CONDUCIVE SPACE FOR PEACE

network for CONFLICT PREVENTION & PEACEBUILDING

DRC DANISH REFUGEE COUNCIL

CDA PRACTICAL LEARNING for INTERNATIONAL ACTION

‘Peace’ in the Humanitarian-Development-Peacebuilding Nexus Learning and Practice Note

Network for Conflict Prevention and Peacebuilding

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About the Network for Conflict Prevention and Peacebuilding

The **Network for Conflict Prevention and Peacebuilding** (CPPB) was established in April 2018, joining an international chorus of actors advocating for addressing violent conflicts through conflict prevention and peacebuilding. It was established by the Danish Refugee Council (DRC), Danmission, CARE Denmark, Oxfam IBIS, Danish Center for Conflict Resolution (CfK), and the Council for International Conflict Resolution (RIKO), and Conducive Space for Peace as well as DanChurchAid subsequently joined.

The Network is aimed at Danish actors, primarily NGOs, but also public and private stakeholders, invested in humanitarian and development projects in the Global South. Its key purpose is to generate and share practical knowledge on peacebuilding and conflict prevention and to contribute to capacity building on this amongst Danish actors.

The Network intends to share and build on best practices from actors working in conflict-affected societies. Any NGO in Denmark, working in conflict-affected societies and interested in peacebuilding and conflict prevention, is free to apply to join the Network. For more information and to contact the Network, please visit: https://www.globaltfokus.dk/arbejdsgrupper/netvaerk-for-konfliktforebyggelse-og-fredsopbygning

About CDA

CDA Collaborative Learning (CDA) is an action research and advisory organization passionate about improving the effectiveness and accountability of peacebuilding, development, and humanitarian efforts wherever communities experience conflict.

CDA exists to engage the complex questions that unlock positive, systemic change wherever communities experience fragility and conflict. Our collaborative learning approach and advisory partnerships span all global regions, unified by the aim of improving the effectiveness of national and international actors who engage in peace practice, provide humanitarian assistance, and support sustainable development.

CDA's groundbreaking 'Do No Harm' principles, framework, and practical guidance have stood the test of time as core policy and practice across the humanitarian-development-peacebuilding nexus. Following the success of 'Do No Harm', CDA developed expertise in the areas of peacebuilding effectiveness, responsible business practice, and aid effectiveness continuing to refine collaborative learning, listening, and organizational development approaches to support organizations and whole sectors to move from evidence to action.

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Abbreviations

CDA – CDA Collaborative Learning Projects
CPPB – The Network for Conflict Prevention and Peacebuilding
CSO – Civil Society Organization
DDG – Danish Demining Group
HDP – Humanitarian-Development-Peacebuilding
IASC – Inter-Agency Standing Committee
INGO – International Non-Governmental Organization
MFA – Ministry of Foreign Affairs of Denmark
NGO – Non-Governmental Organization
ODA – Development funding
PSF – Peace and Stabilization Fund
RPP – Reflecting on Peace Practice

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I. Introduction

As part of the Danish Network for Conflict Prevention and Peacebuilding (CPPB)'s Peace in the Humanitarian-Development-Peace (HDP) Nexus initiative, CDA Collaborative Learning (CDA) conducted global research with Danish civil society organizations (CSOs) working internationally and their partners. The research examined key components of bottom-up peacebuilding, and ways it contributes to development and humanitarian outcomes, promising practices of local peacebuilders, the HDP nexus (also called the triple nexus), power imbalances between local actors and international organizations, and good practices for applying conflict sensitivity across the HDP nexus. This practice note synthesizes the findings of that research and presents strategies for CSOs to integrate bottom-up peacebuilding across the HDP nexus to strengthen outcomes of humanitarian, development, and peacebuilding programming. While the research was conducted with Danish CSOs, the findings are of relevance to CSOs elsewhere as well as for donor agencies that set funding and policy parameters for CSO work across the triple nexus.

Purpose and Structure

The purpose of this note is to share programmatic guidance on bottom-up peacebuilding as it relates to the HDP nexus. This note also aims to elaborate peace for humanitarian and development actors in their conflict sensitivity approaches. On the other hand, this note does not aim to convert all agencies into peacebuilding ones. Rather, it shares the benefits of integrating peacebuilding approaches into and alongside humanitarian and development actions.[1] We hope that this note will be useful to practitioners both in Denmark and beyond, working in the humanitarian, development, and peacebuilding fields, to government agencies that fund their work, and to their local partners.

To contextualize the guidance on promising practices for integrating bottom-up peacebuilding into programming across the HDP nexus, this note provides brief overviews of peace in the HDP nexus and bottom-up peacebuilding. Explanations of the benefits and incentives to integrating bottom-up peacebuilding follow, along with a discussion of some of the barriers faced by Danish CSOs and their peers. The paper closes with a section focused on structural enablers and descriptions of practices that have been useful to Danish CSOs and their partners.

Methodology

This note draws on a range of sources, benefitting in particular from the knowledge of local peacebuilders with decades of experience transforming their communities. In August and September 2022, CDA interviewed representatives of Danish CSOs and their local partners to gain an understanding of how organizations and partners are navigating and addressing opportunities and challenges when applying bottom-up peacebuilding in the HDP nexus. To further ground the interview findings, CDA facilitated a feedback workshop with 15 stakeholders from Danish CSOs and their local partners. Finally, CDA conducted a desk review of CPPB member organizations' guidance materials, evaluations of the Danish MFA, and case studies. For a more detailed description of the methodology, please see Annex 1.

[1] For more on this, see: https://www.thenewhumanitarian.org/analysis/2020/05/13/triple-nexus-peace-development-security-humanitarian-policy

This study was subject to limitations. It was undertaken in a short timeframe, which meant that CDA was able to interview 11 individuals, and three of those were conducted through an interpreter which can make it challenging to fully understand an interviewee's perspective. The desk review was intended to address aspects of this shortcoming. Further, the study was not able to include Francophone stakeholders in the interviews. The team sought to mitigate this by inviting Francophone stakeholders to provide input during the feedback workshop (with simultaneous interpretation).

II. Peace in the HDP nexus

> "Our partners are pushing us to work beyond the silos and are telling us that the silos don't match their reality because the siloes have been set up by the donors."
>
> - Interviewee from an international organization

The HDP Nexus

The HDP nexus refers to the 'New Way of Working'[2] towards collective outcomes. The purpose of framing this concept as a convergence is to enable humanitarian, development, and peacebuilding actors to work together to address the needs and reduce vulnerabilities of communities in challenging settings. Stemming from concepts such as 'disaster risk reduction', 'linking relief rehabilitation and development', the 'resilience agenda' and embedding conflict sensitivity into programming, the HDP nexus links the practices of development, humanitarian, and peacebuilding efforts to maximize impact through greater coherence. By putting local actors at the center of decision-making, localization efforts can further maximize HDP approaches to meet the holistic needs of communities and have more sustainable results.[3] While the concept of the double nexus (humanitarian-development nexus) is not new, the peace component is a relatively new addition.

State of the HDP Nexus in Denmark

In light of this increasing emphasis on the HDP nexus and a call for greater integration of the 'peace' pillar[4], the Danish government combined development and humanitarian funding streams in one instrument in the 2022-2025 Strategic Partnership Framework for Danish CSOs[5]. Peace is included implicitly in the priority to support Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions). The only designated Danish fund for peacebuilding and stabilization is the Whole-of-

[2] OCHA, New Way of Working, 2017, https://www.unocha.org/sites/unocha/files/NWOW%20Booklet%20low%20res.002_0.pdf

[3] Globalt Fokus Spring 2022 deep dive

[4] OECD Development Co-operation Peer Reviews: Denmark, 2021, https://www.oecd-ilibrary.org/sites/6e9b77e5-en/index.html?itemId=/content/publication/6e9b77e5-en

[5] Ministry of Foreign Affairs of Denmark, Strategic Partnerships with Danish Civil Society Organisations - Information note - Full application 2022-2022, September 2021, https://um.dk/-/media/websites/umdk/danish-site/danida/partnerskaber/civilsamfundspartnere/stoetteformer/information-note-strategic-partnerships-2022-2025_final.ashx

Government Peace and Stabilisation Fund (PSF).[6] The PSF is presently undergoing revision following a recent evaluation.

