

**nexus**



**humanitarian - development - peace**

# ROADMAP

FOR THE OPERATIONALISATION OF THE  
HUMANITARIAN-DEVELOPMENT-PEACE  
NEXUS  
IN CAMEROON

**November 2021**

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## 1. LIST OF ACRONYMS

AAP	Accountability to Affected Populations
CCA	Common Country Assessment
CEA	Community Engagement and Accountability
CNNCA	Centre National Numérique des Connaissances Agricoles
HCT	Humanitarian Country Team
HDP	Humanitarian, Development, Peace
HNO/HRP	Humanitarian Needs Overview/Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MPTCF	UN Multi Partner Trust Fund Office (in New York)
OCHA	UN Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Co-operation and Development
OECD-DAC	OECD Development Assistance Committee
PBF	Peacebuilding Fund
PBSO	UN Peace Building Support Office
RC/HC	UN Resident Coordinator and Humanitarian Coordinator
RCP	Recovery and Peace Consolidation Strategy for Northern and East Cameroon 2018–2022
RPBA	Recovery and Peacebuilding Assessment
SDGs	Sustainable Development Goals
TF	Task Force
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework (now UNSDCF)
UNSDCF	UN Sustainable Development Cooperation Framework
UNV	United Nations Volunteer
WASH	Water, Sanitation and Hygiene
WB	World Bank

## 2. INTRODUCTION

This Roadmap document aims at illustrating how the Humanitarian-Development-Peace (HDP) Nexus approach will be implemented in Cameroon. It serves as a tool for the National Nexus Task Force (Terms of Reference in annexe 1) to ensure that we are all going in the same direction – towards the same goals.

This Roadmap aims to help the involved stakeholders implement the HDP Nexus approach and facilitate **synergies between humanitarian assistance, development cooperation, and peacebuilding interventions at the community level to achieve results greater than the sum of their separate interventions.**

### Summary and timeline of the HDP Nexus approach in Cameroon:

- The outcomes of the 2016 World Humanitarian Summit and the associated Agenda for Humanity initiatives have sought to improve collaboration across the humanitarian-development Nexus within a "New Way of Working", while the twin resolutions on Sustaining Peace adopted by the United Nations Security Council and General Assembly in 2016<sup>1</sup> broadened the effort to include Peace in the triple Nexus.
- The Government of Cameroon was the first country to volunteer at the World Humanitarian Summit to implement the Nexus approach and became one of the seven priority countries of the UN Joint Steering Committee to Advance Humanitarian-Development Collaboration established by the Secretary-General in 2017<sup>2</sup>.
- A group composed of Humanitarian Country Team (HCT) and United Nations Country Team (UNCT) members started working on the HDP Nexus (previously called the New Way of Working) in 2017. Their work led to the decision of the HCT to create **a National Nexus Task Force in May 2019 mandated with the development of the HDP Nexus approach in Cameroon and its operationalisation at the community level.**
- The 2019 Recommendation of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC) on the humanitarian, development and Peace Nexus (Triple Nexus) defines the HDP Nexus as *the interlinkages between humanitarian, development and peace actions. The Nexus approach refers to the aim of strengthening collaboration, coherence and complementarity. The approach seeks to capitalise on the comparative advantages of each pillar – to the extent of their relevance in the specific context – in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict.*
- The National HDP Nexus Task Force is co-chaired by the UN Humanitarian Development Peace Coordinator and OCHA HDP Regional Advisor and includes more than a hundred representatives from the Government, UN Agencies, the World Bank, members states and donors, international and national NGOs and the private sector.
- The HDP Nexus approach was endorsed by the HCT and the UNCT in October 2019.

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<sup>1</sup> United Nations Security Council resolution 2282 (2016) and United Nations General Assembly resolution 262 (2016).

<sup>2</sup> Ethiopia, Somalia, Burkina Faso, Chad, Niger, Nigeria, Cameroon.

- The vision of the HDP Nexus in Cameroon is based on a bottom-up approach. It seeks to create synergies between Humanitarian, Development and Peacebuilding interventions in municipalities where conditions allow for the three types of interventions. These municipalities are called **Convergence Areas**.

In 2021, the HDP Nexus Task Force established the **HDP Nexus Roadmap working group**<sup>3</sup> to a) draw a Roadmap, terms of reference and plan of action for the National Nexus Task Force, and b) support the two HDP Nexus Regional Task Forces in the Far-North region and the Eastern Front (North, Adamawa, East) to develop their own. The HDP Nexus Roadmap working group is proud to present their work captured in this document.

The terms of reference of the Nexus National Task Force can be found in annexe 1.

