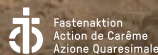


# INTEGRATING THE TRIPLE NEXUS

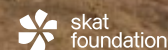
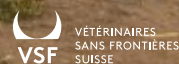
Lessons learnt and recommendations  
from a Sufosec learning process

ALLIANCE  
SUFOSEC

Alliance for Sustainable Food Systems  
and Empowered Communities



SWISSAID



#### Alliance organisations

Fastenaktion, SWISSAID, Vétérinaires Sans Frontières Suisse, Vivamos, Aqua Alimenta, Skat Foundation

#### Partner organisations

Around 300 civil society organisations in the Global South

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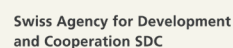
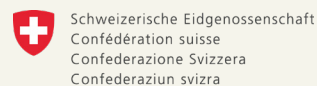
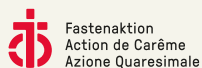
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#### Contact

Alliance Sufosec  
kommunikation@sufosec.ch  
www.sufosec.ch

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# CONTENTS

4	Introduction
5	What is the Triple Nexus? What is fragility?
6	Why is the Triple Nexus relevant to the Sufosec Alliance in its sustainable food systems program?
7	Application of the OECD-DAC recommendations in a Sufosec Alliance project in Chad – lessons learned from the 2021-2024 learning journey
18	Based on Sufosec's experiences: towards practical advice for Nexus programming in food systems
22	Conclusions

## Abbreviations

<b>CSPM</b>	Conflict-Sensitive Program Management	<b>LLRD</b>	Linking Relief, Rehabilitation and Development
<b>DAC</b>	Development Assistance Committee	<b>LNOB</b>	Leave No One Behind
<b>DRIC</b>	Drought Resilience in Isiolo County (project name)	<b>M&amp;E</b>	Monitoring and Evaluation
<b>DRR</b>	Disaster Risk Reduction	<b>NADEL</b>	Swiss National Centre of Competence in Research North-South / NADEL
<b>D-USYS</b>	Department of Environmental Systems Science (ETH Zurich)	<b>NGO</b>	Non-Governmental Organization
<b>ERPs</b>	Emergency Response Plans	<b>NRM</b>	Natural Resource Management
<b>ETHZ</b>	Swiss Federal Institute of Technology Zurich	<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>FAO</b>	Food and Agriculture Organization of the United Nations	<b>ODI</b>	Overseas Development Institute
<b>FIES</b>	Food Insecurity Experience Scale	<b>PCM</b>	Project Cycle Management
<b>GBV</b>	Gender-Based Violence	<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>HDP</b>	Humanitarian – Development – Peace	<b>SDGs</b>	Sustainable Development Goals
<b>HEA</b>	Household Economy Approach	<b>SWISSAID</b>	SWISSAID
<b>HEKS/EPER</b>	Hilfswerk der Evangelisch-reformierten Kirche Schweiz (HEKS/EPER)	<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>HRP</b>	Humanitarian Response Plan	<b>ToC</b>	Theory of Change
<b>HNO</b>	Humanitarian Needs Overview	<b>TUNA</b>	Turbulence, Uncertainty, Novelty, Ambiguity
<b>IDPs</b>	Internally Displaced Persons	<b>UN</b>	United Nations
<b>INGO</b>	International Non-Governmental Organization	<b>UNOCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>INSO</b>	International NGO Safety Organisation	<b>VSF-Suisse</b>	Vétérinaires Sans Frontières Suisse
<b>LEGS</b>	Livestock Emergency Guidelines and Standards		

# 1. INTRODUCTION

In the frame of its 2025–2028 program, Sufosec is working in ten countries classified as fragile according to the Fragile States Index, ranging from multiple crises in the central Sahel to civil war in Myanmar and unrest in Haiti. Most of the 26 countries where the Alliance operates show clear signs of multidimensional fragility. As highlighted in the OECD's 2025 report *Fragile States*, **fragility strongly constrains progress toward the Sustainable Development Goals (SDGs)**, particularly the goal of Zero Hunger. The report underlines the close link between fragility and food insecurity: "For most contexts with high and extreme fragility, food systems are under immense pressure" (OECD 2025, p. 98).

Such pressures mean that **food systems in fragile contexts require integrated, context-sensitive approaches that combine short-term responses with long-term resilience-building**. Recent experiences within the Sufosec Alliance illustrate this clearly. In Chad, the 2024 floods prompted a joint intervention focused on supporting livestock keepers, strengthening local authorities' ability to respond to sudden food crises. In Niger and Burkina Faso, supporting farmer-managed seed systems has reduced households' dependency on external seed purchases during protracted crises and safeguarded their capacity to plant in the next season—thereby preserving both food sovereignty and the continuity of agroecological practices. In Ethiopia, locally produced fodder has helped communities cope with drought and reinforced food systems against future climatic shocks. These examples demonstrate how coordinated humanitarian, development, and peace-oriented actions can strengthen the foundations of food systems under stress.

Addressing such diverse **situations of fragility calls for a comprehensive approach rooted in the Triple Nexus**. The 2024 event *Agroecology in Fragile Contexts*, co-organized by the Swiss Agency for Development and Cooperation (SDC) and the Sufosec Alliance, highlighted how agroecology becomes more effective when combined with Nexus principles: by grounding interventions in local dynamics, anticipating conflict and climate risks, and aligning humanitarian, development, and peace actors around shared outcomes.

The **Sufosec learning journey on the Triple Nexus and conflict sensitivity (2021–2024)** has produced substantial insights into how Nexus principles can be operationalized in practice. The joint project implemented by VSF-Suisse and SWISSAID in the Guéra province of Chad served as the Alliance's main learning case. Designed and implemented in a highly volatile environment, it demonstrated how Nexus programming can strengthen institutional preparedness, support family farms' resilience, and address conflict dynamics that affect food systems. The experience also showed the importance of flexibility – adapting activities and resource allocation when sudden crises occur, as was the case when the humanitarian component had to be added during implementation in response to the 2024 floods.

**This practical guide brings together the lessons learned from Chad** and complements them with other experiences shared across the Alliance. Its purpose is to support Sufosec members and partners in designing and implementing food-system interventions that remain effective in the face of fragility, volatility, and uncertainty. Recognizing that no fragile context is the same, the guide is intended as a flexible resource that can be adapted to different environments and used as needed throughout the project cycle.

Chapters 1 to 3 introduce the concepts of fragility and the Triple Nexus and explain their relevance for Sufosec's sustainable food systems programming. Chapter 4 presents the lessons learned from the Chad case through the lens of the OECD-DAC Recommendations. Chapter 5 provides practical guidance for Nexus programming across the planning, implementation, and monitoring, evaluation, learning phases. Chapter 6 concludes with key messages to guide future Sufosec programming in fragile contexts.

## 2. WHAT IS THE TRIPLE NEXUS? WHAT IS FRAGILITY?

The Triple Nexus refers to *the "linkages between humanitarian, development and peace actions", with an "aim of strengthening collaboration, coherence and complementarity"* [comment: across the humanitarian-development-peace spectrum] (OECD DAC 2024, p. 7).

This concept draws on lessons learned from the "Linking Relief, Rehabilitation and Development" (LLRD) Concept of the 1990s, overcoming its linear thinking "from relief to rehabilitation" (UN 2021): **The Triple Nexus understands the links between humanitarian action and development as bidirectional, and adds the element of peace to the former double Nexus.** It thus acknowledges the importance of integrating conflict dynamics into programming in fragile contexts. The Triple Nexus is therefore closely linked to the concept of fragility (see box). It goes hand in hand with conflict sensitivity and conflict-sensitive program management (CSPM). However, conflict sensitivity goes beyond fragile contexts.

