

## Operationalisation of the Humanitarian - Development - Peace (HDP) approach to better address growing food and nutrition insecurity in the ECOWAS, UEMOA, CILSS space plus Cameroon

### METHODOLOGICAL GUIDE FOR CONDUCTING THE INCLUSIVE COUNTRY DIAGNOSIS

#### I - BRIEF OVERVIEW OF THE CONTEXT

1. Following the [high-level meeting](#) organised by the Sahel and West Africa Club (SWAC/OECD), the EU and the Global Network Against Food Crisis (GN) on 6 April 2022, ECOWAS, UEMOA and CILSS have initiated a Policy Approach aimed at operationalising the Humanitarian - Development - Peace nexus (HDP-N) to respond to food and nutrition crises in the countries. This approach concerns the 17 countries of the ECOWAS, UEMOA and CILSS space, plus Cameroon. It is being implemented in phases, the first of which concerns the countries on the security front line (Burkina Faso, Mali, Mauritania, Niger, Nigeria, Chad, and Cameroon). Its aim is to provide sustainable structural responses to the multifactorial and recurrent food and nutrition crises that are shaking the region - and particularly aggravated in recent years by security tensions (at least 80% of the populations in need of food and nutrition assistance live in countries in conflict).

2. On 25 May 2022, ECOWAS, UEMOA, CILSS and the co-organisers of the 6 April meeting agreed on a framework for the implementation of the commitment on the HDP-N with the objective of better responding to recurrent food and nutrition crises. The guidance note validated during this consultation states that the operationalisation of the HDP-N should be based on the following principles:

- *State leadership; alignment with existing institutions, frameworks and mechanisms; and co-ordination;*
- *Subsidiarity between the local, national and regional levels, with the regional level providing support in terms of advice, facilitation and political mobilisation, monitoring, capitalisation and sharing;*
- *Inclusiveness and intersectorality; based on the involvement of all relevant stakeholders of the HDP nexus at all levels (local, national, regional, international);*
- *Learning by capitalising on the lessons learned from various initiatives, including AGIR's National Resilience Priorities (NRP).*

3. Thus, the steering of the implementation is ensured by the States: carrying out inclusive national diagnoses to establish the reference situation (context, actors, mechanisms, trends, lessons learnt, constraints/weaknesses, opportunities/assets for the implementation of HDP-N approach); political and technical dialogues for the formulation of nexus HDP roadmaps and the organisation for their implementation; etc. CILSS, the technical arm of ECOWAS and UEMOA, is coordinating and leading the process with the advisory support of the Sahel and West Africa Club Secretariat (SWAC/OECD) and the GN.

4. In terms of **objectives or expectations**, the field of intervention of the HDP-N approach is "Agriculture, Food and Nutrition". It is therefore a question of seeing how to deliver or achieve food and nutrition security (FNS) by integrating and articulating humanitarian, development, and peace issues in a harmonious and effective way. Without being exhaustive, the "Peace" dimension includes de-radicalisation (especially of the juvenile component of the population that is susceptible to temptations due to extreme poverty) and the way in which FNS and poverty reduction can contribute to this, the prevention of violent extremism, inter-community and inter-religious dialogue in favour of social cohesion, justice, the prevention and resolution of community conflicts (particularly for the management of natural resources) or civil-military stabilisation and cooperation, etc. (how to ensure that security action actively participates in the "social contract" and is firmly anchored to the other humanitarian and development components?).

5. On 14 July 2022, at the invitation of CILSS, country representatives met by video conference, with the participation of the SWAC/OECD Secretariat, the EU, and the GN. The meeting provided an initial snapshot of the reality on the ground regarding the HDP-N issue. Above all, it confirmed the specificities of each country in terms of both reflection and implementation of the HDP-N approach. Some countries are at the initial stage of reflection while others are at the stage of revising their roadmaps, strengthening their ownership as well as the coordination between the different stakeholders involved.

6. On 3 November 2022, the representatives of the frontline security countries met and validated this guide, the objective of which is to provide benchmarks for countries to conduct inclusive diagnoses (ID) with a view to defining national roadmaps for the operationalisation of the HDP-N approach.

## II - PRELIMINARY: DESIGNATION OF THE FOCAL INSTITUTION

Two preliminaries are needed to start the country processes.

1. The focal institution is designated by the government to lead the inclusive diagnostic process. There are no standard rules in this respect, as each country has its own specificities. However, the modalities of its designation should as far as possible take into account the following considerations:

- Build on an existing institution, framework/body or mechanism;
- Preferably an institution, framework or mechanism with a multi- or cross-sectoral mandate and a good hierarchical/political positioning that allows it to mobilise and bring together around the same table all stakeholders concerned with food-related HDP-N, including non-state actors and those in the security sphere;
- Avoid systems of delegated responsibility or mission mandate, which run the risk of making the facilitation of the ID more cumbersome or of terminating the process once the mission mandate has ended.

2. The constitution of an inclusive group (IG) comprising all key stakeholders concerned by the food-related HDP-N, including non-state actors and those from the security sphere, representatives of decentralised territorial authorities, etc. Under the supervision/piloting of the focal institution, the IG's mission is to lead the reflections, ensure the technical validation of the intermediate products and the national roadmap, etc. Its establishment is facilitated by the focal institution which implements the required communication towards the concerned stakeholders.

## III - MAIN STEPS IN THE ID PROCESS

The ID process consists of six key steps:

1. Establishing the baseline ;
2. Reflection on the levers to be activated;
3. Synthesis/structuring of the national roadmap;
4. Technical validation of the national roadmap;
5. National adoption of the roadmap;
6. Political communication & facilitation and approval by the government body.