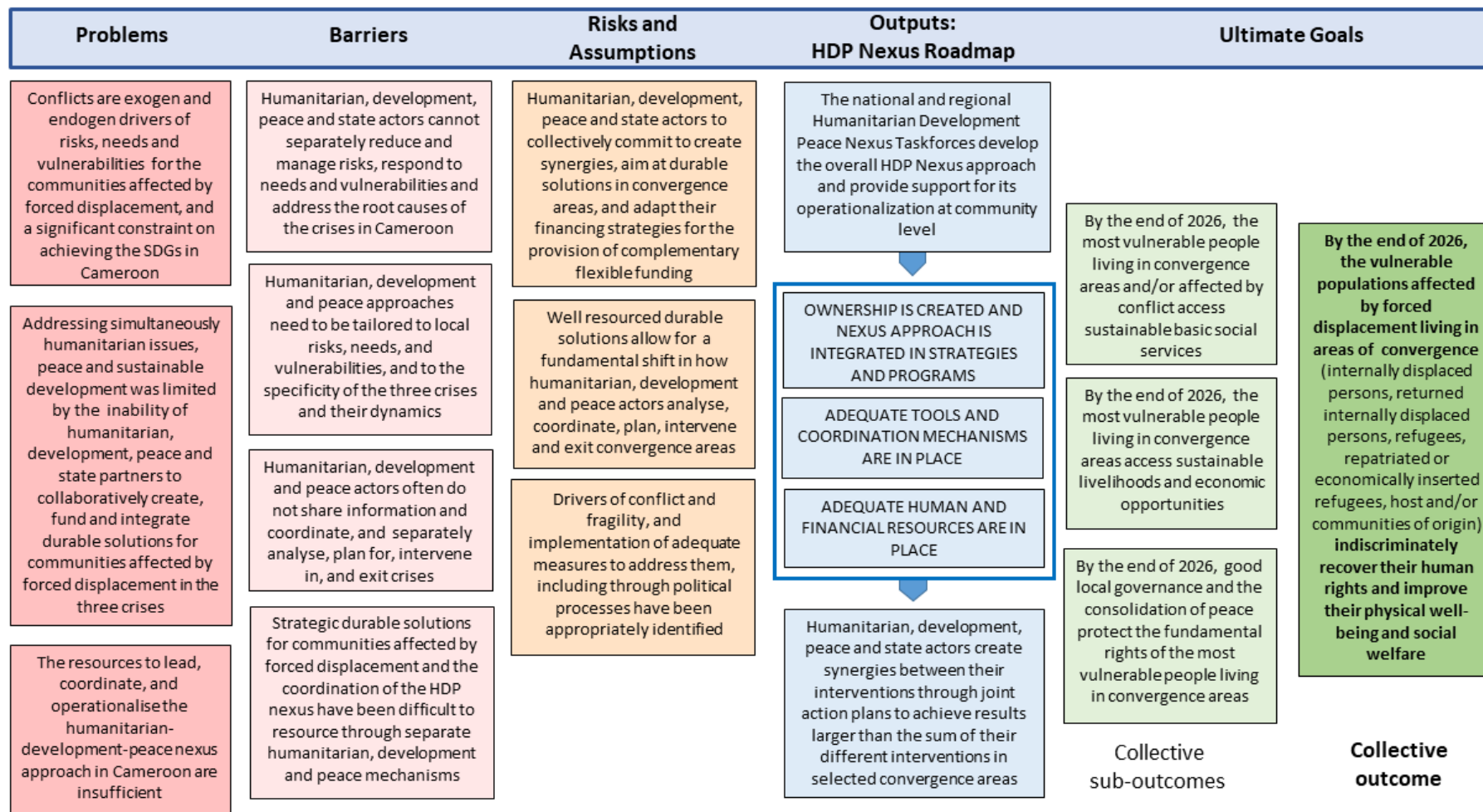
The action plan for the Nexus National Task Force detailing the actions that need to be taken by the National Task Force between now and 2023 is in annexe 2. The regional Nexus Task Forces will draw their action plans based on the National Nexus Task Force plan of action.

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<sup>3</sup> A previous Roadmap document for the New Way of Working in Cameroon was written in 2017.

### 3. THE HDP NEXUS THEORY OF CHANGE

#### Humanitarian-Development-Peace Nexus in Cameroon : Theory of Change 2021-2026



The two columns on the right-hand side of the Theory of Change refer to the Nexus collective outcomes agreed on at a National level.

The **ultimate goal** of the HDP Nexus is captured in the **Humanitarian Development Peace collective outcome** that was defined as part of the approach in 2019:

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**By the end of 2026, the most vulnerable populations** (internally displaced persons, returned internally displaced persons, refugees, repatriated or economically inserted refugees, host and/or communities of origin) **living in areas of convergence in the Far North, North, Adamawa, East, Northwest and Southwest priority regions, or in other regions affected by the crises recover indiscriminately their fundamental rights and improve their physical well-being and social welfare**

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The collective outcome is divided into three pillars and collective sub-outcomes:

***Pillar 1: Basic social services***

By the end of 2026, the most vulnerable people living in convergence areas and/or affected by conflict access sustainable basic social services.

