



## GRAND BARGAIN ON NEEDS ASSESSMENTS

### Strengthening joint humanitarian-development-peace analysis

#### Background and key messages

#### Introduction

As stated in the 2019 OECD Development Assistance Committee Recommendation on the Humanitarian-Development Peace Nexus<sup>1</sup>, strengthening the coherence between humanitarian, development and peace efforts aims at “effectively reducing people’s needs, risks and vulnerabilities, supporting prevention efforts and thus, shifting from delivering humanitarian assistance to ending need. This will be critical in reducing humanitarian needs and ensuring that we meet our collective pledge of “leaving no-one behind”. This requires the engagement of a diverse range of actors, based on their respective comparative advantage, a shared understanding of risk and vulnerability and an approach that prioritises ‘prevention always, development wherever possible, and humanitarian action when necessary’”. Strengthening the humanitarian-development-peace nexus also responds to the World Humanitarian Summit’s call for increased coordination and cooperation between actors working in crisis and conflict affected contexts, including a commitment to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing their risk and vulnerability, working over multiple years through the achievement of collective outcomes.

Against this background, ECHO and OCHA as co-conveners of the Grand Bargain on Needs Assessment (GBNA) in collaboration with the World Bank convened a Workshop on 21-22 May 2019 with GBNA partners to discuss experiences with joint humanitarian-development-peace needs assessments and analysis, identify factors enabling success, challenges, and steps that could be taken to strengthen joint analysis. Recognising that experience with the integration of the ‘peace’ element of the nexus is still relatively new, this component was not fully addressed at the Workshop and further efforts will be needed to capture lessons learned and good practices on the triple nexus.

This paper translates the main conclusions of the Workshop into messages for senior management in agencies and donors to ensure that joint humanitarian-development analysis produces actionable results for the stakeholders concerned.

#### Main Components of Successful Joint Humanitarian-Development(-Peace) Analysis

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<sup>1</sup> <https://legalinstruments.oecd.org/public/doc/643/643.en.pdf>

The main challenges of joint humanitarian-development(-peace) analysis revolve around: difficulties to articulate common analysis objectives between the various stakeholders; sensitivity on the role and leadership of the government when party to a conflict or biased against certain groups or issues; unclear leadership amongst humanitarian and development stakeholders to guide joint analysis; disagreement on the scope and unit of analysis (geographic, population groups); different methods of data collection and analysis and complexity to combine various assessments; lack of analytical framework to guide joint humanitarian-development(-peace) analysis; and variations of timing and duration of data collection and analysis vis-à-vis the decisions that have to be made by the different stakeholders. Many of the challenges are inherently political in nature<sup>2</sup>, but some approaches to addressing the main challenges identified are proposed below.

### Coordination of joint humanitarian-development analysis

- Joint humanitarian-development(-peace) analysis is the cornerstone of formulating collective outcomes and achieving complementarity and synergy between humanitarian, development and peace actions. It is the basis against which government, humanitarian agencies and development actors can agree on a sequence and combination of programmes to address both short-term and long-term causes of vulnerabilities and risks that translate into humanitarian needs and development failures.
- Joint analysis should whenever possible be led and coordinated by the government. However, joint humanitarian-development analysis should not compromise the principles of humanity, independence, impartiality and neutrality. Particularly in contexts where the government is party to a conflict, expected to present biases against certain population groups, or reluctant to confront certain issues, creative ways to conduct joint analysis should be sought, such as by increasing engagement with technical staff in ministries and specialized institutions (e.g. statistics), academia and civil society.
- Existing coordination mechanisms of government, agencies and donors should be leveraged as much as possible to facilitate joint humanitarian-development and analysis<sup>3</sup>.
- As part of these coordination mechanisms, a dedicated Information Management and Assessment/Analysis Working Group composed of experts in strategic planning, information management and analysis from government, humanitarian and development institutions at technical level, can play a role the analysis. Existing coordinated analysis mechanisms should be leveraged as much as possible, and processes kept light, timely and efficient.

### Objectives of joint humanitarian-development analysis and analysis framework

- The objectives of a joint humanitarian-development(-peace) analysis should be jointly defined and agreed upon based on the decisions that the various stakeholders are expected to take. Agreement should be sought on the scope of the analysis (e.g. target groups, geographic areas, thematic issues,

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<sup>2</sup> For example, the risk of substitution by humanitarian aid for a lack of government and development presence or engagement. Most marginalized areas and populations – often border areas far from a capital with higher probability of refugee and displaced populations being present – are places where humanitarian aid should not be left alone, but where notably development should be active too, as well as insisting at government cooperation level on equity, human rights and protection (and respect of humanitarian principles).