The Peace and Stabilisation Fund

Since 2010, the PSF Fund has been a key instrument behind Denmark's targeted, comprehensive, and coordinated approach in responding to needs in fragile and conflict-affected contexts. This is due to a series of factors which set the Fund apart from other development, foreign policy, and security instruments, including its cross-departmental management arrangements, its thematic focus on peacebuilding and stabilisation, and its ability to draw from both development funding (ODA) and non-ODA sources of funding. The core rationale for the Fund is to enable Denmark to respond coherently, flexibly, and rapidly to emerging and ongoing peacebuilding and stabilisation needs in countries and regions where there is a Danish national interest and draw from the range of Danish diplomatic, development, military and security instruments.

The Fund was established as part of the Danish Defense Agreement 2010-2014 and was reconfirmed with subsequent Agreements. It is an integral part of the Danish "Foreign and Security Policy Strategy 2022" where it is mentioned that 'we will make use of the entire range of foreign and security policy instruments that we have in our toolbox in order to create long-lasting, sustainable stabilisation.' It is also an important contribution to Denmark's strategy for Development Cooperation and Humanitarian Action ("The World We Share 2021-25") with its focus on preventing and fighting poverty and inequality, conflict and displacement, irregular migration, and fragility. The Fund prioritizes SDG 16 by focusing on prevention of conflicts, peacebuilding, and stabilisation in and around fragile and conflict affected states.

- Peace and Stabilisation Engagements in the shadow of COVID-19: Annual Report, 2020, https://www.fmn.dk/globalassets/fmn/dokumenter/aarsrapporter/samtaenkning/-fsf-aarsrapport-

A 2022 thematic evaluation of nexus approaches among Danish CSOs found that adoption of the triple nexus is "embryonic and quite loosely defined" in most Danish CSOs. However, the double nexus (humanitarian-development nexus) approaches are seen as relevant and effective in fragile contexts. Compared to their international counterparts, field-level staff, implementing partners, and communities had "a clearer understanding of the peace element in the nexus". Using their conceptualization of peacebuilding practice, more than half of the Danish CSOs in the evaluation incorporated elements of peacebuilding practice alongside their development and humanitarian interventions, although they did not necessarily categorize their work as peacebuilding. Examples included programming to develop resilience at the community level through conflict resolution mechanisms and supporting durable solutions to forced displacement. Eight of the fourteen organizations engage in activities to sustain peace and four took a "structured approach to peacebuilding."[7] The evaluation recommended that Danish CSOs should "internalise their conceptual understanding of peace in the nexus and operationalise peace in ways that include stakeholder understandings."[8]

[6] https://um.dk/udenrigspolitik/sikkerhedspolitik/fremme-af-fred-sikkerhed-og-beskyttelse/samtaenkning

[7] Nordic Consulting Group and Intrac, Evaluation of the Danish Support to Civil Society. Thematic Evaluation 3: Humanitarian-Development-Peace Nexus, February 2022, https://www.alnap.org/system/files/content/resource/files/main/2022CSOThematicReport3.pdf

[8] Ibid.

Peace in the HDP nexus

> Peacebuilding is a long-term process to achieve sustainable peace in a society by addressing the root causes of conflict and strengthening a society's capacity to manage violent conflict in non-violent ways.
>
> - CPPB Good Practices Report 2019

There is a wide range in the extent to which HDP nexus programming encompasses peacebuilding objectives. The Spectrum of Ambition graphic (Figure 1) shows the progression from taking a Do No Harm approach while implementing humanitarian or development programming to integrating conflict prevention work alongside other (i.e., development or humanitarian) objectives to the farthest end of the spectrum: directly addressing drivers of conflict through peacebuilding programming.

Figure 1: Spectrum of Ambition*

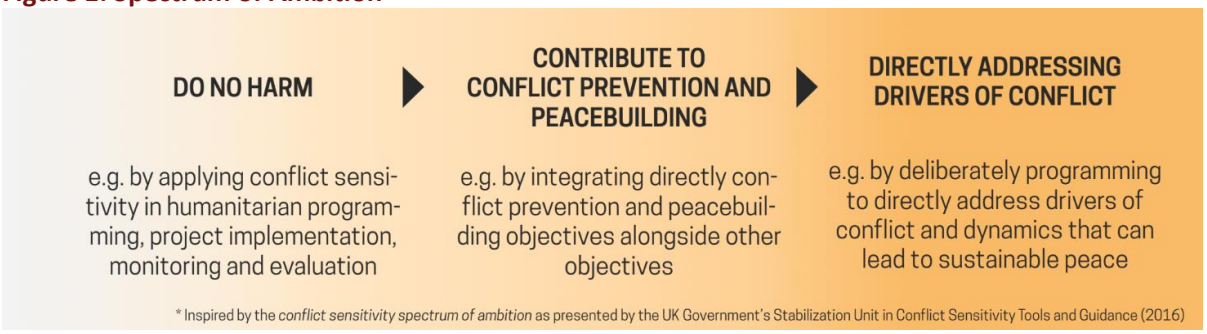


Figure credit: CPPB Good Practices Report. 2019.

Taking a Do No Harm approach to humanitarian or development programming integrates conflict sensitivity across the program cycle to mitigate against inadvertently contributing to conflict drivers. Going a step further, interventions can contribute to peacebuilding by incorporating approaches and objectives focused on preventing conflict within the context of other programming. The BORESHA project is an example of a triple nexus approach that integrated peacebuilding objectives into humanitarian work:

> BORESHA established 20 community water points in Dolo Ado (Ethiopia), Dollow (Somalia), and Mandera County (Kenya) and trained communities on their management. These water points have had one of the greatest impacts in building community resilience to conflict. Water resource related conflicts have significantly reduced. Training and formation of peace committees ensured peaceful coexistence of community members in the project areas. The peace committees quickly resolved arising conflicts through dialogue and ensure equitable sharing of natural resources and through participatory rangelands management.[9]

[9] BORESHA, Forward Together: Experiences of Nexus in Humanitarian Programming at the Horn of Africa. Technical Brief. January 2022. Page 8, https://boreshahoa.org/wp-content/uploads/2022/03/Experiences-of-Nexus-In-Humanitarian-Programming-FINAL-web.pdf

Peacebuilding interventions that directly address drivers of conflict span a range of activities and approaches. Some approaches recently undertaken by CPPB member organizations[10] include:

- Supporting civil society involvement in peace negotiation processes;
- Supporting reconciliation between conflicting communities to address grievances and develop shared measures to mitigate violence between communities;
- Facilitating dialogue between community members;
- Providing training on conflict management and mediation for civil society;
- Building local media actors' capacity in conflict sensitive communication and journalism; and
- Promoting peaceful coexistence and social cohesion[11] through support to local religious leaders who share messages about accepting difference and valuing diversity.

Peacebuilding and Stabilization Seek Different Aims and Use Different Methods

Peacebuilding's focus on addressing root causes of conflict and non-violent conflict resolution distinguishes it from stabilization. Stabilization has short-term objectives, focused on conflict management or containment, the cessation of violence, and resumption of economic activity. In stabilization programming, security actors are involved prominently and may hold a mandate to use force.

Conflating peacebuilding and stabilization hinders HDP nexus approaches because the securitized nature of many stabilization interventions risks "blurring lines between humanitarian and security policy." Writing in VOICE's publication, DanChurchAid and the Danish Refugee Council state that "in its ambition to span the HDP nexus, the Danish government will have to carefully manage the blurring of lines and move away from a narrow 'stabilisation' concept to a broader 'peace' vision with emphasis on locally driven, bottom-up peacebuilding efforts, and mainstreaming conflict sensitivity into humanitarian and development pillars."[12]

The Nordic Consulting Group Evaluation of the Danish Support to Civil Society examined interventions undertaken by the Danish CSOs surveyed for their study and placed their interventions along an extended peace spectrum. The spectrum (Figure 2) spans efforts working in conflict to efforts working on conflict, with doing harm (having a negative effect) on the far left and contributing to peace on the other extreme. This figure[13] offers a snapshot of the range of efforts recently undertaken.

[10] Nordic Consulting Group and Intrac, Evaluation of the Danish Support to Civil Society. Thematic Evaluation 3: Humanitarian-Development-Peace Nexus, February 2022, https://www.alnap.org/system/files/content/resource/files/main/2022CSOThematicReport3.pdf

[11] Interviewees mentioned the concept of social cohesion as an outcome of bottom-up peacebuilding efforts. They did not offer a definition. Others working in the HDP nexus have their own definitions. As an example, DanChurchAid describes their approach in this document: https://fabo.org/pluginfile.php/141054/mod_resource/content/1/NEW%20Social%20Cohesion%20in%20DCA_2021-2022.pdf

[12] VOICE Outloud. The Danish Approach to the Nexus. December 2021.