***Pillar 2: Sustainable livelihoods and economic opportunities***

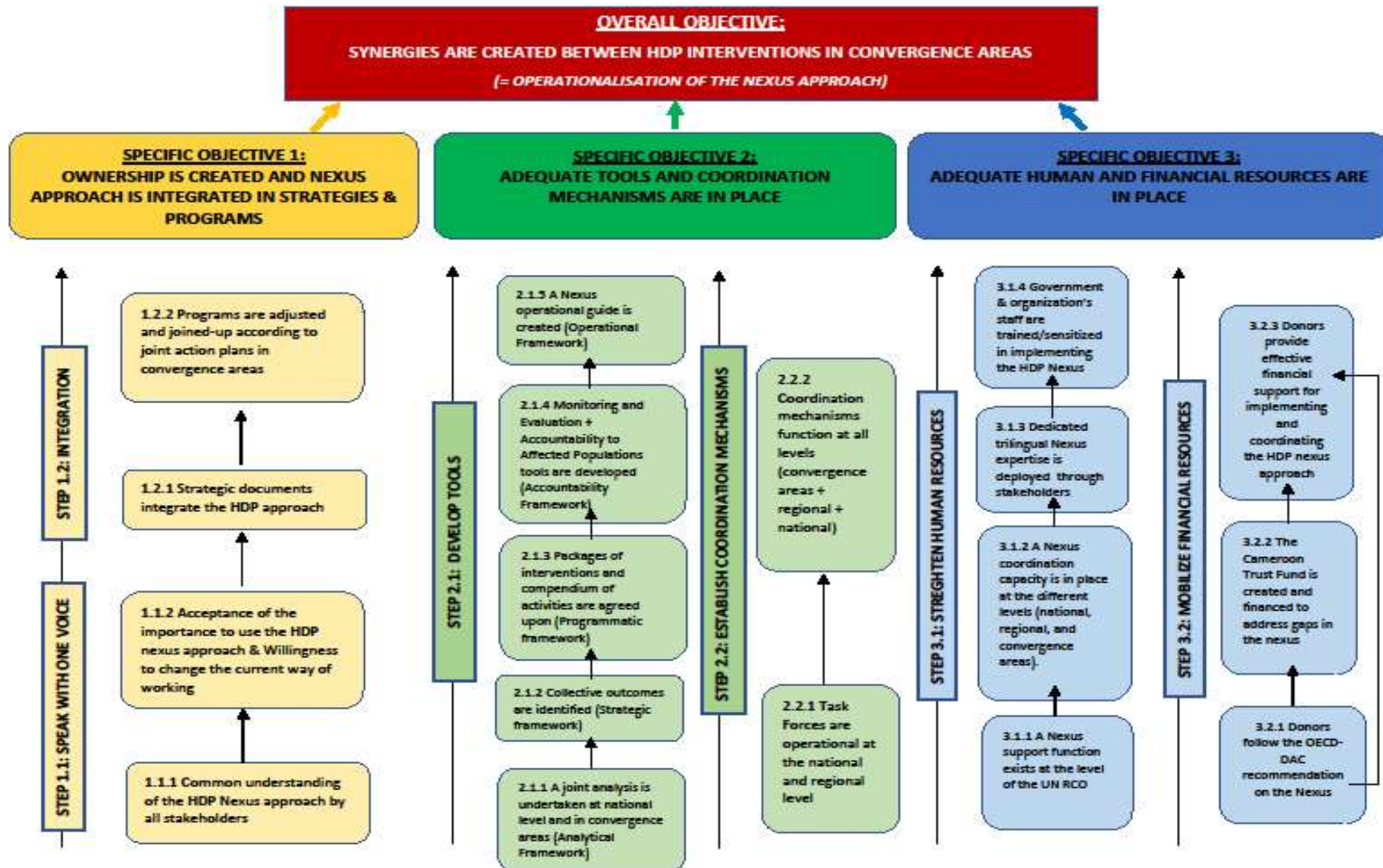
By the end of 2026, the most vulnerable people living in convergence areas access sustainable livelihoods and economic opportunities.

***Pillar 3: Protection, social cohesion and local governance***

By the end of 2026, good local governance and the consolidation of Peace protect the fundamental rights of the most vulnerable people living in convergence areas.

The outputs column in the Theory of Change refers to "how we are going to achieve those changes", which is the focus of this Roadmap.

