aid in fragile contexts, but historically only around 37% of this goes to the multilateral system, including UNDP.

**Taking a nexus approach can also give UNDP access to a range of helpful tools:** a wider information set, new financing

tools, access to useful stakeholders including leveraging political and security influencers, and new and strengthened partnerships, including with humanitarians.

**This paper outlines how UNDP delivers on its political and legal commitments to enable and deliver a nexus approach.** This nexus approach spans both our programmatic role, in terms of development effectiveness and delivering results, and our integrator role, both globally and in-country.



## WHAT IS UNDP'S APPROACH TO THE NEXUS?

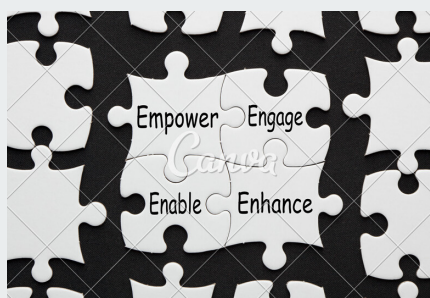
A GLOBAL, REGIONAL AND COUNTRY APPROACH, TAILORED TO EACH CONTEXT

Country Offices, UNDP Regional Bureaus and Headquarters staff have very different roles, responsibilities and opportunities in enabling and delivering the nexus.

**Country Offices work both as an integrator and in delivering a nexus approach in programming.** The approach will need to be tailored to each context - depending on UNDP's programming portfolio, the range of humanitarian, development and peace actors present, and the risks, challenges and opportunities present in each context. Broadly, Country Offices are asked to act as an integrator - ensuring that humanitarian, development and peace actors see UNDP as a trusted bridge across the nexus. In addition, Country Offices are expected to take a nexus approach to programming, through broad coalitions, joint programming, supporting principled approaches, and promoting the use of country systems.

**UNDP Regional Bureaus act as an integrator** by raising awareness of nexus approaches with regional actors - banks, IFIs and regional bodies - as well as supporting country offices.

**Crisis Bureau staff play an enabling role**, sustaining political will, and generally ensuring that humanitarian, development and peace actors have the right enabling environment to deliver the nexus. In addition, they ensure that UNDP's personnel, processes, partnerships, financing and communications are fit for purpose to support a nexus approach.



"IN CRISIS SITUATIONS, THE INTERNATIONAL COMMUNITY MUST NOT ONLY MEET NEED, WE MUST ALSO SEEK TO END NEED AND DELIVER SUSTAINABLE PEACE"

ASAKO OKAI, DIRECTOR OF THE CRISIS BUREAU





# UNDP'S ROLE IN COUNTRY OFFICES AS NEXUS INTEGRATOR



**Humanitarian, development and peace actors should see UNDP as a trusted "bridge" across the nexus. This will involve, depending on the country context:**

**Advocating for coherence in planning and programming** – UNDP will encourage greater coherence between Humanitarian Response Plans, UNSDCF, bilateral donor and IFI development plans, UN peace operation plans, national development plans and other relevant plans. This may include:

- **encouraging shared data, knowledge and analysis** between humanitarian needs assessments, the CCA and other assessment processes, such as PDNAs and RCPAs
- **supporting the humanitarian community** so that their issues are taken into account by development and peace actors, and vice versa
- ensuring that major risks and vulnerabilities are properly included in **national and local development plans**, including those related to groups supported by the humanitarian community e.g. internally displaced people
- ensuring that **conflict sensitivity** is mainstreamed through all analysis, coordination, programming and learning
- **aligning UNDP programming** with commonly agreed plans and, where these exist, collective outcomes
- putting in place a **Country Support Platform or other data platform** to facilitate shared data and analysis, where appropriate
- **other support requested by the Resident Coordinator**, including helping support joint advocacy messaging across the nexus.

**Supporting joint learning** - UNDP will advocate for joint learning exercises that include humanitarian, development and peace actors and perspectives, and will actively share emerging lessons. This may include joint monitoring and evaluation processes.

**Information sharing "bridge"** - UNDP is uniquely positioned to know what development, peace and humanitarian actors are doing in-country, given our solid networks with both international and national actors. To promote greater understanding and trust across these actors, UNDP can:

- **lead a standard point on the UNCT, PMT and HCT agendas** with updates on risks, opportunities and progress from actors across the nexus
- **proactively share information with government counterparts, and help create entry points** for humanitarian, development and peace actors to access key government interlocutors
- **engaging with security and military actors** - including peace operations - to improve mutual understanding and inter-operability
- **promoting IFI inclusion** - including and beyond the World Bank - into the nexus approach, by promoting their active participation in shared analyses, planning and learning.

**Resetting the relationship with the humanitarian community** - recognising that UNDP is not a humanitarian actor - our engagement with the HCT, clusters and appeals will be limited to nexus-related fora and processes.

**Financing** – with surge support from the Crisis Bureau and other BPPS tools, UNDP will systematically support the Resident Coordinator to develop financing strategies across the nexus.