[13] Nordic Consulting Group and Intrac, Evaluation of the Danish Support to Civil Society. Thematic Evaluation 3: Humanitarian-Development-Peace Nexus, February 2022, https://www.alnap.org/system/files/content/resource/files/main/2022CSOThematicReport3.pdf

Figure 2: CSOs' Projects Placed Along the 'Peace Spectrum'

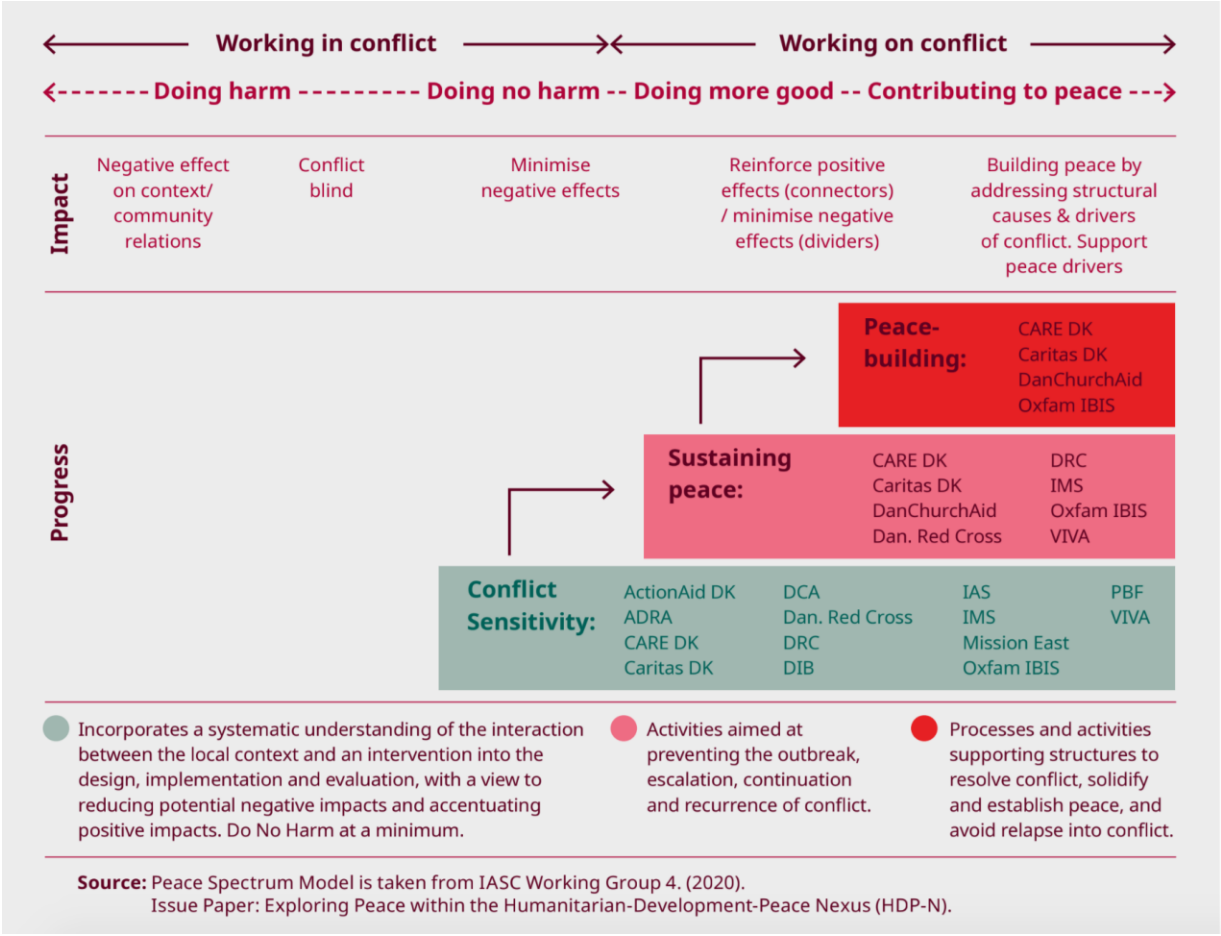


Figure credit: Nordic Consulting Group and Intrac. Evaluation of the Danish Support to Civil Society.

III. What is bottom-up peacebuilding?

Bottom-up peacebuilding is community-driven. It focuses on empowering local actors to address drivers of conflict and build resilience to violence at the local level. Bottom-up peacebuilding is included in the conceptualization of 'little p' peacebuilding.

What is the 'little p' and 'Big P' in peacebuilding?

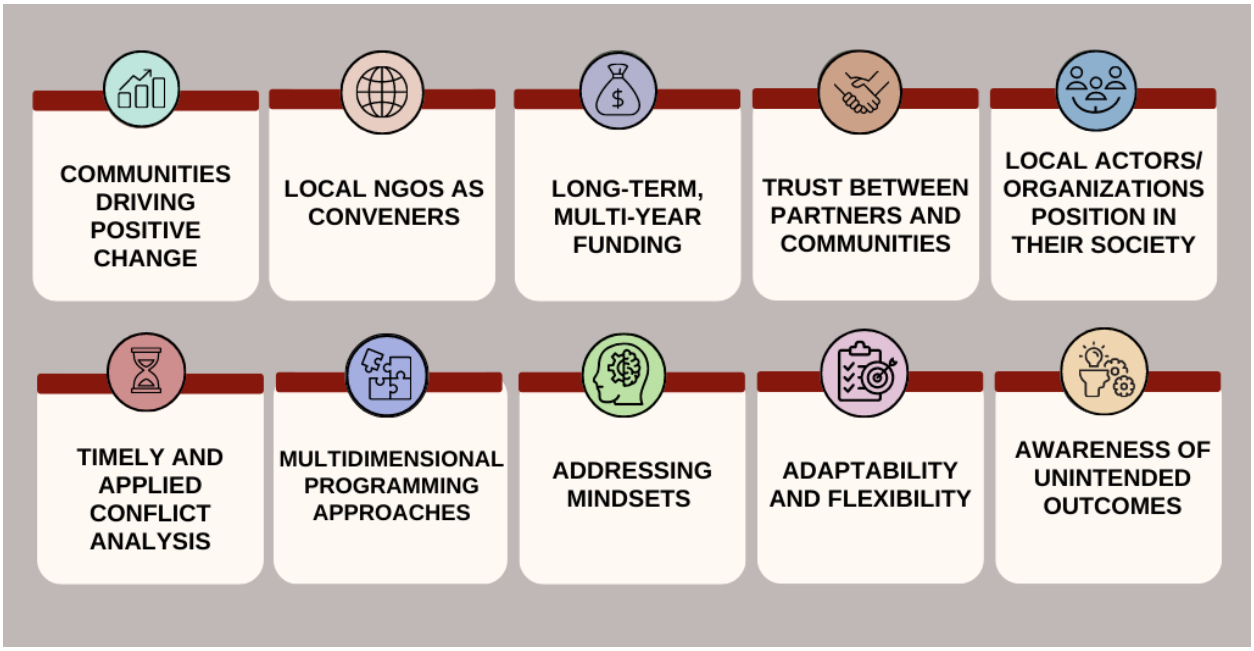
Peace is not only about the absence of violence but also about sustaining peaceful societies - these situations are commonly referred to as negative and positive peace, respectively. We can sometimes distinguish between 'little p' actions focused on building the capacity for peace within societies, and 'Big P' actions that support and sustain political solutions and securitised responses to violent conflict… Both 'little p' and 'Big P' approaches are relevant and important, but working through a 'little p' approach, in particular at the local level to address key drivers in the short-to-intermediate term, may create more opportunities across the HDP nexus, and also enables vulnerable populations to be targeted through direct programming.

- IASC Issue Paper: Exploring Peace within the Humanitarian-Development-Peace Nexus. Pg 2.

Through interviews with local peacebuilders and staff at international organizations, CDA's research investigated some of the conditions that are necessary for bottom-up peacebuilding to succeed. The following section highlights key findings.

While many of these conditions are also needed for effective humanitarian and development work (for example, the concept of working together with communities to bring about solutions that matter to those most affected), many of these practices are not yet commonplace across the three pillars of the HDP nexus so it bears detailing them here.