### STEP 1: ESTABLISHING THE BASELINE

This stage consists of taking a snapshot of the existing situation:

- Mapping of actors, institutions, frameworks/mechanisms, initiatives, etc.;
- Analysis of the assets/ strengths/opportunities, weaknesses/insufficiencies, lessons learned, etc. on the different levels (political, institutional/organisational, financial, etc.) in relation to the operationalisation of the HDP-N.

*Procedure (approach):*

- First, carry out (with the possible support of a resource person able to communicate easily with all N-HDP stakeholders):
  - A literature review;
  - Targeted interviews with key people and institutions.
- Then, based on the results of the previous phase, organise a brainstorming session within the IG.

*Output(s):*

- Synthetic note on the existing political, institutional/organisational, financial, etc. situation in relation to the promotion/implementation of the HDP-N approach

## **STEP 2: REFLECTION ON THE LEVERS TO BE ACTIVATED**

This step consists of a structured reflection around key questions: *Are the existing policies, frameworks/mechanisms, institutional and financial arrangements, etc. able to meet the expectations for HDP-N operationalisation? How to strengthen the collective national effort (government, non-state actors, partners...) for the achievement of HDP-N expectations? What are the key actions, who is responsible for their implementation and deadlines? etc.*

*Procedure (approach):*

- Organisation of an IG brainstorming session, with the outputs of step 1 as a starting point for discussion;
- This brainstorming within the IG is facilitated by a resource person.

*Output(s):*

- A rough compilation of suggestions/proposals on key actions, responsibilities, and timelines

## **STEP 3: SYNTHESIS/STRUCTURING OF THE NATIONAL ROADMAP**

*Procedure (approach):*

- On the basis of the outputs of step 2, the resource person carries out an analysis/synthesis and shapes the draft national roadmap;
- He/she interacts with the IG members for possible additions/clarifications.

*Output(s):*

- A draft version of the national roadmap. In addition to the narrative, the draft roadmap includes a summary table, with the following indicative elements.

Findings (shortcomings to be addressed) (*)	Key Action (s)	Responsible	Associated Partner(s)	Budgetary implications if available	Deadline
Finding 1					
Finding 2					
Finding X					

(\*): To facilitate understanding, the findings can be organised under different headings (political, institutional, technical, financial, etc.)

## **STEP 4: TECHNICAL VALIDATION OF THE NATIONAL ROADMAP**

The technical validation is done by the IG during a meeting facilitated by the head of the focal institution with the support of the resource person.

*Procedure (approach):*

- Based on the outputs of step 3, the lead institution convenes a meeting of the IG to review and technically validate the draft roadmap;
- Prior to the discussion, the draft roadmap is sent (by the focal institution) to all IG members at least 10 working days before the meeting.

*Product(s):*

- A draft roadmap validated by the IG members; the resource person is responsible for producing the revised draft roadmap within a period not exceeding 10 working days. The indicative format is as follows:

Indicative Format of the National Roadmap  
(20 pages maximum without annexes)

**1. Introduction / Background**

- Reminder of the importance and expectations of the country in terms of the operationalisation of the HDP-N
- Brief presentation of the roadmap formulation process

**2. Overview of the state of play**

- Highlights of the snapshot of the existing situation
- Major findings (weaknesses/insufficiencies, shortcomings) and main levers to be activated

**3. Content of the roadmap**

- Brief introduction
- Summary table

**4. Conclusion**

- Next steps / follow-up

**Annexes**

- Bibliography
- People & institutions met

**STEP 5: NATIONAL ADOPTION**

This stage constitutes the national political endorsement/appropriation of the roadmap. This includes two sequences: (i) decentralised validation at the level of the representatives of local entities and; (ii) national validation.

**Sequence 1: Decentralised validation**

*Procedure (approach):*

- The focal institution, with the support of the IG members and the resource person, organises discussions with all stakeholders of the representatives of decentralised local entities of the country;
- Following these discussions, comments or concerns from local entities are incorporated into the draft roadmap. A new version of the roadmap is thus produced by the resource person to serve as input for the discussion during phase 2.

*Output(s):*

- A roadmap incorporating the concerns of the representatives of local entities in the country.

## Sequence 2: National endorsement/validation

### *Procedure (approach):*

- The Minister in charge of the focal institution shares the roadmap with his or her colleagues in the ministerial departments concerned by the HDP-N, as well as with other HDP-N stakeholders (including representatives of local entities and parliamentarians, non-state actors and those in the security sphere, technical and financial partners, etc.), by inviting them to a national endorsement/appropriation meeting; the draft roadmap is sent at least 30 days before the meeting;
- The meeting is chaired at ministerial level - preferably by the ministers of the sectoral departments in the front line of the implementation of the HDP-N approach; this co-chairmanship is desirable in case the focal institution is not part of the Prime Minister's Office or the Presidency;
- An intensive communication plan is prepared and implemented by the focal institution in close cooperation with the institutions to which the IG members report;
- Following the meeting, the resource person assists the focal institution in integrating any suggested adjustments;
- A dissemination plan of the (finally validated) roadmap is produced and implemented by the focal institution.

### *Output(s):*

- A roadmap definitively validated and politically endorsed at national level.

## **STEP 6: POLITICAL COMMUNICATION AND GOVERNMENT ENDORSEMENT**

This is the final and crucial step before the implementation of the national roadmap: political endorsement by the government and commitment to its implementation.

### *Procedure (approach):*

- Following the national endorsement, the Minister responsible for the focal institution produces a Note/Communication to the attention of the Ministerial Council to present the results of the ID;
- Prior to the session of the Ministerial Council on the subject, the Minister responsible for the focal institution shares the roadmap with all members of the government.

### *Product(s):*

- Instructions and orientations given by the MC for the implementation of the national roadmap.