SDC provides a useful overview of its engagement in fragile contexts (SDC 2024).

### FRAGILITY

Fragility, as defined in the Fragile States Index, encompasses various dimensions: cohesion, economic, political, social, as well as cross-cutting indicators. When applied to states, it refers to the inability to control territory, exercise power or provide public services. More recently, the concept of multidimensional fragility (see also OECD 2022, report on fragile states) has emerged, which also includes the environmental dimension. Fragility is characterized by what is known as the TUNA dynamic (T for Turbulence, U for Uncertainty, N for Novelty, and A for Ambiguity).

***Nexus thinking helps to navigate such contexts.***

### 3. WHY IS THE TRIPLE NEXUS RELEVANT IN FOOD SYSTEMS PROGRAMS?

In its 2025-2028 program, Sufosec operates in 26 countries. **Nearly half are classified as "very high alert," "high alert," or "alert"** ([Fragile States Index 2024](#)):

- Very high alert (Failed state): Somalia
- High alert: South Sudan, Democratic Republic of the Congo, Chad, Haiti, Ethiopia, Myanmar
- Alert: Mali, Burkina Faso, Niger

Other countries where the Alliance operates are classified as "high warning," on the verge of becoming alert and thus be considered as fragile states. Guinea-Bissau, Kenya, Côte d'Ivoire, Madagascar, Togo, and Zambia are all considered fragile in the [OECD's 2025 report on fragile states](#). **All members of the Sufosec Alliance operate in contexts marked by fragility**, as elements of fragility are present in all countries where the Alliance is active. Fragility is often observed in contexts with high levels of food and nutrition insecurity, as the Global Alliance on Hunger and Poverty highlights in its Food and Nutrition dashboard (see in particular [www.gafps.info](http://www.gafps.info)). In this context, **it seems natural for the Sufosec Alliance to address food security in fragile contexts by adopting Nexus Thinking**. Alliance members have learned that integrating the Triple Nexus from project planning to evaluation adds significant value.

That said, project sites located in areas characterized as fragile (see the concept of fragility mentioned above) are eligible for Nexus interventions, beyond the following (non-exhaustive) characteristics:

- The presence of development programs and partners alongside humanitarian programs (and possibly peace practitioners).
- The need for coordination and/or coherence between humanitarian, development, and peace actions and stakeholders to overcome silos.
- A governance vacuum, particularly in natural resource management, in a context where structural and/or physical violence and insecurity require facilitation capacities to better manage conflicts.
- A high risk of natural disasters that require humanitarian intervention.
- The existence of violent conflict(s) in the country requiring humanitarian and peace interventions (e.g. internally displaced persons).

Between 2021 and 2024, the Sufosec Alliance conducted household surveys focusing on the FAO's Food Insecurity Experience Scale (FIES). They have shown that the agroecological approach needs to be complemented by specific working tools, including the principles of the Triple Nexus for fragile areas. Comparative data from 17 projects in 12 countries show that between 2021 and 2023, the food situation evolved more positively in contexts classified as less fragile. In contrast, in countries classified as fragile, the situation has sometimes even worsened (in six projects). Having a tool that allows for better integration of the logic of fragile contexts therefore offers the prospect of strengthening the impact of programs in the 2025–2028 planning period.

#### WHY IS THE TRIPLE NEXUS APPROPRIATE FOR GUÉRA, CHAD?

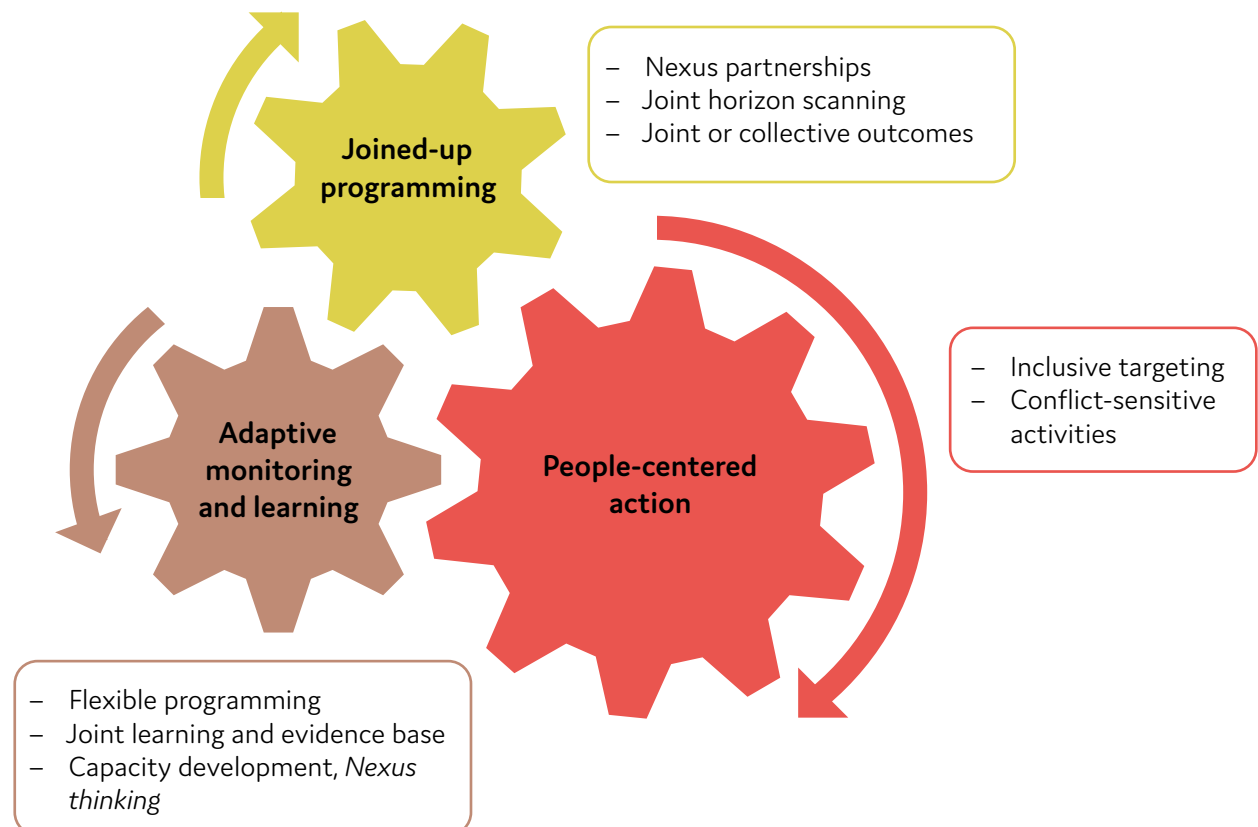
The province of Guéra in Chad is characterized by various conflict lines, particularly between livestock keepers and farmers. Although humanitarian partners have been responding to the impacts of the annual lean season and implementing long-term development projects for some time, there are no appropriate coordination mechanisms in place. This is why SWISSAID and VSF-Suisse have decided to engage in improving local coordination (provincial and sub-provincial) through existing coordination committees.

## 4. LESSONS LEARNT FROM THE SUFOSEC LEARNING JOURNEY IN CHAD

When planning interventions on food systems in fragile contexts, a series of questions should be kept in mind to guide the design of the intervention. The following tips and tricks are therefore structured around these guiding questions for planning Nexus interventions. The examples provided are intended to illustrate what concrete *Nexus solutions* might look like. They are mainly inspired by a Triple Nexus project in Chad, designed jointly by Alliance members and project implementers. That said, they do not necessarily offer one-size-fits-all solutions.