Conditions of success for bottom-up peacebuilding



1. Communities driving positive change: Many of the conditions of success for bottom-up peacebuilding involve ensuring that communities themselves are the drivers and leaders of positive change rather than recipients of externally devised interventions. In the words of a local peacebuilder interviewee, “Communities need to have a feeling of influence within the activity that they are engaged in.” Communities must play a central role in defining the vision for a safe and secure future and in articulating their priorities and needs.

Interviewees also indicated that to make this shift possible, communities must have tools to manage conflict inclusively. For this reason, programming often focuses on supporting local capacity to address conflict. A local peacebuilder illustrated this approach with an example from their context: “We train the people. They develop the skills and carry out work to identify and address the issues that affect the community. The people that really multiply the work are the community.”

2. Local NGOs as conveners: In bottom-up peacebuilding, local NGOs play a central role as conveners of community actors. This is especially important in contexts where positioning women/youth/other marginalized populations as conveners may not attract powerholders to participate. A local peacebuilder interviewee highlighted, "It’s about understanding and trying to work based on how local populations see their situation and how they can be agents of their own change." The role of local NGOs as conveners is highlighted in this example that a local peacebuilder interviewee shared. In a project seeking to address drivers of conflict in an East African country through

dialogue between substance users and members of the police, local organizations' leaders were able to serve as intermediaries between the two groups, creating conditions in which the substance users trusted that they could engage with the police without being arrested. Because the NGO was known to community members and well versed in community needs, they were able to bring together two groups that would not otherwise have collaborated. This example also demonstrates how local NGOs are uniquely well-placed to navigate challenging dynamics.

3. Long-term, multi-year funding: Bottom-up peacebuilding processes are decades-long undertakings. Long-term funding enables "the unhurried kind of peacebuilding talk" which a staff member at an international organization described as highly necessary. It also makes it possible to build trust with local organizations and communities, another key condition of bottom-up peacebuilding. A local peacebuilder explained the value of long-term engagement, "We've worked in the same territory with the same communities for 25 years, so we have the ability to see how these communities' work. And, in this process we've seen changes in leadership and how the youth are taking shape and organizing." While that organization has pieced together funding from disparate sources over the past two and half decades, the deep connections and understanding they have built demonstrate the value of long-term programming which is best enabled through long-term funding.

4. Trust between partners and communities: Interviewees described INGOs building trust with local partners and communities as essential. An interviewee from a local organization highlighted how important it is to create space and platforms that generate trust: "Trust is the most important thing, and trust is built out of actions and deeds." The primary way interviewees had built trust was through listening to communities express their concerns and priorities, engaging with the same communities for years (or decades), and using collaborative programming approaches. Organizations that commit to practice listening, understand (and act to correct) mistakes and create spaces that enable change within and among the community support strong bottom-up peacebuilding practices.

5. Local actors/organizations position in their society: Interviewees stressed the need for INGOs to partner with local actors who:

- reflect the (population) diversity within the context,
- have legitimacy from different groups, and
- are not directly or indirectly benefiting from conditions that perpetuate the conflict but have "enough of a mandate" to convene communities and local stakeholders to develop and participate in peacebuilding activities.

Interviewees and workshop participants also highlighted the value of inclusive and participatory approaches to center youth, women and/or other traditionally marginalized populations in INGO partnerships. A staff member at an international organization shared an example, "Women's leadership was absolutely a game changer in the Democratic Republic of the Congo. It was the first time they were involved, and they were able to massively contribute and shift the dialogue in how local conflict is managed… Where women are involved, change happens much more quickly."

6. Timely and applied conflict analysis: Conducting conflict analysis prior to - and using it for - designing interventions and regularly during programming to adapt accordingly was identified as an important way to ensure a focus on drivers of conflict. Relatedly, conflict analysis can be used to identify opportunities and assess unintended outcomes, a key aspect of the Do No Harm approach.

A sound and up-to-date analysis of the conflict helps create an understanding of the interdependent humanitarian, development and peacebuilding needs as well as creating space to sequence these interventions which can pave the way for long-term action and lead to sustainable results. While both local and international staff who were interviewed highlighted the challenges of operating in silos with limited resources, humanitarian interventions are generally shorter in duration and focused on delivery. These interventions oftentimes lacking the type of engagement with local actors that is needed to conduct sound conflict analysis. An interviewee from an international organization operating in a conflict context highlighted, "In humanitarian interventions there is hardly any space to do conflict analysis. We only collect baselines to understand the community's immediate needs. Other needs are left out and are not addressed." The interviewee went on to emphasize the importance of conflict analysis for resilience building and understanding civil society partners by identifying the underlying drivers that led to the crisis.

> "Conflict analysis is understood as the practice-oriented analysis of the actors, causes, factors, context, and dynamics of a conflict as well as the identification of (possible) entry points for program design and peacebuilding strategies… Conflict analysis gives us clarity on the main actors we want to engage with and the key conflict factors we want to address."
>
> - Reflecting on Peace Practice (RPP) Basics. A Resource Manual. Cambridge, MA: CDA Collaborative Learning, 2016. Pg 19.

Conflict analysis only benefits programming when it is used. Where time and resources allow, using conflict analysis means systematically gathering a range of evidence (especially local knowledge) and applying that knowledge to new project designs or the adaptation of programming. This can include using the findings to inform the choice of programming approaches, partners, locations, and other key implementation decisions. For interventions with limited resources that may lack the capacity to conduct a systematic conflict analysis or may need to operate on a very tight timeframe, the process is often more implicit and organic, relying on hyper-local, rapid information gathering about conflict drivers to inform immediate next steps in a project.[14]

7. Multidimensional programming approaches: Because drivers of conflict - as well as the challenges and priorities of communities - are multidimensional, a local peacebuilder stated that his organization was successful when they worked with political culture, economic dimensions, environmental dimensions, and ethics and spirituality. This point also illustrates ways in which bottom-up efforts have been working across the HDP nexus organically (without necessarily using the term 'nexus'), in response to community needs. An interviewee from a local organization highlighted that "peace with hunger will not last."

'Good Living' as a framework for multidimensional programming approaches

Many humanitarian and development organizations have articulated multidimensional programming approaches as 'integrated programming.' However, a local peacebuilder interviewee referred to their approach to multidimensional programming as 'Good Living.' He described the organization's process as "working [holistically] with the communities that have been displaced, and then organizing them into civil society. We talk about this process of going from vulnerability to sustainability." Their metaphor for this process is the flight of a bird. Two wings need to work in harmony for successful flight. One wing represents political culture, where civil society understands politics, the state, and their legal rights, which enables people to "understand how to resolve conflicts" and "learn the ability to have dialogues and work together". The other wing is 'economics for

[14]Allen, Ruth Rhoads and Pushpa Iyer and Lillie Ris. CDA Collaborative Learning Projects (CDA). What constitutes effective use of evidence to inform peacebuilding project design? A mixed-methods study conducted for the United States Institute of Peace (USIP). Forthcoming.

good living', understanding that "communities have to learn to produce, yet understand that money is not wealth." Poverty is much more than money "because your wealth comes from your relationships, cooperation, the activities that are carried out together and to regain trust in one another." He also emphasized that "real peacebuilding has to be based in environmental action as well". The bird in flight needs to also land and so it has two feet. One of which is ethics and spirituality, which are fundamental and related to one another. He expressed that "it is important for these communities who are transforming themselves from vulnerability to sustainability to know what ethics are and make commitments to each other and understand that humanity is one thing together." The other foot, he described, was to represent art, music, song, and literature. On the overall approach, he concludes, "So these four dimensions strengthen this process that we're talking about in taking communities from vulnerability to sustainability and to empower them to work on their own issues."

8. Addressing mindsets: A few interviewees mentioned the need for bottom-up peacebuilding to address mindsets and norms because people's perceptions strongly influence behaviors. A staff member at an international organization emphasized that there is a "possibility for transformation when there is a change of mindsets for people in the society." A second talked about the importance of "changing mindsets through relationships and networks and the social fabric." The Reflecting on Peace (RPP) program found that to contribute to building sustainable peace, interventions addressing mindsets must seek change at the societal level, by affecting 'more people' or a meaningful portion of the population.[15] Programming to change mindsets can include addressing stereotypes through media or social media and working on changing attitudes towards violence through community-based awareness raising.