#### 4. HOW TO ACHIEVE THE DESIRED CHANGE: THE HDP NEXUS ROADMAP



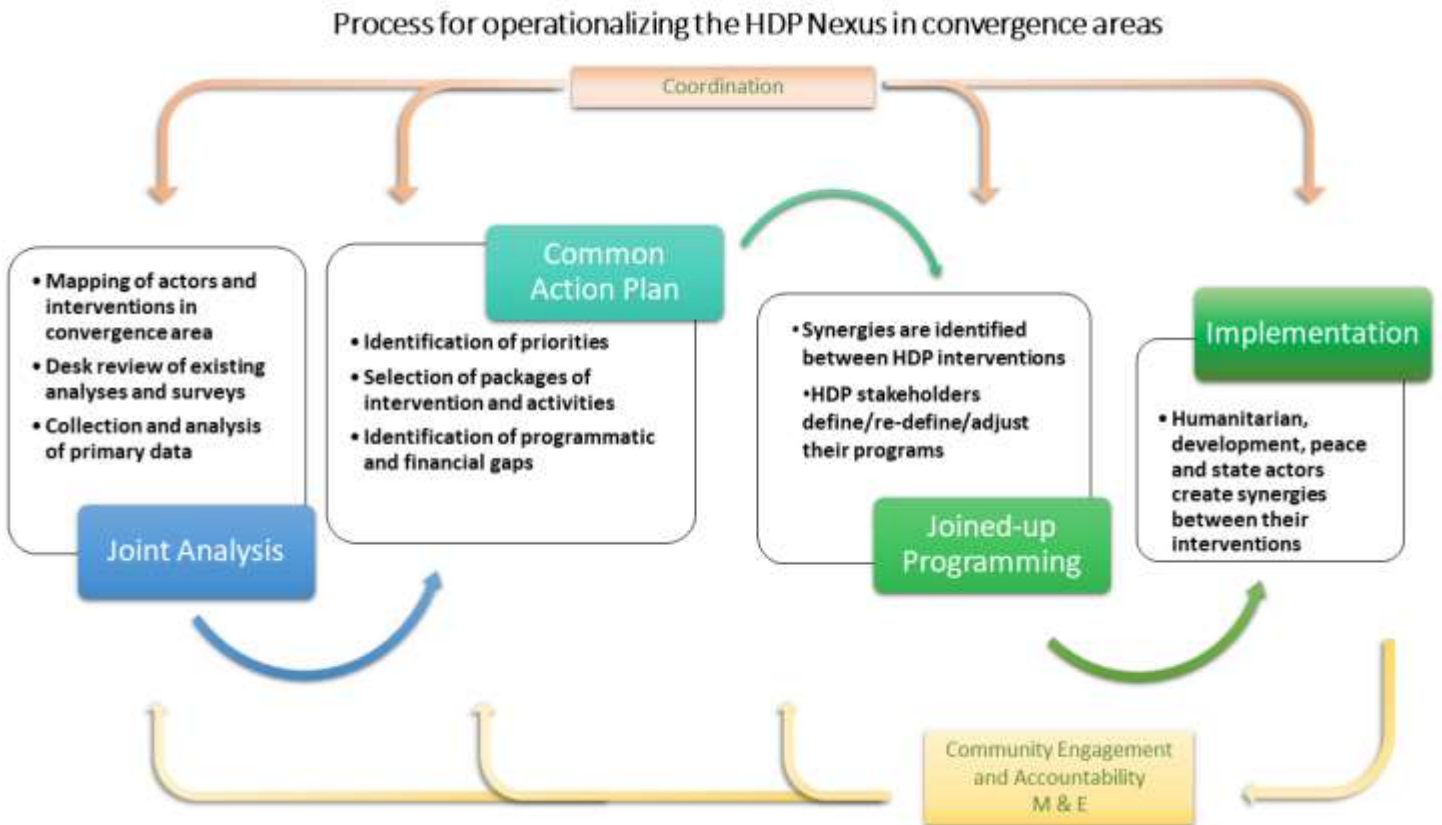
Arrows in the Roadmap diagram indicate the logic in which the different steps are supposed to occur to ensure change will happen, and we have numerated the outputs. However, it is important to note that the three specific objectives are worked on simultaneously, and the different outputs are not always sequential.



## OVERALL OBJECTIVE:

**SYNERGIES ARE CREATED BETWEEN HDP INTERVENTIONS IN CONVERGENCE AREAS  
(= OPERATIONALISATION OF THE NEXUS APPROACH)**

The Nexus approach aims to create synergies between Humanitarian, Development and Peace interventions in convergence areas to better respond to the needs of the communities. The interaction or cooperation of HDP stakeholders intervening in the area should produce a combined effect greater than the sum of their separate actions (1+1 = 3). The communities' short-term, mid-term and long-term needs will be better addressed when the different actors working in the area adjust their programs according to the common action plan. As explained in the diagram for the convergence areas below, the common action plan will be based on a joint holistic analysis at the community level and developed with the local authorities and the communities.



A French version of this diagram can be found in annexe 3.

## SPECIFIC OBJECTIVE ONE

### OWNERSHIP IS CREATED AND NEXUS APPROACH IS INTEGRATED IN STRATEGIES AND PROGRAMS

This objective is about ownership and the engagement from the different stakeholders speaking with one voice. This will allow for the Triple Nexus approach to be broadly adopted.

#### ❖ STEP 1.1: SPEAK WITH ONE VOICE

##### Output 1.1.1: Common understanding of the HDP Nexus approach by all stakeholders

To reach a common understanding of the HDP Nexus approach, we need to:

- Define what the HDP Nexus approach means in the context of Cameroon.
- Explain the HDP Nexus approach to all stakeholders.

The stakeholders include the Government (national, regional, local), member states and their cooperation, UN Agencies, INGOs, NNGOs, the Red Cross movement, and the private sector.

For all stakeholders to have a common understanding of the Nexus approach, there needs to be clarity around what the HDP Nexus is, and how it will be operationalised in Cameroon. Clarity around the Peace pillar of the Triple Nexus was defined as a priority as the Peace element brought a lot of confusion. Hence, the National Nexus Task Force created a working group to focus on the Peace component and what it entails for the Triple Nexus approach in Cameroon.