As indicated by HEKS/EPER in its Nexus guide, there are several components to Nexus projects. This document focuses on those most relevant to project planning and programming, while taking stock of the OECD DAC Recommendations on the Triple Nexus (OECD DAC 2024). The diagram below is structured around three main axes:

- **Joint programming**, as the OECD calls it, means that programs are developed jointly with partners from the peace, development and humanitarian sector, based on a "joint horizon scanning" and with the aim of defining common objectives and dividing tasks;
- Acting in a **people-centered** manner, as per the OECD recommendations, means that Alliance members target the most vulnerable, for example through a Household Economic Approach<sup>1</sup>, and always keep conflict sensitivity in mind;
- **Adaptive monitoring and learning** means that Sufosec Alliance projects in fragile contexts aim to integrate adaptive capacity, foster a learning environment, and encourage capacities in what the SDC calls *Nexus literacy* (SDC 2022).



<sup>1</sup> The Household Economy Approach (HEA) is a method for assessing groups of households' vulnerabilities to economic shocks and changes over large rural areas, based on livelihood patterns and market information. It can be used to monitor food security and adaptation to climate change, and to inform relevant policy responses and initiatives.

## NEXUS PARTNERSHIPS or with whom to design Nexus interventions

It is essential to thoroughly analyze other partners present in the future project area – whether they are from the government, the private sector, or civil society (for example, using stakeholder analyses tools such as the Power-Interest Matrix or others). **The design should ideally follow the logic of "joined-up programming"** (OECD DAC 2024), considering criteria that go beyond the technical aspects of the project's target sector(s):

- **The role of (local) partners in implementation:** Local partners respond to the localization agenda but should not be used to shift risks from INGOs to local organizations. Due diligence is an obligation for Sufosec members working in fragile contexts. This means that verifying partners' safety and security standards and, where necessary, capacity development are essential, including in terms of reputational risks. Ideally, local partners should be involved from the outset. It is wise to analyze the NGO landscape in fragile contexts. Collaborations can then be formalized through memoranda of understanding with the intention of jointly drafting proposals and implementing projects (including ERPs). This avoids rushing into partnerships under the time pressure of calls for proposals.
- **With or without government?** While humanitarian partners tend to work "around" government, development partners prefer to work "through governments and systems," and peace interventions will by their nature work with all parties (NADEL 2022). That said, INGOs in fragile contexts may need to ensure a certain degree of coordination with the authorities, even if those are part of the conflict dynamic, to ensure their capacity to access the area and to act. However, preserving independence, neutrality, and impartiality are prerequisites for successful projects (if these are not ensured, any humanitarian, development, and peace action is questionable).
- **Community involvement:** Organizing community consultations before submitting a project helps identify priority needs and assess local capacity to manage shocks and conflicts. Community consultations are essential in terms of conflict sensitivity and also contribute to the third pillar of Nexus, peace. Such a thorough needs assessment process can take time. This is why it is useful to keep the context analyses up to date for Sufosec's priority areas with a view to submitting a proposal (deadlines are generally short). As a result, "fly-in, fly-out" operations are generally at odds with *Nexus thinking*, which requires humanitarian and development responses to be coordinated at all times.

## WHAT ABOUT THE IMPLEMENTATION OF THE PROJECT IN GUÉRA, CHAD?

- Local NGOs involved in the implementation of the project: The technical expertise and local roots of local partners are combined with a Nexus expert as project coordinator. This is to engage in Nexus programming within the project (strengthening local partners) and with external actors (e.g., United Nations clusters).
- Existing coordination platforms at the local level: The inclusion of local coordination platforms would strengthen them beyond the project by designing the project with them.
- Nexus context analysis: The assessment of existing programs (e.g., with the coordination platforms mentioned above) in the region has identified gaps in Nexus coordination and basic needs.

## JOINED-UP HORIZON SCANNING or how to analyze "Nexus contexts"

Fragile contexts evolve rapidly and today's project locations may be impossible tomorrow. Adopting a perspective that emphasizes food systems necessarily addresses the short- and long-term systemic aspects of food production and markets. While the term "joint" refers to shared monitoring of the context, it implies being present where such analyses are conducted. In fragile contexts, the United Nations has established what is known as the "cluster system," where humanitarian NGOs coordinate their actions according to different sectors. With regard to food systems, it is **recommended to Sufosec members to attend the Food Security and Nutrition Clusters**. Although time-consuming, participation in the Clusters provides an up-to-date and comprehensive view of the context. It also determines the relevance of the response, for example in terms of coordination with other programs in a specific area.

In addition, project implementers need to engage with other platforms such as donor-government thematic platforms (if accessible to NGOs). This helps them stay informed about the latest policy developments affecting the project's areas of intervention. In addition, **horizon scanning** also involves receiving regular updates such as those provided by the Famine Early Warning Systems Framework [FEWSNET](#) and, in the context of risk monitoring, participating in structures such as the INSO network, where available.

Finally, capacity development in "horizon scanning" can be part of Sufosec projects, as shown in the box. Improved humanitarian preparedness will be a welcomed secondary benefit and will have a positive impact on the potential response to emergencies.

### WHAT ABOUT "JOINED-UP HORIZON SCANNING" IN CHAD?

While committing itself as best it can to the Food Security Cluster in N'Djamena – via the future project coordinator and remotely, by receiving updates from the Cluster (by email) – the project plan also provides for strengthening the capacities of local authorities in joint horizon scanning. Specific **training on climate and meteorological information is combined with training on emergency response organization**, with a focus on livestock emergencies (see [LEGS approach](#)). The aim is to enable Chadian coordination platforms in the project area to monitor the disaster risk environment and prepare for droughts, floods, and other emergencies.

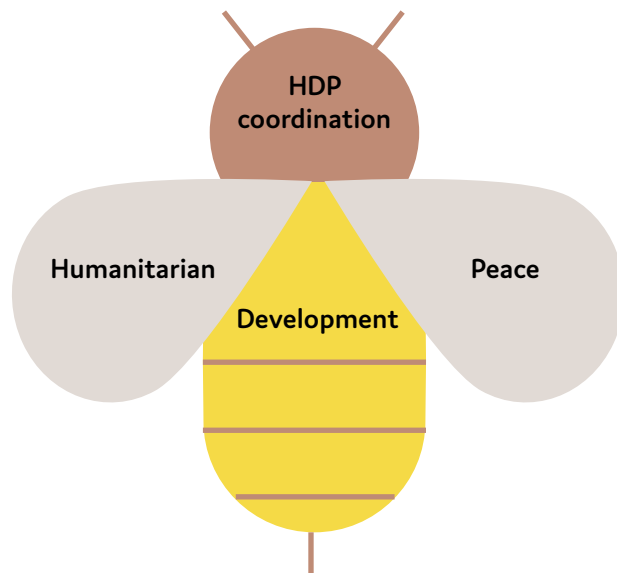
## JOINT/COLLECTIVE RESULTS or How to organize work on the Nexus continuum?

Sufosec partners work in specific areas of expertise related to food systems: **The idea of a project as a bee** guided the members of the Sufosec Alliance involved in designing the Triple Nexus Guera project in Chad:

- **The bee's abdomen:** The core expertise of most Sufosec Alliance members in fragile contexts generally applies to sustainable food systems (the development pillar in Triple Nexus terminology), bearing in mind our principles, such as those of agroecology.
- **The wings of the bee:** Humanitarian programming and peace reflection are like two wings, necessary to sense the immediate needs (H) and consider conflicts (P). Humanitarian expertise and peace expertise may not be core competencies of Sufosec partners, but they must be taken into account in order to operate in fragile contexts. Furthermore, in contexts where expertise on one or more pillars of the *Triple Nexus* is lacking, it can be developed among Sufosec Alliance members or partners through training.
- **The head of the bee:** The head is there to coordinate the movement. It is the coordination platform where “collective outcomes” are designed.