Addressing misinformation plays a key role in reducing or increasing tensions and changing mindsets. In the Sahel, DRC-Danish Demining Group (DDG) and International Media Support collaborated in learning from each other on human security and conflict sensitivity journalism. The partnership worked with community radio stations and contributed to conflict sensitivity communication in DRC-DDG's Border Security and Management program operational in Burkina Faso, Mali, and Niger. As highlighted in the 2019 Good Practices report by the Network for Conflict Prevention and Peacebuilding, the case brings out the importance of mapping local media and communication stakeholders as part of the program as well as the value of collaboration and partnerships with local actors and creating space to exchange and learn from local media.

9. Adaptability and flexibility: Adaptability and flexibility are key to meeting different and evolving situations appropriately and are especially necessary when working in insecure settings. A local peacebuilder illustrated the need for adaptability in dynamic conflict contexts explaining, "Sometimes, we have had to change leadership within communities because we were working with one leader and saw that communities didn't want that leader and so we shifted to work with another leader." Adaptability also includes changing approaches midstream, shifting to meet new and emerging priorities, and responding to changes in conflict conditions, as well as having the flexibility to do so in terms of financial and reporting requirements and other organizational dimensions.

10. Awareness of unintended outcomes of interventions: It is important to have systems in place to examine unintended outcomes of interventions so that programming can be adapted to mitigate harm and avoid contributing to conflict drivers. These systems can

[15] Reflecting on Peace Practice (RPP) Basics. A Resource Manual. Cambridge, MA: CDA Collaborative Learning Projects, 2016, https://www.cdacollaborative.org/publication/reflecting-peace-practice-rpp-basics-resource-manual/

include sound conflict analysis, taking a Do No Harm approach to analyzing potential negative impacts, and structuring monitoring and evaluation activities to include open-ended feedback from communities.

Tracking unintended outcomes in disputed territories of Kyrgyzstan and Tajikistan

This example[16] highlights how the World Food Programme (WFP) has created systems to track unintended consequences of programming in disputed territories in Kyrgyzstan and Tajikistan.

In the Batken province, Kyrgyzstan and among the disputed territories between Kyrgyzstan and Tajikistan, water is a major driver of conflict. With no functioning governance structures to deal with natural resource management and deteriorated water infrastructure, there is not enough water, especially in drier seasons. This leads to tensions both on the same side and on either side of the border, which often erupt into violent acts.

In collaboration with other agencies and with support from the Peacebuilding Fund, WFP implemented a Food Assistance for Assets program to rehabilitate irrigation canals and water pipelines in cross-border villages, with priorities identified and agreed upon by communities residing on both sides of the border. In Karabak Ayil Okmoto, both Tajik and Kyrgyz communities live in close proximity. Both communities saw the irrigation canal as belonging to Kyrgyzstan. However, due to limited alternatives, Tajik farmers were drawing water from the canal, reducing the flow by 50%. Through the program, wells were constructed to support the Tajik farmers while a new irrigation canal was built to meet the needs of Kyrgyz communities. After this intervention, the program documented enhanced access to irrigation water and reduced tensions between communities.

As a result of having built an understanding of the role perception of ownership of the canals played in spurring violent conflict, the program was mindful of unintended consequences and made informed decisions over which type of infrastructure to rehabilitate and who should perform the work. Additionally, the program continually assessed whether rehabilitation efforts provided implicit messages of assertion of control over water by one community. The program used continuous analysis on potential negative impacts and structured activities to include open-ended feedback from communities to further track consequences of the interventions.

- Extracted from a case study from the World Food Programme's Contribution to Improving the Prospects for Peace, preliminary report 2019.

IV. Why integrate bottom-up peacebuilding across the HDP nexus?

> "We need flexibility [reflective] of what happens in our communities. The [HDP] nexus is good in writing, not in practice. It is not as efficient in practice."
>
> - Local peacebuilder

Lived experience spans the HDP nexus. Communities in fragile and conflict contexts do not divide their challenges and priorities according to categories defined by the international aid system. As summed up in the Danish Ministry of Foreign Affairs' (MFA) how-to note on the HDP nexus: "The challenges that the HDP approach seeks to address are largely created by us donors and our implementing partners. The

[16] Nordic Consulting Group and Intrac, Evaluation of the Danish Support to Civil Society. Thematic Evaluation 3: Humanitarian-Development-Peace Nexus, February 2022, https://www.alnap.org/system/files/content/resource/files/main/2022CSOThematicReport3.pdf and The World Food Programme's contribution to improving the prospects for peace - Preliminary Report 2019.

people affected by crises and conflict do not relate to the HDP pillars. We are the ones who have shaped the pillars that the HDP approach is trying to integrate in order to improve our performance on the ground."[17] Communities' needs are the primary reasons to integrate bottom-up peacebuilding across the HDP nexus, likewise challenging the international aid system to optimize 'vertical' relations across the chains of international support to local actors.[18] Additionally, integrating peace can bring benefits to humanitarian and development interventions, as outlined below.

Conflict Sensitivity and Doing No Harm

> "Conflict sensitivity refers to the practice of understanding how aid interacts with conflict in a particular context, to mitigate unintended negative effects, and to influence conflict positively wherever possible, through humanitarian, development and/or peacebuilding interventions."
>
> - CDA Collaborative Learning, Conflict Sensitivity and Do No Harm, https://www.cdacollaborative.org/what-we-do/conflict-sensitivity

For many humanitarian and development interventions, the process of ensuring that programming is conflict sensitive is a first step towards actively engaging in peacebuilding work by identifying drivers of conflict and mitigating against exacerbating them. At a minimum, organizations practicing conflict sensitivity commit to doing no harm[19] in their interventions. Understanding how their interventions and presence interact with the context and working to mitigate harm is a launching point from which organizations sometimes move towards seeking to have a more explicit impact on peacebuilding. Organizations who use peacebuilding practices, particularly in a locally-led way, support communities and local organizations to address drivers of conflict in a contextually appropriate way. It is important to mention that working with local actors and communities does not automatically lead to conflict sensitive practice. Local actors, like international ones, can be parties to the conflict. Conducting context analysis and stakeholder mapping and investing in relationship building at the start, and throughout, the interventions, can support INGOs in working with local partners to implement conflict sensitive programming. For other organizations, depending on their mandates and capacity, engaging in conflict sensitivity consists of taking a Do No Harm approach and ensuring positive impacts of the humanitarian and development actions that they are engaged in.

Social cohesion is foundational and key to sustainability

Interviewees described how supporting cohesion on the community level had enabled more effective humanitarian and development interventions. It is a powerful way to ensure that an intervention's results are sustained and not undone by resource competition around newly created public goods or resurgence of conflict at the local level. A staff member at an international organization shared an example in which working on social cohesion brought people together to manage service providers. The initiative began by creating a diverse committee reflective of all facets of the community to oversee service delivery and manage community concerns. By doing so, the intervention sought to avoid a common challenge wherein "humanitarian aid projects construct a water resource and will later focus

[17] Udmøntningsnote for "Fælles om Verden" Sikring af sammenhæng mellem humanitærbistand, udviklingssamarbejde og fredsopbygning (HDP-neksus). August 2022.

[18] For further discussion on innovating chains of influence in the international aid system see the Conducive Space for Peace publication, "Chains of Influence Framework for Systems Change", 2022, https://www.bosch-stiftung.de/en/publication/chain-influence-framework-systems-change-shifting-power-local-actors

[19] For more, see: https://www.cdacollaborative.org/cdaproject/the-do-no-harm-project/

on developing a committee that will resolve issues with water. But before they can establish that committee, conflict has resulted over the public resource needing to be shared." To support social cohesion, when possible, INGOs should avoid creating a new community committee that is solely project driven, not linked to pre-existing community structures, viewed as illegitimate by the community, or unsustainable.

Building cohesion strengthens community ownership over interventions and outcomes. Throughout the interviews, participants mentioned that starting with a community engagement process that centers on building trust and cohesion has enabled more effectiveness by improving relations between people and building a sense of shared effort as community members work jointly towards common goals.

Putting power in the hands of local actors

Our interviews found that enhancing complementarity across the HDP nexus requires shifts in power dynamics between local actors and international organizations. Some of the ways integrating bottom-up peacebuilding contributes to this include: 1) putting power in communities' hands by being community-led; 2) supporting international organizations in valuing local practices and methodologies; and 3) creating the potential for greater transparency around available resources through enhanced coordination of - and thereby greater visibility over - international actors' interventions.