#### What has been done so far:

- Several Ministries, diplomatic missions, donors, UN agencies, INGOs, civil society, private sector have been briefed on the HDP Nexus approach.
- A note on 'Peace' in the Triple Nexus (explaining what the Peace component of the HDP Nexus means in the context of Cameroon) has been finalised.

#### What remains to be done:

- Review and endorsement of the Peace note by the UNCT and HCT before broader circulation.
- More briefings will be given to different stakeholders on the HDP Nexus and how the approach will be rolled out in convergence areas.
- Production of Nexus information and communication products.

### **Output 1.1.2: Acceptance of the importance to use the HDP Nexus approach and willingness to change the current way of working**

Once the Nexus approach is widely understood in Cameroon, the aim is to gain acceptance from all the stakeholders on the necessity to create synergies between HDP actors. For stakeholders to be willing to change the current way of working they need to see the benefits of the approach. This is already the case for many stakeholders in Cameroon but more advocacy is needed. The objective is for all stakeholders to speak with one voice advocating for the HDP Nexus.

The acceptance of the Nexus approach is not in the hands of the Task Force. The role of the Task Force is to advocate for the approach's benefits and the importance of changing the current way of working.

Besides the HC/RC and the Nexus coordination team, other actors should advocate for the Nexus within their organisation or forum, with national state actors or civil society, and with member states/cooperation/donors.

#### **What has been achieved so far:**

- UNCT and HCT members increasingly speak with one voice.

#### **What remains to be done:**

- More advocacy towards the stakeholders on the necessity to use the HDP Nexus approach is needed.
- Organise and HDP Regional Conference: The HDP Nexus Regional conference aims to create a platform for an exchange of experiences and identify cross-border issues that could benefit from an HDP Nexus approach. It will also encourage HDP stakeholders in Cameroon to speak with one voice.

## **❖ STEP 1.2: INTEGRATION**

### **Output 1.2.1: Strategic documents integrate the HDP approach**

Two elements are encompassed here:

- Humanitarian, development, and peacebuilding actors need to support the integration of the HDP Nexus in humanitarian, development or peacebuilding strategies and frameworks.
- Humanitarian, development, and peacebuilding actors need to integrate the HDP Nexus in their strategies.

#### **What has been done so far:**

- Cameroon's HDP Nexus approach has been integrated into the Humanitarian Response Plan (HNO/HRP), the UNDAF mid-term review, the UNSDCF 2022-2026, and PBF strategic priorities.
- The HDP collective outcome is linked to the World Bank CPF, the WB funded Governmental Lake Chad Region Recovery and Development Project (PROLAC), and the WB IDA18 Refugee

Sub-Window funded Governmental development projects for the communities living in the zones/regions affected by a protracted presence of refugees.

- The gender in humanitarian action roadmap (2021-2022) includes a specific objective on the Nexus.
- UN Agencies and other partners have started integrating the HDP Nexus into their country strategic approach.

**What remains to be done:**

- Integration of the HDP Nexus approach into the mid-term National Development Plan and national sectoral strategies/policies contributing to the National Development Strategy 2030.

**Output 1.2.2: Programs are adjusted and joined-up according to common action plans in convergence areas**

Several organizations increasingly integrate humanitarian, development and peace building activities in their programs and/or create synergies with other actors. However, those do not specifically target Nexus convergence areas yet.

The objective here is that – following the joint analysis and the definition of the common action plan – humanitarian, development and peacebuilding actors integrate the HDP Nexus in their own projects/programmes specifically designed to respond to the immediate needs while addressing root causes behind those needs, the risks or vulnerabilities of people living in convergence areas.

***NB:** The objective of the Nexus is not for humanitarian actors to start doing development and vice versa unless they have a double mandate and the related expertise. The aim is to use the comparative advantage of every actor to better respond to the needs, risks and vulnerabilities of affected populations.*

In the convergence area, the objective is that organisations present in the field adjust their programs according to synergies and gaps identified during the joint analysis.

**What remains to be done:**

- The joint action plans in each area of convergence still need to be developed. These action plans will be based on the joint analysis in each convergence area (the joint analyses at the local level have not been conducted yet).

## SPECIFIC OBJECTIVE 2

### ADEQUATE TOOLS AND COORDINATION MECHANISMS ARE IN PLACE

To create synergies between HDP actors, different sets of Nexus tools and coordination mechanisms need to be in place.

#### ❖ **STEP 2.1: DEVELOP TOOLS**

Five different Frameworks need to be in place to assist the operationalisation of the HDP Nexus in convergence areas.

#### **Output 2.1.1: A joint analysis is undertaken at national level and in convergence areas (Analytical Framework)**

A joint analysis allows for a common understanding of the situation, the risks, the vulnerabilities, the needs and the existing capacities to respond to the situation.

**The Analytical Framework** includes a joint analysis conducted at a national level to define the collective outcomes and locally-undertaken joint analyses in convergence areas to determine the priorities and interventions to be captured in the joint action plans.

- This joint analysis at the national level is mainly based on the RPBA (Recovery and Peacebuilding Assessment) conducted for the Recovery and Consolidation of Peace (RCP) Strategy by the Government, the World Bank, the United Nations and the European Union in the Far-North region and the Eastern Front. Based on this common understanding of the situation, the collective outcomes were identified for the HDP Nexus.
- The Humanitarian Needs Overview (HNO/HRP) and the Common Country Assessment (CCA) refer to the HDP Nexus.