<sup>3</sup> On the UN agencies side, this may include considering expanding the composition of UN Humanitarian Country Teams and UN Country Teams beyond that which is approved by the IASC, to include non-UN agencies.

period under consideration, existing human and financial capacity) and expected outputs. While the expectations may differ between the actors, it is essential to identify a common goal (e.g., understanding vulnerabilities characteristics, drivers and risks) against which specific objectives can address specific decision-making requirements for humanitarian and development stakeholders. To the extent possible, objectives should be aligned to national priorities.

- An analysis framework describing the data and information required and the way they will be analysed should be jointly defined. Existing frameworks from both humanitarian and development actors can be used as a starting point<sup>4</sup>.

#### Modalities of joint humanitarian-development analysis

- Joint humanitarian-development analysis does not mean that a single, joint assessment (including primary data collection) should necessarily be conducted. Sharing existing data and information based on distinct humanitarian and development assessments should enable joint analysis, provided that the methods of data collection are transparently shared, and due consideration taken on data protection and privacy.
- Existing data and information should be leveraged to the maximum extent possible. This includes conducting a thorough secondary data analysis and trend analysis based on the agreed-upon analysis framework.
- Conducting joint analysis with humanitarian and development actors is likely to take time and necessitate dedicated staff. This should be factored in when initiating a joint analysis, and corresponding resources committed.

#### Capacities for joint humanitarian-development analysis

- Adequate analysis capacities of national and local government, humanitarian and development actors are required. These comprise a variety of technical analysis capacities, strategic planning know-how as well as mutual understanding of assessment and analysis approaches of the various actors, including terminologies used and analysis methods and tools.
- Effective coordination capacities are also essential, including, importantly, a degree of neutrality to manage the different stakeholders' engagement in the joint analysis process and ensure agreement on key decisions throughout the process (e.g. the definition of objectives, methodology, and results). This role can be critical in ensuring all stakeholders, including government, stay engaged throughout the process.

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<sup>4</sup> For example, the Joint Intersectoral Analysis Framework (JIAF) being developed as part of the Grand Bargain on Needs Assessment, the Recovery and Peacebuilding Assessment Framework (RPBA) and the Post-Disaster Needs Assessment (PDNA) of the World Bank-UN-EU, the Resilience Systems Analysis of the OECD.

## Recommendations for Senior Management

### Humanitarian and development agencies

- **Clear leadership and coordination on the humanitarian-development-peace nexus** is required to clarify roles and responsibilities at both headquarters and field level on the humanitarian-development-peace nexus, including on liaising with government counterparts and other stakeholders such as NGOs, academia and civil society on joint humanitarian-development-peace analysis, as well as to ensure systematic learning of lessons and sharing of good practices.
- **Opportunities for cross-fertilisation between humanitarian and development actors** (such as co-participation to scoping missions for a joint assessment or analysis, and in relevant joint trainings or workshops, as well as, where possible, secondment of staff involved in assessment / analysis across humanitarian and development organisations or across humanitarian and development departments of the same organisation) should be sought to facilitate mutual understanding of analysis approaches and awareness of differences of objectives and expected outputs of joint humanitarian-development analysis.
- **Staff capacities to engage in and conduct joint analysis** should be strengthened. This includes both staff time and appropriate coordination and technical skills in assessment and analysis.
- **Incentives should be given to senior managers and staff to dedicate time and efforts to engage in joint analysis.** There should be an explicit demand by decision-makers, and allocated time and responsibilities for staff to engage in the joint identification of vulnerabilities, capacities and risks that pave the way to the formulation of collective outcomes.

### Donors

- **Resources should be mobilized to strengthen national and local authorities' capacities** to coordinate and conduct joint analysis with humanitarian and development actors, building on existing efforts.
- **Incentives should be given to humanitarian and development agencies** to engage in joint analysis given the benefits of effective allocation of humanitarian and development resources. Such incentives include financing the implementation of complementary and synergistic programmes to achieve collective outcomes.
- **Multi-year planning and financing** should be supported based on joint humanitarian-development(-peace) analysis that identifies the combination of short-and long-term programmes required. Resources should be allocated in a principled manner and according to an effective and coherent internal donor strategy.