What do we mean by joint outcomes? This concept refers to commonly agreed objectives, usually medium- or long-term, which the main partners in a sector (such as the food and nutrition security sector) agree

upon. The idea is to divide tasks among partners using their comparative advantages. As Sufosec partners, we tend to emphasize our expertise in food systems, whether relating to agroecology or market systems. Such a task-sharing approach is more effective at the local level, i.e., at the subnational level. In the field of food systems, our projects can intervene by strengthening food systems, providing emergency responses in the areas of food and nutrition, helping to address the underlying causes of conflicts affecting these systems, or facilitating coordination between different actors. Collective outcomes may be achievable at the local level, but require much more time on a larger scale, where policy dialogues must precede such efforts.



**The Nexus bee**  
(Sufosec's own representation)

## COLLECTIVE RESULTS IN GUÉRA, CHAD:

The pilot project encouraged authorities to *consider the Triple Nexus perspective* with a focus on capacity building. Thus, in addition to results targeting women and young people as vulnerable groups and those aimed at strengthening the resilience of family farms to climate change, **one outcome aims at fostering the authorities' capacities to respond to climate crisis** (directly affecting food systems). It was considered relevant to combine work on collective outcomes with concrete activities aimed at strengthening food systems to better cope with the effects of climate change and conflicts (e.g., conflicts between cropping and livestock farming).

Thus, the Guéra Triple Nexus project **does not seek to operationalize the Nexus through separate Development, Humanitarian, and Peace objectives, but rather adopts an integrated approach to the H-D-P pillars by strengthening the different levels of response to fragility:** at the local authority level (outcome 1), family farms (outcome 2) and vulnerable groups, namely women and young people (outcome 3).

## PEOPLE-CENTERED or Whom to concentrate on

Targeting specific groups of the population follows a people-centered approach *"that respects international rights principles and standards [requires] tackling human exclusion [and a] focus on gender equality and women's leadership"* (OECD 2024, p. 10). Several members of the Sufosec Alliance have had positive experiences using the household economic approach (HEA) in fragile contexts where climate disasters and insecurity prevail. This is the case of a SWISSAID seed project in Niger organizing emergency food interventions. Experiences with HEA can be summarized as follows:

- The stages include coordination, village selection, community categorization, and validation by a general assembly.
- The community-based approach is appropriate to ensure the participation of affected communities in the response, particularly in humanitarian interventions. It thus fulfills the obligation of accountability to affected populations.
- Household verification and triangulation ensure accuracy and fairness. Again, this can take place within community processes (village assemblies).

By integrating **sociodemographic vulnerability criteria** – such as pregnant women, female-headed households, and young men from pastoralist groups – with an analysis of groups' capacities as defined through key livelihood assets (social, human, physical, natural, financial, and political), it becomes possible to identify and target the most vulnerable populations more accurately, in line with a people-centered approach.

This combined approach has proven effective in a project implemented by VSF-Suisse in the Liptako-Gourma region, spanning Niger, Mali, and Burkina Faso. The vulnerability analysis identified female-headed households as particularly at risk, both within host communities and among internally displaced persons. The sustainable livelihoods framework was then applied to further characterize vulnerabilities by assessing asset profiles across the different livelihood dimensions.

Another important lesson related to targeting is the **need for close coordination with local authorities** when they are actively involved in interventions. Where formal or legitimate authorities are absent, coordination with other partners operating in the area is essential to prevent duplication of efforts and to ensure that no geographic areas or population groups are overlooked.

## LIVESTOCK FARMERS, WOMEN, AND YOUNG PEOPLE IN GUÉRA:

Whether in the conflict analysis carried out in 2022 (see the following sub-chapter on conflict sensitivity) or in the context analysis carried out in Guéra, the following groups emerged as particularly vulnerable:

- Pastoralists, but also agro-pastoralists: livestock farming, although considered a "living asset," requires access to land and animal health services (in the Guéra province as the major crop area of Chad).
- Women and girls play an important role in food systems (production and preparation of food for households) and are vulnerable, particularly to gender-based violence. Specific activities such as around small ruminants will empower women.
- As with women, young people are often left out of food system programming. Special attention is given to strengthening young food producers, for example through income-generating activities (related to livestock farming and other activities).

## CONFLICT-SENSITIVE ACTIVITIES or How to maximize the positive effects of Nexus interventions

*"Ensure that all interventions are, at a minimum, conflict-sensitive, meaning that they are based on an appropriate analysis of the conflict context, understand the interaction between the intervention and the context, and act on this understanding to minimize negative impacts and, where possible and appropriate, maximize positive impacts."* (OECD 2024, p. 10).

Agroecosystems and food systems are inherently conflictual environments. **Conflicts over land and natural resource use**, for example between livestock farming and crop farming or between fishing and irrigation (water use), are recurrent in Sufosec countries. Sufosec's learning journey in conflict sensitivity has revealed that a program does not always have the means to work *on conflicts*. However, the ambition to work in a conflict-sensitive manner, thus *around conflicts* is a necessity for programs operating in frag-

ile contexts. This explains why both **existing and potential conflicts must be properly analyzed**, ideally through appropriate conflict analysis (see the box on conflict sensitivity in Guéra). A gender-sensitive context analysis is not sufficient, but gender dimensions must be given special attention. The analysis of the conflict context must be followed by an assessment of the interactions between the project and its context, leading to a matrix of measures aimed at mitigating the conflictive interactions identified.

Conflict sensitivity is therefore an integral part of any project in fragile contexts and beyond. SDC provides detailed information on its web section dedicated to CSPM, including Tipsheets ([SDC 2021](#)).

## CONFLICTS IN GUÉRA: UNDERSTANDING THEM BETTER TO BETTER ADAPT THE PROJECT

The process of developing a Triple Nexus project in Chad within Sufosec began with an appropriate analysis of the conflict context: connectors and dividers, drivers, internal and external factors. A leaflet summarizing the analysis provides an overview (Sufosec 2024). In the process of including conflict analysis in programming, a mandate with Swisspeace provided support for the project – analysis of the interaction of the context. The result confirmed the main lines of conflict (mainly around land). It also revealed new dimensions of conflict, namely the increased risk of gender-based violence (GBV) during the economic empowerment of women. The acquisition of a certain amount of economic power by women can arouse jealousy among men – they feel that their traditional role as head of the family is being challenged. Specific measures have been designed as part of the conflict sensitivity process to mitigate this risk, for example through awareness-raising. Monitoring these measures is part of the project's control efforts.

## FLEXIBLE PROGRAMMING or How to anticipate the unexpected

Rapidly changing contexts require us to consider different scenarios and prepare for both the best and worst-case scenarios when implementing and budgeting our projects. The short-term elements of Triple Nexus interventions – often the humanitarian response (whether to a security crisis or a natural hazard) – require a flexible approach. Crisis modifiers/contingency lines are just one way of **incorporating flexibility** into project design (ODI 2017). While they enable a response to drought or flooding, they are not a solution for making food systems more resilient to crises. For the development pillar and the peace pillar of Nexus actions, “ensuring a flexible approach in terms of working with institutions in fragile or transitional contexts” (OECD 2024, p. 11) becomes more relevant, which may imply:

- Agree on a Theory of Change that streamlines capacity development throughout a project, to best adapt to a rapidly changing environment
- Refrain from seeking quantitative results, particularly in terms of infrastructure to be built (a challenge in insecure contexts), and instead prioritize the process (e.g., establishing structures and mechanisms to anticipate food crises)
- Diversify local partnerships to mitigate risks in case one of them fails (project setup)

- Ensure that the program is part of the humanitarian and development continuum (e.g., how to maintain food logistics and infrastructure in a crisis situation).