#### **What has been done so far:**

- The Analytical framework at a national level has been agreed upon but not consolidated in a document.

#### **What remains to be done:**

- Conduct a desk review in partnership with OECD-DAC to reaffirm the findings of the RCP.
- Once convergence areas are selected, conduct a joint analysis at the local level<sup>4</sup>. This will be done in partnership with OECD-DAC, which will undertake a regional and municipality-level resilience system analysis. The joint analysis will also identify distinct needs and priorities based on gender age and diversity. This joint analysis will allow identifying how humanitarian,

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<sup>4</sup> See diagram on *Process for operationalizing the HDP Nexus in convergence areas* p.9

peace and development programs should be designed, sequenced or integrated to address critical issues of inequality.

- Write and validate the Analytical Framework document.

### **Output 2.1.2: Collective outcomes are identified (Strategic Framework)**

**The Strategic Framework** comprises **one collective outcome and three pillars** (secondary collective outcomes) stemming from the Theory of Change.

Beyond humanitarian and development principles, the Task Force also identified **common principles of action** and **crosscutting issues**.

**Common principles of action identified:** conflict-sensitive programming; accountability to affected populations (AAP); Do no harm, equitable and inclusive access to services; leave no one behind; partnership; comparative advantage; multi-sector approach; agro-ecological and agro-pastoral areas and livelihoods; appropriation of approach by local authorities and communities – localisation.

**Crosscutting issues identified:** centrality of protection; gender, age, diversity; social protection: social safety nets, sustainable and free access to basic social services for most vulnerable people; capacity building; access to communication for development; access to quality information and use of communication tools; prevention and management of social, economic and environmental risks.

On Gender, Age and Diversity, for example, one of the Humanitarian Country Team’s Roadmap objectives for strengthening the Gender perspective in Humanitarian Action in Cameroon is that reinforced synergies between humanitarian and development responses provide sustainable solutions that are better able to address inequalities. The Gender Theme Group (led by UNWomen) and the HDP Nexus Task Force are requested to provide technical advice to the HCT and UNCT to ensure a gender centrality in Nexus-related initiatives, aiming at identifying how humanitarian and development programs should be designed, sequenced, or integrated to address critical inequality issues, in alignment with the UNSDCF.

#### **What has been done so far:**

- The collective outcomes have been identified.
- Common principles of action and crosscutting issues have been identified.
- The Strategic Framework has been developed, but the different elements have not been consolidated in a written document yet.

#### **What remains to be done:**

- Consolidate all the elements of the Strategic Framework at a national level into a written document.
- Define a Results Framework for the collective outcomes.
- At the level of the convergence areas: defining sub-objectives to reach the collective outcome.

### **Output 2.1.3: Packages of interventions and compendium of activities are agreed upon (Programmatic Framework)**

The **Programmatic Framework**: Different actors across the humanitarian, development and peace dimensions provide different activities (as per mandate and expertise), all part of **packages of intervention** within the three pillars and contribute programmatically towards the achievement of the collective outcome through their complementary but distinct actions and planning tools.

The Nexus Task Force identified the packages of interventions as groups of activities addressing general obstacles to achieving sustainable solutions. They are structured around the eight criteria of the [IASC Framework on Durable Solutions for Internally Displaced Persons](#).

The packages of interventions are the following:

#### **Pillar 1: Basic social services:**

Health, Nutrition, Water and Sanitation, Energy, Habitat, Education and Learning, Civil Status.

#### **Pillar 2: Sustainable livelihoods and economic opportunities:**

Community Infrastructures, Marketing, Employment and Entrepreneurship, Production factors, Financial capital, Access to land, Processing.

#### **Pillar 3: Protection, social cohesion and local governance:**

Safety and Security, Local governance, Social cohesion, Remedies for violation, Housing, land and property, Identity, Family reunification, Public affairs.

The Task Force also appointed eight working groups to work on a compendium of activities. The compendium of activities is similar to a menu of activities that stakeholders can choose from (not an exhaustive list) that will guide the development of common action plans in convergence areas, according to identified local sub-objectives and priorities.

The HDP Nexus Task Force convened a group of Gender experts and Nexus experts to develop a guidance on the Gender dimension in the HDP Nexus to support the integration of transformative actions in each of the packages of the three pillars. This guidance has been shared with all organisations contributing to the Task Force and all agencies participating in the Gender Working Group in 2019.

#### **What has been done so far:**

- The packages of intervention have been identified.
- The Task Force has started developing a compendium of activities that could be implemented within each intervention package.
- Guidance on integrating the Gender dimension in the packages of interventions and compendium of activities has been developed.

#### **What remains to be done:**

- Finalise the compendium of activities per package of intervention.
- Capture the Programmatic Framework in a written document.
- Provide technical advice to the HCT and UNCT to ensure gender centrality in Nexus-related initiatives.