In addition, local organizations can be a bridge between international donors/organizations and local communities. Local partners who are 'of the community' have knowledge of issues, traditions, and values and they can navigate sensitive topics and build trust in ways that international organizations cannot. In addition, they have insight into the perspectives of international actors as well as local perspectives which places them in a unique position to bridge the two.[20]

> "Be aware of what exists already and understand the community's perspective. It is important to know what they are doing already and how we support them on **their own premises rather than imposing interventions**. I think bottom-up peacebuilding has added value in humanitarian and development work because **community building is a core element.** Our role is to partner with local or national partners and support their work and sustainability." - Staff member at an international organization

Despite local organization's critical role, they are not devoid of local power dynamics and divisions. To navigate the context in a power-sensitive way, it is necessary for INGOs to invest time and resources into adequately analyzing and understanding with local civil society actors and the broader context and building trust and engaging in dialogue with those actors.[21]

[20] Regardless, the lack of coherence among international organizations and funders must also be addressed at the INGO and funder levels, as described above.

[21] Oxfam, Partnerships in Conflict: How violent conflict impacts local civil society and how international partners respond, 2017, https://policy-practice.oxfam.org/resources/partnerships-in-conflict-how-violent-conflict-impacts-local-civil-society-and-h-620359/

V. Barriers to integrating bottom-up peacebuilding across the HDP nexus

During the feedback workshop, participants discussed key barriers to integrating bottom-up peacebuilding into programming across the HDP nexus, including:

1. Projectization and short-term funding: Projectization means that many organizations have little choice but to divide their broader thematic and regional approaches into time-bound, individually funded projects that seek highly measurable (and often short-term) objectives. This hinders organizations' abilities to build and sustain local partnerships and to work towards longer-term change outcomes that may take a range of efforts (across different sectors, projects, and interveners) and many years (or decades) to realize.

Addressing drivers of conflict in a sustainable manner often takes decades. Most funding is awarded in year-long or several year increments, limiting the extent to which organizations can program coherently over a long period of time, and often creates high staff turnover as funding is unreliable. The humanitarian sector in particular tends to suffer from chronically high staff turnover. A workshop participant highlighted the challenge of short project durations: "The moment where the beneficiaries begin to really achieve something, the project often ends. Then, following up is hard to continue when resources are limited and there are other challenges exacerbated by the cessation of funding."

Short-term funding also limits the time and resources that organizations have to build relationships and generate trust, despite how essential it is to ensuring the success of peacebuilding, humanitarian, and development interventions. Considering limited funding and other barriers to building trust, it takes time and continuous effort. A staff member from an international organization highlighted: "Conflict issues have power dynamics and people need to want to speak and to do something about it."

> "These programs need to be continuous and sustainable and that's when they are impactful."
> - Local peacebuilder interviewee
>
> "You can only see the tunnel but not the light at the end of the tunnel within a short span of time."
> - Local peacebuilder interviewee

2. Siloed funding streams: Participants, including local peacebuilders, identified the rigidity of funding designated as "development" or "humanitarian" as a barrier to "taking advantage of opportunities as they arise to meet communities' needs" which is especially important in dynamic conflict contexts. Staff at international organizations similarly identified the inflexibility of funding streams as a challenge. For example, implementers are often unable to use humanitarian funds to cover early recovery activities, or to use development activities to respond to suddenly occurring shocks (that are affecting the same communities where the development intervention is taking place), or to incorporate peace and security objectives into more classical development programming. They also identified the existence of separate funds for peacebuilding (as opposed to humanitarian and development funding which the Danish government has now linked) as a factor that limits their ability to design or plan together for longer-term interventions.

3. Misunderstandings around what peacebuilding is and how to do it: Participants described a lack of international organization staff awareness of peacebuilding as a barrier. Another stated that there is a lack of qualified staff with peacebuilding experience at the field level. They credited these challenges to

the relative novelty of peacebuilding as a field and to a tendency for subject matter experts to present peacebuilding concepts theoretically, rather than practically. Other factors that contribute to this barrier are frequent staff turnover and the perception that adding peacebuilding is seen as adding further complexity to already difficult programming environments.

Conflating stabilization/militarization/securitization with peacebuilding is a further component driving misunderstandings.[22] One challenge with this practice is that politicizing peace work in this manner threatens humanitarian impartiality, which drives resistance to HDP nexus approaches among humanitarian actors.

4. Challenges with sequencing, particularly around humanitarian emergencies: Specific operational challenges around the modus operandi of humanitarian emergencies limit the extent to which actors across the HDP nexus can start their interventions with bottom-up peacebuilding approaches. In the workshop, local peacebuilders underscored the importance of addressing urgent needs (access to water and food) first in humanitarian crises before addressing other needs. They also emphasized that the aid system must simultaneously work on the ways in which their interventions address and mitigate the conflicts that caused those urgent needs in the first place. The aid system can begin doing so by including communities in decision-making regarding how to address urgent and long-term needs.

Furthermore, a staff member at an international organization highlighted that the humanitarian system itself is not set up in a manner that is conducive to change, flexibility, and sequencing, nor is it geared towards working with local government stakeholders. They explained: "Start with what communities need and work in a way that's flexible and can adapt and change. Funding in the humanitarian system does not change when the context changes although the premise is obvious."

5. Insufficient context and conflict analysis: Workshop participants from local peacebuilding organizations expressed that they see international organizations with poor capacity to understand root causes, often due to insufficient conflict analysis. (This is a problem because a sound understanding of root causes is essential to developing programming that can sustainably address conflict drivers and other causes of the problems the intervention seeks to address.) Relatedly, they see projects that are not adapted to the local conditions and were not designed to meet needs at the community level. One example was a new project-funded market that was not aligned with local needs and priorities and went unused and thereby represented a waste of resources.

One approach to overcoming this barrier of not understanding root causes is listening. During project design and start-up phases, a period when there is typically more significant emphasis placed on context and conflict analysis, international staff can often be overwhelmed by demanding workloads and often complete the various analyses to "tick a box" without slowing down to listen and analyze the context clearly. As expressed in the workshop "How are we listening? How are the assessments done? The time [allocated] and [central] premises for listening to communities are where peacebuilding has an added value."

[22] The Network for Conflict Prevention and Peacebuilding, Report on Good Practices, 2019, https://globaltfokus.dk/images/Good-Practices-Report-2019.pdf and Ministry of Foreign Affairs of Denmark, Coinage note for 'Sharing the World' Ensuing coherence between humanitarian aid, development cooperation and peacebuilding (HDP Nexus), August 2022

In this way, organizations who struggle to listen to communities can limit the integration of bottom-up peacebuilding because of several factors. One factor is a prevailing sense that existing needs assessment processes are good enough. This mindset limits organizations' investment in and capacity around conflict analysis and engaging in open-ended listening. Additionally, there is concern that organizations tend to default to 'business as usual' when conducting needs identification processes and analyzing findings, resulting in conclusions that closely mirror findings from prior processes and align closely with implementer capacities. Somewhat relatedly, particularly in contexts where there has been a history of extended humanitarian support, organizations seeking to gather information about community needs prior to securing funding (to enable them to design interventions that are directly responsive to needs on the ground) risk creating expectations of support among the population that may not be realized.

6. Lack of donor coherence: As referenced in the MFA Nexus How to Note, the problem of coherence across the HDP nexus sits largely with donors who have created siloed instruments, strategies, and policies and with international organizations that have built structures to align with donor siloization. As a staff member at an international organization highlighted, "Our partners are pushing us to work beyond the silos and are telling us the silos set by donors don't match their reality."

7. Peacebuilding efforts focusing on national-level actors: A workshop participant expressed that many decision-makers at the national level are limited due their own biases and affiliations, whereas working with sub-national decision-makers opens more opportunities. Several factors contribute to this, including international organizations not favoring 'Big P' or political-level peacebuilding over locally- and regionally-based approaches and not consistently engaging in bottom-up practices.

VI. Promising practices to integrate bottom-up peacebuilding into programming across the HDP nexus

Structural enablers

In concert with changes that Danish CSOs can make to integrate bottom-up peacebuilding into their programming, workshop participants and interviewees identified several structural changes that donors must make. These align closely with the barriers described above and include: creating more multi-year funding opportunities; inter-linking instruments, with a focus on long-term processes rather than on individual projects; expanding flexibility to enable more adaptation and responsiveness to changing dynamics and innovation from local peacebuilders; clearer mandates around risk in insecure settings and which entities (donors, INGOs, local actors) assume risk; and greater risk tolerance for experimental programming.