Another way to increase flexibility is to design a Nexus program with partners and divide it into activities that can be implemented quickly and others that require more time. For example, a food emergency response can be launched immediately, pending approval of a systemic action to strengthen local authorities’ crisis prevention capacities. Emergency interventions as part of integrated responses have the potential to build community trust. This will be crucial, particularly when working on conflict and social cohesion. However, such an approach may **require considerable coordination efforts**, especially when humanitarian and development components do not fall under the same project manager or are mutually dependent.

## FLEXIBILITY THROUGH THE BREAKDOWN OF A TRIPLE NEXUS PROGRAM INTO ACHIEVABLE UNITS

When analyzing the context of the future project, it became clear that *doing everything at once* would be unrealistic. The project was therefore designed to be modular. In addition, a project area was identified to test the approach: two departments in the province of Guéra, deliberately excluding the most conflict-ridden department. The approach aimed at strengthening the capacity of local authorities and communities to resolve conflicts related to livestock and crops would first be tested in less tense contexts. Only once its effectiveness had been demonstrated would it be extended to the areas most affected by conflict.

While the project did not include a humanitarian component from the outset, the floods of 2024 required urgent action, integrating a humanitarian response into the strategy.

## JOINT LEARNING and EVIDENCE BASE or How Sufosec's joint learning can make a difference

The Alliance has reviewed the evaluation of SDC's performance in the (double) Nexus, in which experts identified a need to create more evidence on the benefits of the Nexus ([SDC 2022](#)). In response, a learning journey was launched via the Sufosec learning group on the Triple Nexus, running from 2021 to 2024. The evidence emerged in the frame of a Triple Nexus project developed jointly by SWISSAID and VSF-Suisse, with the Sufosec *Nexus – CSPM* learning group acting as a peer review panel. The learning journey began with a review of the OECD DAC's 2019 recommendations on the Triple Nexus, an excerpt of which is available in appendix. The take so far on "Nexus learning":

- **Learning needs organizing:** Learning will not happen on its own. If learning about the Nexus is a priority, a facilitator or team should document lessons learned and help share them (to be budgeted into projects). Networking among partners, professional days, or annual conferences in the country can create a space to engage in *Nexus thinking* with authorities and donors. Training is an additional means of promoting Nexus capacities. **Sufosec has organized training on Livestock Emergency Guidelines and Standards (LEGS), thereby strengthening humanitarian preparedness in Sufosec countries** and among partners.

- **Establish a monitoring system for fragile contexts.** There are no "Nexus indicators"; however, results frameworks in fragile contexts must take into account the dynamic nature of fragile contexts. It may be useful to use the "Outcome Harvesting" method and to have a specific Nexus advisor in the project (experience in the "[Ensemble Espérons](#)" project, VSF-Suisse 2024). Project teams may need support to monitor the project, particularly in terms of conflict sensitivity, inclusivity, or Nexus coordination efforts.

Food system projects in fragile contexts should create learning opportunities to a) identify learning, b) document evidence, and c) share Nexus learning within Sufosec projects and with partners. Knowledge management in fragile environments requires a combination of face-to-face learning with remote solutions (unstable internet) such as oral formats, for example via WhatsApp thematic channels.

## TRIPLE NEXUS LEARNING FROM THE CASE OF CHAD

The Triple Nexus project in Guéra was the Sufosec Alliance's learning case. Most of the activities of the Nexus-CSPM learning group relate to this case. The launch of the hybrid project in September 2023 was a key moment for *Nexus learning*:

- The inclusive approach in Guéra is crucial, with the aim of revitalizing, through the Triple Nexus project, the "Action Committees" at different administrative levels to turn them into local *Nexus coordination frameworks* including local government, communities, and NGOs.
- By integrating agroecology and livestock farming into an integrated food systems approach, the project addresses the root causes of conflict, such as unequal access to land. In addition, nutrition-sensitivity improves communities' preparedness for droughts: the livestock component provides them with animal-source foods;
- Sufosec partners have shown, through their shared experiences, that the requirements for coordination mechanisms in conflict contexts vary:
  - Conflicts between beekeepers in Ecuador (a non-fragile state) demonstrate the need to establish coordination mechanisms to adapt their food systems to the increased intensity and frequency of climate disasters (e.g., El Niño) and long-term changes (at the landscape level).
  - The East African case of a "One Health" intervention showed that in a regulatory framework that does not allow NGOs to engage in peace efforts, the concept of social cohesion is a viable option. In addition, concrete solutions (to conflicts, among other things) can be found in subnational coordination platforms ([HEAL 2022](#)).

## Capacities and "Nexus thinking" or What is needed to make the Nexus a reality

"Nexus literacy is created through trainings, staff rotations and other means. Trilingualism is a key element of establishing nexus literacy" (SDC 2022, p. 3).

Nexus literacy is a concept used by the SDC and refers to "trilingualism" as understanding the rationales of the three sectors of the HDP Nexus (SDC 2022). It applies to the fragile contexts where Sufosec operates. What the OECD refers to as "strengthening local and national capacities" (2024, p. 11) involves working with competent, locally rooted (local) partners who are able to bridge the gap between the humanitarian and development sectors, deal with a Humanitarian Response Plan, and master the specific jargon (e.g., food and nutrition insecurity indicators), as well as having experience in sustainable food systems development with extension services and input providers. It is therefore useful to **assess partners' capacity to engage with the Nexus approach**. While potential project partners may not necessarily have this *Nexus literacy* at the outset, they can increase a project's capacity to provide an integrated response or coordinate with other programs, in cases where the Sufosec program focuses on one or more of the three pillars of the Nexus. Partners' *Nexus literacy* can be strengthened through the projects implemented with them, which presupposes that the members of the Sufosec Alliance are familiar with the Triple Nexus: they can then train their partners to take into account the three pillars of humanitarian aid, development, and peace in their projects.

So far, Sufosec has worked in an integrated way on humanitarian and development programs, rather than working separately with "humanitarian partners" and "development partners." This approach minimizes internal project coordination and increases coherence. Specific expertise lacking within the project can be associated e.g. with specific mandates.

Nexus capacity development starts locally and is required at different levels: within a project team (e.g., introductory training on Nexus), at the level of Sufosec members and partners (institutionally), and in the partner landscape where projects are implemented. **The learning journey has shown that while NGO projects may achieve results in strengthening Nexus capacities in their teams and organizations, contributing to coordination between development and humanitarian action in platforms, networks, and**

**dialogues takes a lot of time.** Options for pushing *Nexus thinking* in systemic (food) capacity development include:

- **Leverage the voice of NGOs by jointly engaging in UN Clusters** (in particular the Food Security Cluster). A member of the Sufosec Alliance can take the lead and inform others, or participation can be organized on a rotating basis. Through its involvement in the Food Security Cluster in Mali, VSF-Suisse contributed to the 2022 Humanitarian Response Plan. This includes a "Nexus" outcome aimed at complementarity between emergency aid, livelihood diversification, and community resilience building (UNOCHA 2022).
- **Identify Nexus elements in projects:** This can strengthen *Nexus thinking* within the project and with partners (including donors). Specific Nexus projects are rare. However, Nexus elements can be found in any fragile project environment: working on the Nexus appears to be a consequence, for example by including Nexus learning as a cross-cutting element.
- **Engage donors based on their mandate, using project proposals:** Donors with a life-saving mandate may fund a food emergency response as part of a proposal. Other donors with a mandate to strengthen livelihoods may engage in agroecological elements of the same project or program idea. Ideally, components can be co-financed by each other, allowing donor constraints to be met. Where necessary, core contributions (such as those from the SDC) can fill gaps, for example between rapid recovery after a disaster and stabilization towards a normal situation.
- **Strengthening the capacities of local (and national) authorities:** In some cases, NGOs can play a key role in establishing multi-stakeholder platforms in Nexus areas. This is the case with local emergency teams in Guatemala, where members of Sufosec Vivamos and Fastenaktion have contributed directly to humanitarian-development linkages in the field of disaster risk reduction (DRR). In other cases, projects will achieve better results by strengthening existing local coordination mechanisms (see box on Chad).