**UNDP ACTS AS THE TRUSTED NEXUS "BRIDGE"**

# WHAT DOES A NEXUS APPROACH MEAN FOR UNDP PROGRAMMING?

The nexus in action: coalitions, joint programmes and UNDP-only options

**The humanitarian-development-peace nexus approach should be delivered in a context-specific way**, considering the specific risks and opportunities in the context, UNDP's comparative advantage, the range of actors in place (e.g. presence of peacekeepers? which donors? IFIs?) and other context specific considerations such as access, intensity of conflict, availability of appropriate partners, etc. The nexus approach can be rolled out in three models: coalitions, joint programming and/or UNDP only programming. These are not mutually exclusive: in some contexts all three models may be in play, in others, only one or two.

**Coalitions** of humanitarian, development and peace actors make sense in the face of major risks and opportunities that require advocacy and programming support across different layers of society. In these cases, UNDP cannot respond to all the different aspects of the risks or opportunities alone, and must work with others. Coalitions generally work towards a "collective outcome" – a result that is agreed by all members of the coalition. One example could be elections, where humanitarian, development and peace actors will need to work to support the electoral process and prevent and respond to election related violence, in terms of programming, advocacy messaging, sharing knowledge and information, and mutually reinforcing each other's actions. Other examples could be when a multi-dimensional response is to a risk or opportunity is required, for example to support youth, or to open up landlocked or isolated areas – both of which might require human, economic, social, political, environmental, and security responses.

**Joint programming across the nexus** makes sense where UNDP's results are wholly dependent on the success of programming of other actors – in a sense the programmes are interdependent. For example, this might exist in the justice sector, where the UN peace mission, UNDP, and a bilateral donor working with the national police may be fully interdependent. Other examples could be support to refugee return, where programming by UNHCR, UNDP, NGOs and local authorities may be interdependent. However, interdependence is not enough, by itself, for joint programming. Other conditions must also be in place, including:

- similar programme timelines
- similar risk appetite
- greater potential for funding in a coalition style arrangement
- agreement on results and monitoring arrangements
- clear contractual arrangements
- reliance on common services, eg common logistics supply chain
- etc.

If these conditions are not sufficiently in place, or if there is disagreement about key conditions, then UNDP should consider working in a coalition arrangement, rather than undertaking joint programming.

**UNDP only.** In certain cases, it may not make sense to work in a nexus type arrangement. This may occur in contexts where there are very few actors in place, and thus there is clear division of labour, or where the success of programming does not depend on other nexus actors, such as strengthening of local authority systems. In these cases, UNDP should focus on our integrator role, but we do not need to move to joint programming or coalition arrangements.





# WHERE CAN WE GET SUPPORT ?

THE CRISIS BUREAU STANDS READY TO HELP

The Crisis Bureau can help make sure that there is the right enabling environment for the nexus, and can also provide tailored support for Country Offices

Examples of enabling support:

- **Raising the profile of individual country successes** in global processes and internally at UNDP
- **Overcoming barriers and challenges** to the nexus in inter-agency processes and in our partnerships with donors, IFIs and security actors
- Supporting **collective learning** and peer support between Country Offices
- Promoting and creating **financing solutions** for early and sustained responses across the nexus
- Providing **communications material** to support messaging around a nexus approach
- **Developing partnerships** with humanitarian, development and peace actors to support a nexus approach, including promoting in-country partnerships
- Ensuring that UNDP personnel, processes, and partnerships are **fit for purpose** for delivering a nexus approach.

Tailored and surge support:

- **Specialised staff to help develop financing strategies** across the nexus
- Deployment of **nexus experts** from a people pipeline to help develop nexus coalitions, joint programming, set up Country Support Platforms or provide other support to Country Offices.
- **Joint support missions** by humanitarian, development and peace actors, including donors
- **Helpdesk** for guidance and advice, based on learning from other contexts, on different aspects of UNDP's integrator role and programming through a nexus lens
- On-line and in-person **training** for staff on how to be "trilingual" across the nexus
- **Linking up with other UNDP tools and processes** that could also help support the nexus, such as the INFFs, MAPS support, etc.

**WE MUST STOP TALKING ABOUT "HUMANITARIAN CRISES". ALL CRISES REQUIRE HUMANITARIAN, DEVELOPMENT AND PEACE RESPONSES IF WE ARE TO SAVE LIVES, END NEED, AND DELIVER SUSTAINABLE DEVELOPMENT AND PEACE.**

**WORKING ACROSS THE NEXUS TRIPLES THE BENEFITS: SAVING LIVES, SAVING MONEY, DELIVERING A SUSTAINABLE PEACE AND HOPE FOR THE FUTURE.**

**THE NEXUS IS A KEY PART OF DELIVERING ON AGENDA 2030 AND LEAVING NO ONE BEHIND IN CRISIS AND FRAGILE SITUATIONS.**

**UNDP IS OFTEN THE FIRST DEVELOPMENT AND PEACE ACTOR IN CRISES**