### **Output 2.1.4: Monitoring and Evaluation + Accountability to Affected Populations tools are developed (Accountability Framework)**

The **Accountability Framework** refers to the Accountability to Affected Populations and the accountability towards the State, donors and implementing actors. The Accountability Framework will entail the Monitoring & Evaluation (M&E) tools to measure progress and readjust programs accordingly, and the tools to ensure Community Engagement and Accountability to Affected Populations for each convergence area. The M&E tools will include a Results Framework at the level of each convergence area that will feed into the Results Framework designed at the national level. Community Engagement and Accountability towards Affected Populations must be ensured during the entire process (especially during the joint analysis and the development of the common action plan).

The M&E framework at local level will allow measuring how and if women, girls, men, and boys (also taking into account other factors such as ethnic groups, geographical locations, languages, disabilities etc.) are accessing services. Data broken down by sex and age will be collected and analysed to confirm everyone enjoys equitable access and benefits. It will also allow to check who is using the feedback and complaints mechanism to verify if most marginalised groups have access. Findings will allow taking corrective actions that will improve access, decrease vulnerabilities, and meet real needs.

#### **What has been done so far:**

- NORCAP<sup>5</sup> deployed a Monitoring, Evaluation, Accountability and Learning (MEAL) expert to work on the HDP Nexus in the UN RCO who will facilitate this process.

#### **What remains to be done:**

- In each convergence area, design M&E tools based on the common action plan.
- Ensure that Community Engagement and Accountability to Affected Populations is a central part of the process during the joint analysis, the definition of the joint action plan, and program implementation.

### **Output 2.1.5: A Nexus operational guide is created (Operational Framework)**

The **Operational Framework**: The humanitarian, development and peacebuilding actors converge, coordinate, and synchronise their data collection and priorities for interventions at the municipality level in selected convergence areas, creating programmatic synergies and seeking the complementarity between different organisations, different mandates, and different interventions.

The **selection of convergence areas** is based on criteria that have been defined by the Task Force and on a sequential approach considering the ability and potential to achieve collective results.

Once a joint analysis has been conducted in each convergence area, a **common action plan** will be developed per municipality to identify how to reach the sub-objectives (specific to that convergence area) contributing to the collective outcome (defined in the strategic framework). The common action plan must be developed under the aegis of the local authorities and take into account the municipality's development

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<sup>5</sup> <https://www.nrc.no/expert-deployment/aboutnrcap/>



plan (Plan Communal de Développement). These steps and procedures will be written in a "Nexus operational guide".

**What has been done so far:**

- The selection criteria for areas of convergence have been defined.
- The prioritisation and sequencing criteria for areas of convergence have been defined.
- A methodology for the prioritisation of convergence areas in the Far North region has been developed.
- Five areas of convergence have been selected in the Far-North in 2021 to start the roll out of the HDP Nexus approach: Mokolo, Koza, Mora, Makary and Fotokol. Other areas of convergence will be selected in 2022 and 2023 as per learning in the piloting municipalities and available means. The Regional Task Force in the Eastern Front started a similar process to select the first areas of convergence before the end of 2021.

**What remains to be done:**

- Identify the first convergence areas in the Eastern Front before the end of 2021 and the municipalities where the Nexus will be rolled out in 2022 and 2023.
- Create a Nexus operational guide (for convergence areas).
- In the convergence areas: develop a common action plan based on joint analysis and adjust programs accordingly.

**❖ STEP 2.2: ESTABLISH COORDINATION MECHANISMS**

**Output 2.2.1: Task Forces are operational at the national and regional level**

The role of the **National and Regional Nexus Task Forces** is limited in scope and time. The Nexus Task Forces develop the entire approach (above) and select convergence areas. Once the Nexus coordination mechanisms are in place, the Nexus Task Forces will be dormant until asked to develop additional concepts, tools, or mechanisms as needed.

***NB: The HDP Nexus Taskforces are not mandated to coordinate the implementation of the HDP Nexus.***

**What has been done so far:**

- At the national level, the HDP Nexus Task Force includes more than a hundred representatives from Government, UN Agencies, the World Bank, members states and donors, international and national NGOs, and the private sector.
- At the regional level, two HDP Nexus Regional Task Forces in the Far-North region and the Eastern Front coordinate the selection of convergence areas and advocate with development, peace, and humanitarian partners. The aim is also to have a Task Force for the North-West and South-West when the situation will allow to roll out the Nexus in the conflict-stricken regions.

**What remains to be done:**

- The Nexus Contact Group<sup>6</sup> assists the Regional Task Forces.
- Create a working group to look into the conditions allowing for a roll out of the Nexus approach in the North-West and South-West regions, and to define a Nexus approach crafted specifically for these regions.

**Output 2.2.2: Coordination mechanisms function at all levels  
(convergence areas - regional - national)**

**Nexus coordination mechanisms** must be created in each convergence area (operational coordination), at regional level (monitoring the implementation of the Nexus in convergence areas in the region), and national level (strategic coordination, steering, decision-making body).

**What has been done so far:**

- The HDP Nexus Task Force brainstormed on how Nexus coordination mechanisms could look like.
- A working group for Nexus Coordination has been created and tasked with identifying options for Nexus coordination mechanisms.