## THE PROJECT IN CHAD AS A MULTI-STAKEHOLDER CAPACITY DEVELOPMENT PROJECT

The project has invested in capacity development at both the project team and partner levels:

- **How has the project team benefited from Nexus capacity development?** Two training visits by members of Sufosec SWISSAID and VSF-Suisse helped strengthening existing, yet inactive, local coordination mechanisms together with local authorities. These visits also fostered specific capacities in "*joined horizon scanning*" by training local authorities in interpreting meteorological and climate information in order to better anticipate slow-onset disasters. Further online training with the support of a specialized partner (Swisspeace) and a multi-stakeholder workshop in Guéra equipped staff with the tools needed to analyze the interactions between the project and the context. This made it possible to include mitigation measures in the project's implementation.
- **How have partners benefited from Nexus capacity development?** Partners, mainly local authorities but also communities participated in training, particularly on emergency response planning, using the Livestock Emergency Guidelines and Standards (LEGS). The project coordinator received training from the Sufosec Alliance in this area and could therefore act as the trainer himself (Training of Trainers approach). Following the 2024 floods in Guéra, he mobilized these skills to design and implement an emergency response for livestock, in collaboration with local authorities and project partners.

## 5. TOWARDS PRACTICAL ADVICE FOR NEXUS PROGRAMMING IN FOOD SYSTEMS

This chapter offers a series of practical recommendations to address the Nexus with regard to context, project and action across the project cycle phases, namely:

- Programming / planning phase
- Action/implementation
- Monitoring, evaluation, and learning

### The 3 x 3 grid of Triple Nexus Good Practices

PCM phases	Context	Project	Action
<b>Programming</b>	Analysis of Nexus elements	Analysis of partners for the Nexus	Programmatic approach, H-D-P consultations
<b>Implementation</b>	Inclusive targeting, continuous horizon scanning	Operational and adaptive capacities	Flexible action to strengthen resilience
<b>Monitoring, evaluation and learning</b>	Iterative consultation processes	Nexus capacities / Nexus literacy	"Flexible" M&E framework, "controllable" indicators

## Triple Nexus programming – *Planning phase*

### Context – Building a Shared Analytical Baseline

Interventions in a Triple Nexus context must be built on a solid and shared analytical foundation that reflects community needs across humanitarian, development, and peace and social cohesion dimensions. **Understanding the multiple forms of fragility and shocks shaping the context** is essential to effective design. From a **peace and social cohesion perspective**, this requires an analysis of the conflict environment that identifies dividers and connectors and distinguishes between internal and external drivers. From a **development perspective**, vulnerability should be assessed through robust tools such as household economic approaches and sustainable livelihood assessments to capture livelihood strategies and risk exposure. From a **humanitarian perspective**, food system interventions must rely on strong, highly disaggregated food and nutrition security data, drawing where possible on primary data such as FIES or Women’s Dietary Diversity surveys, and otherwise on United Nations sources, including Cluster data and Humanitarian Response Plans. As traditional reference data become less available, alternative sources such as remote sensing will need to be explored. Across all dimensions, attention must be paid to the factors that strengthen or weaken local food systems, with agroecology offering a key opportunity to enhance local production capacities, resilience, and access to food for vulnerable populations.

### Project – Choosing the Right Partners, Preserving Independence

Project implementation in a Triple Nexus context requires the careful selection of partners based on their *Nexus literacy*, combined with systematic **mapping and engagement of all actors** in the intervention area who may hinder or contribute to the action. These stakeholders should be informed and involved in a differentiated, case-by-case manner. Priority should be given to **partners already present in the area**, particularly in hard-to-reach contexts, as they often have strong community ties, better access, and greater capacity to mobilize local populations. Partner assessments should go beyond standard risk analysis and consider access to the intervention area, security management capacities, alignment with an integrated humanitarian–development–peace vision, positioning and perceived independence within the conflict

context, and financial absorption capacity. The involvement of political and traditional authorities and civil society must be handled with caution, maintaining principled distance and equidistance between competing governance structures while informing authorities as appropriate. Preserving **operational independence**, especially in relation to targeting, is essential; if the political context undermines partners’ freedom of action, the relevance of the intervention should be reconsidered, including the option of withdrawal. Continuous monitoring is critical given the volatility of fragile contexts.

### Action – Integrating Relief, Recovery and Cohesion

Action in a Triple Nexus context should be based on an integrated programmatic approach that links humanitarian, development, and peace components, with strong coordination where interventions focus on a single dimension. **Particular attention is required in displacement settings**, where food systems are often disrupted and social tensions heightened. Beyond emergency relief, interventions should support the economic recovery of both host communities and displaced populations to ensure sustainability. Experience from Sufosec partners shows that combining immediate livelihood support with investments in collective infrastructure, sustainable natural resource management, and ecosystem rehabilitation strengthens resilience to climate and environmental fragility. In displacement contexts, involving host communities alongside IDPs, refugees, and returnees in food security and livelihood activities helps reduce tensions, strengthen social cohesion, and foster integration. By **enabling displaced populations to produce food locally**, dependency on aid can be reduced while reinforcing local food systems and contributing to more stable and resilient communities.

## Operationalizing the Nexus – *Implementation phase*

### Context – Staying Connected to Reality

Kick-off workshops and inclusive targeting are essential tools for anchoring interventions in their operating context and for maintaining continuous horizon scanning throughout implementation. Such **moments of exchange create space to reconnect with communities**, especially when time constraints during project formulation have limited prior consultation, and to validate or adjust humanitarian, development, and peace priorities based on community feedback. Presenting diagnostic results and stakeholder analyses during these workshops strengthens ownership and ensures that project design reflects expressed needs. Inclusive and objective targeting approaches, such as the Household Economic Approach combined with community-based identification of vulnerable groups using socio-demographic criteria, enhance credibility, efficiency, and social acceptance. In displacement settings, **inclusive targeting** further facilitates interaction between host communities and displaced populations, supporting social cohesion. A holistic understanding of food systems, including different land-use practices, helps anticipate potential resource-related tensions. Continuous contextual analysis also relies on active engagement in coordination mechanisms and networks, particularly United Nations Clusters, where Sufosec members have demonstrated strong legitimacy and sustained presence in fragile contexts.

### Project – Localizing Capacity and Adaptation

Strengthening capacity for action and adaptation in fragile environments requires a highly localized implementation strategy. Experience shows the **importance of working with local facilitators** who are versatile, familiar with both humanitarian and development approaches, and able to operate in hard-to-reach areas. Localized procurement procedures are equally critical when intervening in food systems, even if this requires adapting standard international practices to better fit contextual realities, through close dialogue with financial partners. While partners with strong community ties are a key asset, **security responsibilities** cannot be delegated and must remain a central priority in line with organizational policies. Throughout implementation, systematic attention to conflict sensitivity, regular updates of context and conflict analyses, and the application of mitigation measures are essential to ensure relevance and adaptability in volatile settings.