Guidance for donors to support bottom-up peacebuilding programming in the HDP nexus

While outside of the focus of this note, guidance for donors surfaced throughout the interviews and the workshop, including:

A. Prioritize multi-year funding opportunities.
B. Inter-link instruments, with a focus on long-term processes, not on individual projects; and include funding for peacebuilding in instruments designed to support HDP nexus-wide programming.
C. Expand flexibility to enable more adaptation and responsiveness to changing dynamics and innovation from local peacebuilders.

D. Clarify mandates around risk in insecure settings and which entities (donors, INGOs, local actors) assume risk.
E. Distinguish clearly in both policy documents and funding modalities between 'stabilization'[23] (with some form of military or securitized component) and bottom-up 'peacebuilding' and invest in the latter as fundamental for sustainable, conflict sensitive development and humanitarian programming.
F. When considering how best to operationalize the triple nexus, funding efforts should focus on localization and local leadership,[24] unpacking implications of modalities of support have throughout the chain of support to local actors.[25]
G. Rethink measurements or metrics of evaluating success of peacebuilding projects to build in aspects like trust building and other pre-conditions that are needed for bottom-up peacebuilding.

Participants also identified enabling factors for the broader aid community. The first is enhanced awareness of the peace pillar among the humanitarian and development sectors (an effort this paper seeks to contribute to). The second is a change in the mindset that current practices are too entrenched to shift and are basically sufficient. An interviewee put it succinctly: "The aid community should expand their expectations." She advocated that expecting more effective and efficient and well-coordinated responses will create space for moving beyond the 'good enough' status quo. She stressed that making these changes takes courage. In the words of an interviewee working with an international organization, "Many are thinking that it's not within their mandate as an international organization to be dealing with the peacebuilding aspect and they need others to do it and they need those to bring in the peace. [We can all begin by] even reflecting on including it, while acknowledging that it's difficult to do."

Promising practices

Participants identified the following practices for integrating bottom-up peacebuilding into programming across the HDP nexus:

1. Taking people-centered approaches: Taking a people-centered approach begins with understanding how local populations experience their context and view conflict, including their perspective on which problems need to be addressed. When working through partners or implementing directly, a good practice is to ask the community about the risks and threats they face to understand the drivers of conflict from the perspective of a diverse range of community members. As a staff at an international organization said, "Support the populations on their own premises rather than imposing interventions." A local peacebuilder who was interviewed highlighted that it is important to, "look at the community itself and identify and respect the values of the communities and how they see themselves. Work together with them to bring the solutions they want." The importance of understanding the needs of the person on the receiving end of aid to ensure humanitarian, development or peacebuilding interventions are successful was an important theme throughout the interviews. Additionally,

[23] For more, see: https://www.thenewhumanitarian.org/analysis/2020/05/13/triple-nexus-peace-development-security-humanitarian-policy

[24] DanChurchAid, The Triple Nexus and Local Faith Actors in South Sudan: Findings from Primary Research. Washington DC; Copenhagen: Joint Learning Initiative on Faith and Local Communities, 2019, https://jliflc.com/wp-content/uploads/2019/10/TripleNexus_SouthSudan.pdf

[25] Conducive Space for Peace, "Chains of Influence Framework for Systems Change", March 2022, https://www.bosch-stiftung.de/en/publication/chain-influence-framework-systems-change-shifting-power-local-actors

understanding the community's own definitions for success supports preventative and sustainable programming.

A local peacebuilder explained his organization's approach working with communities to understand the conflict and possible solutions: "Train key people. We don't go to the community where we are not familiar. We pick people and train them and when we get to the community to facilitate those dialogues and forums, they are familiar faces [that community members] can connect with and relate very well to. [This is] someone they know and trust…"

2. Building strong local partnerships: Partnering with local organizations that have holistic mandates and are reflective of and seen as legitimate by the populations they serve is a key component of bottom-up peacebuilding that is already included in many interventions across the HDP nexus. In many contexts, women's groups, faith groups, and youth groups are embedded in society, have holistic mandates, and are often able to build positive peace in their communities.

Participants also stressed that it is important to work with a diverse range of local partners to navigate political and conflict dynamics. A component of working with a diverse range of actors is also understanding the actors and dynamics of civil society in the context, as local actors are not devoid of power or agendas. Being aware of those dynamics supports organizations including working with representative and marginalized voices and enables conflict sensitivity (see below).

Building strong partnerships means supporting equality among partners wherein local partners have direct access to opportunities and funding, as well as transparency surrounding funding and requirements for joint programming. One way to support this transparency is to create spaces that are multilateral where all actors are included in open and honest discussions and are cognizant of the existing capacity within local organizations. A local peacebuilder interviewee highlighted how it is important to not always consider that local organizations lack capacity, "I don't want them to think that we don't understand or don't have capacity to have an organization or do financial management - everyone has capacity and the most they can do is build on it. It was an opportunity that international organizations had... and they too built on it."

3. Taking the role of facilitator rather than being the lead decision-maker and actor: Being people-centered and community-led and building strong local partnerships often means that international organizations take on the role of facilitator rather than lead decision-maker. To do so, workshop participants expressed that many organizations need to decentralize decision making for country offices so that they have the power to make decisions and to support decision-making by those in the field, especially local partners. On the other hand, another workshop participant shared that it goes beyond decentralization and "is about an organization's business model and self-perception and identity, too." They went on to express that even an organization with a decentralized model can take a lead decision-maker/implementer role when doing so is deeply embedded in their organizational DNA.

Being mindful of sequencing, especially in humanitarian contexts

The challenges of sequencing robust conflict analysis and rapid humanitarian response have been discussed in section 5. Workshop participants and interviewees did not categorically resolve this challenge in our discussions. They noted that the HDP nexus, and bottom-up peacebuilding in particular, have the potential to connect longer-term issues to addressing basic needs, acknowledging that the two exist alongside each other. Participants highlighted the opportunity to work on building social cohesion to build the basis for addressing longer-term issues while meeting immediate needs.

4. Building on existing community-based resources for peace: Bottom-up peacebuilding focuses on strengthening communities' capacities to address conflict challenges. Interventions across the HDP nexus can begin adopting this practice by identifying and recognizing resources for peace in the community. Examples of such resources include indigenous conflict resolution mechanisms, youth who coexist across conflict lines (i.e., through inter-communal sports leagues), local media committed to positive change, and community-based committees that guide and monitor service delivery in their communities.

Young People are Ambassadors for Peace - Burkina Faso[26]

The Ambassadors for Peace initiative is one of several approaches implemented by the Consolidation of an Inclusive Peace in the Sahel project in Burkina Faso by Oxfam IBIS. The objective of the initiative is to promote sustainable peacebuilding and the prevention of violent conflict through the participation of women and young people in conflict transformation. This initiative is backed by research that shows including women and young people in peacebuilding activities significantly enhances the achievement of long-term change and positive results in terms of both reducing conflict and building peace. The aim is to give women and young people the opportunity to become systematically involved in peacebuilding through initiatives led by themselves with the support of the project. Through this initiative, two groups of ambassadors of both women and men were identified to undertake peace promotion activities. A young woman taking part in the initiative said: "It is my whole life that has changed in a way… I am more aware of the impact that this could have on peace, on the security context of the country. And even in my life like this, in my daily life, I have learned to analyze and control my words towards others."

5. Drawing on community-based approaches to enable comprehensive context analysis: Having a holistic view of the context is essential. Community-based approaches allow for comprehensive context analysis by including a range of voices and centering the knowledge of those with lived experience of conflict. As highlighted across this note, communities' experiences span the HDP nexus and connect challenges across humanitarian, development, and peace areas.

Sound stakeholder and political analyses are a key component of comprehensive analysis. As explained by a staff member at an international organization, "Different organizations have different blind spots. [You need] more than just a programmatic and thematic analysis if you want to have the peacebuilding aspect in it."

When engaging communities in conflict and political analysis, it is important to be aware of dynamics surrounding community member participation. A staff member at an international organization elaborated, "Communities have to want to talk about peace issues and feel safe to speak without repercussions." Engaging in preliminary conflict analyses and working with partners local to the community are a good way to understand and anticipate such dynamics.