### Action – Flexibility in the Service of Resilience

In fragile contexts, flexibility and a strong focus on resilience are central to effective action. Projects that **prioritize resilience at household, community, and institutional levels** have proven better able to absorb shocks and adapt to crises, as illustrated by livelihood diversification strategies that reduce vulnerability to climate extremes. Flexibility must be built into project design, allowing strategies and modalities to be adjusted without changing overarching objectives. This includes **geographic flexibility** through the definition of action perimeters rather than fixed locations, **programmatic flexibility** by focusing on collective outcomes rather than predetermined infrastructure, and **temporal flexibility** through regularly updated timelines. Such adaptive approaches make it possible to respond to rapidly changing contexts while maintaining coherence and accountability, provided they are supported by continuous dialogue with donors and partners.

## Monitoring, evaluation and learning – *Evaluation and capitalization phase*

### Context – Grounding Results in Reality

Consultations should be conducted at all stages of the development and management of the results framework or logframe to ensure that interventions remain firmly rooted in context. At project outset, findings from diagnostic, stakeholder, and needs assessments should be collectively reviewed and validated through multi-stakeholder workshops, creating shared ownership and relevance. Where possible, an inception phase agreed with donors can serve both to refine priorities and to collect baseline data, and has proven to be an accepted justification for the absence of baselines at proposal stage in fragile contexts. Experience shows that **results frameworks in such environments must remain realistic and context-sensitive**, favoring achievable and meaningful indicators over overly generic ones. Qualitative indicators, particularly those capturing concrete changes such as conflict cases addressed through the project, are often more appropriate, while attribution strategies must carefully reflect the complexity and volatility of the context.

### Project – Building Transferable Capacities for Resilience

Projects should strengthen the capacities of teams, partners, and local authorities to manage conflict sensitivity and climate-related risks, notably through agroecology and disaster risk reduction approaches, including preparedness for livestock crises in line with LEGS standards. Training is particularly valuable as it **builds transferable skills** that remain useful even in situations of displacement and demonstrates scale and sustainability to donors. Practical experience, such as training supporting rapid post-flood responses in Chad, illustrates how strengthened human and institutional capacities enable communities and local structures to recover livelihoods and respond autonomously to future shocks. Joint implementation with local authorities further consolidates these capacities, ensuring that resilience is embedded beyond the life of the project.

### Action – Measuring What Matters, Adapting What Is Needed

Monitoring and evaluation systems should document **project processes through a Nexus lens**, making visible how humanitarian, development, and peace objectives interact and contribute to longer-term gains. **Process indicators and adaptive methodologies** such as Outcome Harvesting are particularly suited to fragile contexts, as they capture observable changes in behaviors, relationships, and practices, including in areas such as conflict management. While the use of such approaches requires dialogue with technical and financial partners, experience shows that focusing on processes enhances adaptability, as processes can be adjusted and justified even when outcomes are affected by shocks or conflict. Flexibility within results frameworks can also be strengthened through contingency mechanisms, such as crisis modifiers or limited budgetary flexibility, allowing projects to respond rapidly to emerging needs while remaining aligned with agreed objectives.

## 6. CONCLUSIONS

This document provides a framework for the programming activities of Sufosec Alliance members and partners and all users of this document working in fragile contexts. It draws in particular on the experience gained in a joint Sufosec project implemented in Chad and is also based on other projects in various fragile states where the Alliance is active.

After reviewing the various elements of the Sufosec Alliance's learning journey around the Triple Nexus project in Chad, the document draws lessons applicable to project management and implementation in other fragile contexts: **The core of the document lies in the "Nexus" criteria distilled into a grid that crosses the three phases of project programming, operationalization, and evaluation with the three elements of the project context, the project as an agent of change, and the project action.** The nine fields of this "Nexus grid" are shown in Chapter 5.

If this document had to be summarized in key messages to be integrated into Nexus programming, here are three key factors:

**1. Pursuing an integrated Humanitarian / Development / Peace approach to food systems** involves addressing conflict dimensions (e.g., land tenure), food and nutrition security in times of crisis, and local markets to feed vulnerable populations. Proof: The Sufosec Alliance project in Chad and others, like the DRIC project in Kenya, demonstrate that if we strengthen food systems locally, we will be better able to respond to crises. For example, by setting up storage systems for food and fodder, the DRIC project in Kenya, as part of Sufosec, has been able to reduce livestock losses during droughts in the Horn of Africa between 2020 and 2023 and increase food security (VSF-Suisse 2024: Evaluation of DRIC project).

**2. Building flexibility into the budget, implementation, and design of the project monitoring and evaluation framework is even more important when we want to strengthen food systems (strongly affected by climate change and conflict!):** Flexibility will enable a better response to food crises in particular. For example, during the 2024 floods in the Sahel, an intervention focused on supporting livestock farming strengthened local food crisis response mechanisms

in collaboration with the authorities. This intervention was part of the Sufosec Alliance's Triple Nexus project, with the advantage of ensuring that actions in this project could be monitored beyond the flood period. It was carried out thanks to additional project resources that were not initially planned. Ideally, if projects can budget for contingencies (crises, conflicts) through a "crisis modifier", this allows them to maintain a certain degree of flexibility in order to respond to unforeseen developments.

**3. Internalizing conflict sensitivity and Conflict-Sensitive Program Management (CSPM) at all stages of the project is a must if food system interventions shall be sustainable, because of resource conflicts around food production:** Conflict sensitivity is actually the basis for integrating the peace pillar into projects in fragile contexts. Proof: The project in Chad showed how crucial it is to proceed according to the three stages of the conflict-sensitive approach: a) an appropriate analysis of the conflict context ("conflict analysis"), b) analysis of the interactions between the intervention and the context, and c) adjustments to the project to minimize its negative impacts while maximizing its positive impacts. While the conflict analysis carried out in Chad made it possible to anticipate land conflicts, which were then taken into account in the project, the downstream work analyzing interactions with the project context identified additional conflict-sensitive measures. These include raising awareness among men of the importance of women's economic empowerment as a means of becoming more resilient to climate disasters. Without these measures, the project would have risked opposition from men fearful of losing control within the household.

While its primary intention is to guide all those involved in programming in fragile contexts, with a particular focus on food systems, the document should not be understood as a 'one size fits all' tool. When using the tool, please exercise the flexibility required by your working context, as is inherent in the *Triple Nexus*. So: Good luck to all change agents in fragile contexts, may this guidance document inspire you in your work!

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## Appendix 1: SWOT analysis – implementation of Nexus as a Sufosec alliance

### 'Triple Nexus' challenges and opportunities for Sufosec

#### OPPORTUNITIES:

- 1) **Learning synergies and capacity development:** Individual organisations lack resources to mainstream a Nexus approach, together we are stronger
- 2) **Programme adaptiveness:** How can Sufosec members be more adaptive in 'Triple Nexus' contexts in terms of adapting programmes to shocks and conflicts?
- 3) **Scenario planning and context analysis:** *Nexus thinking* requires scenario thinking
- 4) **Diversity in unity:** 'Triple Nexus' refers to an approach, a mindset, yet requires adaptation

#### ADDRESSING OPPORTUNITIES:

- 1) The Learning Group implements the identified synergies and contributes to strengthening capacities in Nexus programming in the country teams (Learning Events)
- 2) Flexible programming including staff deployment / repatriation / exit, sharing resources on a short term are issues to be treated also in countries with several Alliance members such as Mali, Burkina or Colombia
- 3) A single member lacks capacity to adapt its programmes to changing context, i.e. shared dynamic context analyses are a way to make scenario planning possible
- 4) Latin America requires guidance for climate related hazards and youth criminality, Africa needs youth-friendly, inclusive solutions against radicalization and land use conflicts

#### CHALLENGES:

- 5) 'Compromising on humanitarian principles' (restricted safe spaces for NGOs in conflict settings, need for negotiating access, etc.)
- 6) Social peace and cohesion as the poor element in Nexus: i.e. the need for addressing resilience and including **social cohesion** (indicators) towards 'positive peace' in (true) Triple Nexus programming
- 7) Dealing with donors that impose their policies against the backdrop of clear principles (e.g. stating, Nexus is important but yet prioritising life-saving interventions)
- 8) Humanitarian donors "draining" highly qualified staff, therefore competition between humanitarian aid and development instead of synergies

#### ADDRESSING CHALLENGES:

- 5) Bottom-up approaches to conflict resolution are less 'at risk' of undermining humanitarian principles according to DuBois (CHA 2020), e.g. in NRM (such as in land use conflicts)
- 6) The Alliance by its focus on empowerment and in its strategy to addressing LNOB will need to find evidence-based solutions on how Triple Nexus programming can foster social cohesion. The resilience indicator is seen as one way to make such evidence tangible
- 7) Lobbying in the UN Clusters is one way of building awareness with humanitarian donors on the importance to overcome 'simplistic' live-saving "vs" resilience building activities
- 8) Exchanging with donors / decision makers (e.g. UN agencies) on staffing principles

## Appendix 2: Summary of the learning journey on contextualizing the OECD DAC recommendations on the Triple Nexus in Sufosec projects

### Recommendation 1: Prioritize prevention

#### How can joint programming be ensured while recognizing expertise within the project?

Sufosec suggests drawing on the knowledge and experience of organizations such as VSF-Suisse and SWISS-AID. The Alliance also emphasizes the importance of involving local actors and establishing a coordination framework that includes all stakeholders.

#### What institutional framework should be put in place between the main actors?

It is recommended that an institutional framework be established that includes all relevant actors and stakeholders, such as local authorities, administrative bodies, civil society, and development and humanitarian actors. Regular coordination meetings, such as roundtables, should be organized to ensure effective collaboration.

#### How relevant are the "Lake Chad crisis" and other crises to the project context?

Sufosec highlights the importance of analyzing the impact of various crises, such as violence, refugees, and food crises, on the population of Guéra province. It suggests defining prevention and mitigation measures and taking into account the cross-border nature of these crises in project programming.

### Recommendation 2: Put people at the center

#### How should food procurement mechanisms be planned/designed in a Nexus project?

Strengthening civil society organizations (farmers, women, young people) requires collaboration with local civil society partners and the delegation of responsibilities. Planning must take into account the needs of the population participating in the project and identify the most priority basic services with the population concerned. A communication system must be put in place to inform project participants about the sources of funding for actions carried out on their behalf.

#### How can the people concerned be involved in identifying needs and risks?

It is recommended to conduct a participatory analysis of the situation (context) and needs, as well as an analysis of the perceptions of those concerned about the problems to be solved. A participatory management mechanism should be established, focusing on the community groups/associations concerned.

#### When and how should humanitarian principles and human rights standards be integrated into project planning and design?

Humanitarian principles and human rights standards should be included in the planning phase, in coordination with humanitarian programs.

### Recommendation 3: Be conflict-sensitive and avoid harm

#### What is "shared horizon analysis" and how should it be included in context analysis?

Joint horizon analysis involves analyzing the situation by taking into account early warning signs of conflict and monitoring risks as a preventive measure. It should be integrated into context analysis through the current situation and actor analysis, taking into account their immediate and medium-term needs. This process should be carried out regularly with humanitarian and peace organizations through roundtables and coordinated preventive measures.

#### How can we ensure that humanitarian aid adapts and contributes to development?

Humanitarian aid must respond to both emergency and development needs, without excluding any category of people. Mechanisms based on participatory and consensual management of natural resources (charters, conventions, agricultural perimeters, etc.) must be implemented. Coordination with humanitarian organizations for different interventions and a common theory of change are essential. Good practices include agroecological approaches and the promotion of local seeds.

### **How can flexibility in approaches and programming be ensured?**

Flexibility can be ensured by integrating risk analysis into humanitarian program planning and monitoring missions. The document highlights the importance of not having rigid mechanisms, as was the case during the COVID-19 pandemic, where more radio programs were used instead of field interventions. Challenges include donor flexibility, with large organizations being less adaptable. It may be useful to establish personal relationships with program managers and diversify funding sources.

### **What are some good practices in "community resilience mechanisms" that could be included?**

Innovations can help move away from traditional practices that are no longer sustainable. Examples include fodder crops in Mali, which help bridge the lean season and improve fodder sales between producers and livestock keepers, and mobile milk processing units, which improve connectivity between production and consumption areas. It is essential to consider trade and economic channels to improve connections between production and consumption areas.

## **Recommendation 4: Align programming with risks**

### **What is "shared horizon analysis" and how should it be included in context analysis?**

Joint horizon analysis involves analyzing the situation by taking into account early warning signs of conflict and monitoring risks as a preventive measure. It should be integrated into the context analysis through the current situation and actor analysis, taking into account their immediate and medium-term needs. This process should be carried out regularly with humanitarian and peace organizations through roundtables and coordinated preventive measures.

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## **Recommendation 5: Strengthen national capacities**

### **How to select and strengthen local partners (capacity and risk assessment methods)?**

Local partners should be selected based on their active presence in the area concerned, their reputation, and their absorption capacity in relation to the budgets envisaged. It is also important to manage risks such as security, corruption, and the instrumentalization of aid. Diversity and inclusion within the partner organization are also important criteria.

To strengthen partners, it is recommended to focus on security, corruption prevention, and familiarization with project tools. It is also essential to clarify roles and internal governance and to organize training on peacebuilding approaches and conflict analysis.

A capacity and risk analysis for each partner should be carried out, followed by an organizational strengthening plan based on this analysis. It is important to take into account the real needs of project participants and plan activities accordingly.

### **How can coordination with international donors be ensured?**

Coordination with international donors can be ensured through participation in working groups, bilateral meetings with embassies, and integration into annual planning such as HRP and HNO.

It is best to build coordination around existing decentralized entities and strengthen the capacity of local actors so that they can take responsibility for coordination in the medium term.

## **Recommendation 6: Invest in learning and evidence**

### **How can we ensure shared learning and the creation of evidence?**

The involvement of all stakeholders at different stages (diagnosis and validation of priorities, planning, implementation, and monitoring and evaluation) is essential for shared learning. A facilitator should document relevant lessons learned and help share them among stakeholders. Good practices and failures are all learning points for the multi-stakeholder dynamic that has been established. It is recommended to develop a communication plan with high-quality communication materials. Networking among stakeholders and organizing professional days or annual conferences

in the country can create a space for reflection and influence the country's structures.

**How can a common monitoring (and alert) system be set up?**

To enable real ownership by local actors, it is recommended to develop a monitoring framework that defines all relevant indicators, their collection, and methods of analysis. This framework should clearly define responsibilities for collecting and interpreting indicators. The establishment of a common alert system with indicators for different stages of alert and corresponding action plans is crucial. Regular monitoring of these indicators and continuous analysis of the conflict context are necessary to respond in a timely and appropriate manner.

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