6. Applying conflict sensitivity: Interviewees and workshop participants identified several ways Danish CSOs can strengthen the application of conflict sensitivity:

- Start with sound conflict analysis and revisit it regularly;
- Center local expertise in application of conflict sensitivity;

[26] Oxfam IBIS Results Report 2021

- Ensure use of the analysis by integrating it organically into planning discussions (i.e., linking the analysis to the organization's activities and presence) and use the analysis to identify entry points;
- Recognize the role that international organization administrative systems hold in conflict insensitivity[27];
- Ensure that conflict analysis is carried out systematically, which includes starting appropriately and resourcing it through staff time and money;
- Consider how conflict analysis and other cross-nexus analysis methods could be integrated into or might inform sector-specific assessment tools; and
- Be mindful of local customs. As stated by a local peacebuilder, it is imperative to be cognizant that "cultures really matter."

VII. Closing

The aforementioned promising practices are united by the themes of being locally-led, grounded in community priorities and assets, and context- and conflict-aware. Delivering programming that embodies these attributes aligns well with the aspirations of HDP programming and the nexus. By embracing these practices, bottom-up peacebuilding approaches offer HDP, and nexus practitioners means through which to achieve those shared aspirations while addressing the factors that drive many of the crises the aid system seeks to address.

[27] For more, see: https://www.saferworld.org.uk/resources/publications/1397-beyond-box-ticking-how-conflict-sensitivity-can-shape-a-more-equitable-aid-system

Annexes

Annex 1: Research Methodology

Desk review
CDA reviewed three types of documents (detailed below). We used qualitative analysis to obtain an up-to-date picture of context and address relevant research questions.

Documents included and rationale for their inclusion:	
1. Cross-organizational evaluations	● Review of DANIDA civil society strengthening programming included an evaluation on the nexus
2. Documentation from the Global Focus Deep dive	● Raised issues similar to this inquiry ● Provided for background
3. Organization-specific materials	● Research on local actors and systems ● Research and analysis of the nexus at specific organizations elucidated some of the questions that this inquiry addresses

Interviews
CDA conducted 1-hour long semi-structured interviews with CPPB members and with peacebuilding, humanitarian, and development practitioners from Danish CSOs and their partner organizations. CPPB members identified potential interviewees and provided introductions to CDA.

CDA used a listening methodology that centers the knowledge, perspectives, and capacities of people and communities who are on the receiving end of aid in order to create positive social change and constructive engagements by international actors. CDA the interviews included both conceptual and analytical elements and concrete examples to illustrate concepts and ground the analysis. A list of interview questions is included below.

CDA conducted five interviews with CPPB members, three interviews with Danish CSOs, and three interviews with local peacebuilders affiliated with organizations with whom CPPB member organization partner. A list of interviewees is included in annex 3.

Research Scope
The research scope was global. The research sought to include interviewees from/working in a range of contexts, specifically: Africa, Middle East, Asia and South America. In analyzing and presenting findings, we shared contextual specifics sufficient to illustrate concrete examples.

This inquiry was intended to generate practical information that can be readily applied to programming. Analysis and presentation of findings focused on answering the question of "how" as much as possible.

The work of Danish CSOs and their partners was the focus of this research. The research was not limited to Danish-funded programming.

This initiative was a learning process, through which the CPPB and Danish CSOs can gain insights into bottom-up peacebuilding and the nexus. This research effort was not an evaluation intending to assess the merit of specific interventions.

An iterative approach

The study began with a desk review to inform the inception report where special attention was paid to the summary documents from the Globalt Fokus deep dive and cross organization evaluations, including evaluations of the Danish Ministry of Foreign Affairs. Following the interviews, CDA referred back to those materials and referenced findings and evidence from NGO specific documents from Conducive Space for Peace, DRC, Oxfam IBIS, and DCA. In addition, to add additional nuance to participants' inputs, CDA sought additional insights from a number of peacebuilding references. For a full list, see annex 5.

Analysis

CDA used qualitative analysis methods to analyze the interview findings; we identified commonalities in the responses as well as points of departure to bring nuance to our understanding of the issues. Desk review materials were synthesized, with findings categorized according to the research questions addressed.

Workshop

CDA facilitated a validation workshop for feedback on the preliminary interview findings. This workshop, organized by DRC and CSP, was an opportunity for CDA to share interim learning and refine/validate findings with Danish civil society actors, local partners, and other actors in the humanitarian and development fields to explore connections to peacebuilding practice. This feedback helped CDA to capture lessons and grounded this practice note in practical perspectives and insights.

Annex 2: List of interview questions

CDA started each interview with an introductory statement which included who CDA is, what the aim of the research is that we are conducting and how the data collected from the interviews will be used.

Questions for international staff (at HQ or country level or from an international CSO)

1. Can you briefly introduce yourself, your background and current role and the organization that you work with?
2. How does your work interact with peacebuilding and/or with the HDP nexus?
3. In your experience, what have been some key conditions of success for bottom-up, community-driven peacebuilding?
4. In your experience, what difference has it made to start humanitarian or development interventions with bottom-up peacebuilding approaches? Please share a specific example.
5. What are some specific programmatic choices that you have made or have seen others make that made it possible to start a humanitarian or development intervention with bottom-up peacebuilding?
6. We are interested in learning how different organizations navigate working across the humanitarian, development, and peacebuilding parts of the HDP nexus. What does the nexus mean for your work?
    a. What other implications does the nexus have for your work?
    b. Are the HDP nexus policy discussions relevant for your programmatic work? If yes/no, why?

7. What are some programmatic or organizational practices that support/enable you to do the work you know is important while operating across the nexus?
8. Where have you seen power dynamics show up in your work with local partners? What steps has your organization taken to address these dynamics? What impact has that had on your work on the HDP nexus?
9. How have you seen your organization apply conflict sensitivity across the HDP nexus?
    a. What is holding them back from doing so optimally?
    b. What have been some key success factors for effective use of conflict sensitivity, in your experience?
10. What are the top three things you wish international humanitarian and development implementers would do differently in order to advance bottom-up peacebuilding?
11. [If there's time, ask] Finally, we want to ensure our final product will be useful for you. With that in mind, what I'd like to ask a question to guide how we write the practice note. What form of knowledge sharing products has been most useful to you recently?

Questions for local staff (at field level or from a local organization)

1. Can you briefly introduce yourself, your background and current role and the organization that you work with?
2. How does your work interact with peacebuilding and/or with the HDP nexus?
3. In your experience, what have been some key conditions of success for bottom-up, community-driven peacebuilding?
4. In your experience, what difference has it made to start humanitarian or development interventions with bottom-up peacebuilding approaches? Please share a specific example.
5. What are some specific programmatic choices that you have made or have seen others make that made it possible to start a humanitarian or development intervention with bottom-up peacebuilding?
6. We are interested in learning how different organizations navigate working across the humanitarian, development, and peacebuilding parts of the HDP nexus. What does the nexus mean for your work?
    a. Are the HDP nexus policy discussions relevant for your programmatic work? If yes/no, why?
7. What are some programmatic or organizational practices that support/enable you to do the work you know is important while operating across the nexus?
8. What ways are Danish CSOs currently supporting your work? What else can Danish CSOs do to support you in carrying out that important work?
9. Where have you seen power dynamics show up in your work with international CSOs? What impact has that had on your work in the HDP nexus?
    a. What programmatic and partnership approaches and practices have enabled your organization to have more influence and power over your peacebuilding work?
    b. With regards to HDP programming, what practical advice would you give to international implementers who want to better address power imbalances between local actors and international organizations and funders?
10. How have you seen your organization apply conflict sensitivity across the HDP nexus?
    a. What is holding them back from doing so optimally?
    b. What have been some key success factors for effective use of conflict sensitivity, in your experience?
11. What are the top three things you wish international humanitarian and development implementers would do differently in their work in order to advance bottom-up peacebuilding?

12. [If there's time, ask] Finally, we want to ensure our final product will be useful for you. With that in mind, what I'd like to ask a question to guide how we write the practice note. What form of knowledge sharing products has been most useful to you recently?

Annex 3: List of interviewees

The following stakeholders were prioritized by the CPPB network and their partners.

Name	Organization	Location	Role
Ricardo Esquivia Ballestas, translated by Lillian Hall	Sembrandopaz	Colombia	International Partnerships
Lillian Njeri	Angaza Empowerment Network	Kenya	Programme Officer
Andreas Dybkjær-Anderson	Danmission		Senior Advisor, Dialogue and peacebuilding
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