**What remains to be done:**

- Options for coordination mechanisms (building on existing structures) - building on existing structures, avoiding duplication, and encouraging complementarity - are proposed to HDP stakeholders, particularly to the Government considering their essential role in leading and sustaining the Nexus approach in crisis-affected areas.
- The Government needs to validate and strengthen structures/means to reinforce the coordination at the three levels with the support of humanitarian, development and peacebuilding stakeholders.

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<sup>6</sup> The Contact Group consists in Volunteering focal points who support and serve as an anchor between the Regional Nexus Task Forces and the National Nexus Task Force:

- CHOI
- MINDDEVEL
- CNNCA
- DPC
- UNHCR
- OCHA

## SPECIFIC OBJECTIVE 3

### ADEQUATE HUMAN AND FINANCIAL RESOURCES ARE IN PLACE

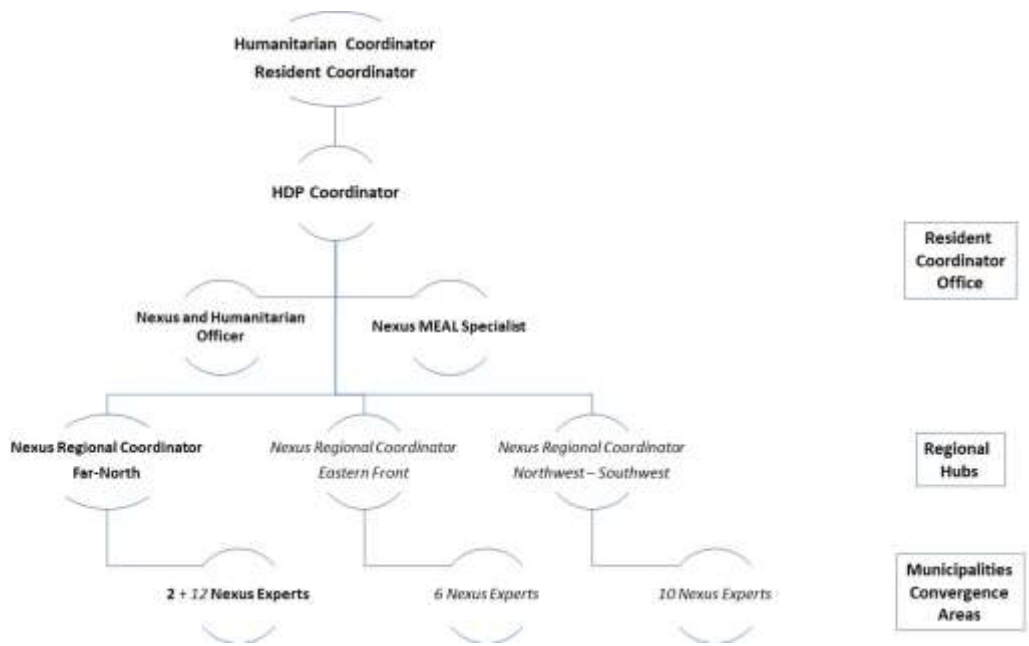
#### ❖ STEP 3.1: STRENGTHEN HUMAN RESOURCES

#### Output 3.1.1: A Nexus support function exists at the level of the UN RCO

A Humanitarian Development Peace Coordinator was deployed in 2019 to support the Resident Coordinator's leadership (funded consecutively by UNDP and PBSO / HDDP Facility). In August 2021, NORCAP deployed a Monitoring, Evaluation, Accountability and Learning (MEAL) Specialist to support the HDP Coordinator. A Nexus and Humanitarian Officer has been identified and should be deployed to the RCO before the end of 2021 (funded by Japan).

The government is committing a National HDP Coordinator through the CNNCA<sup>7</sup> which is a member of the National HDP Nexus Task Force.

The experience in Cameroon has shown the importance of maintaining a dedicated capacity to lead and support the development of the HDP Nexus approach. Below is a diagram showing in bold the positions that are funded and in *italic* those who still remain to be funded. This diagram merges Nexus support functions and Nexus Coordination positions (following output).



<sup>7</sup> Le Centre National Numérique des Connaissances Agricoles (CNNCA) est une plateforme Nationale Intégrée multi acteurs (Public/Privé) qui a le statut d'indépendance scientifique.

**What is already in place:**

- A HDP Nexus Coordinator and a Monitoring, Evaluation, Accountability and Learning (MEAL) Specialist have been deployed to the UN RCO.

**What remains to be done:**

- A Nexus and Humanitarian Officer has been identified and should be deployed by the end of November 2021.
- Obtain official government's confirmation on the designation of an HDP Nexus National Coordinator (financed by CNNCA).
- The above positions must be sustained.

**Output 3.1.2: A Nexus coordination capacity is in place at the different levels (national, regional, and convergence areas).**

At the regional level, Nexus Regional Coordinators will support the Regional Task Forces and supervise the Nexus Experts. Nexus Experts (UNV) will help the municipality's leadership and all actors operating in the convergence areas.

**What has been done so far:**

- The HDP Nexus Coordinator is entrusted with the operationalisation of the Nexus in Cameroon.

**What remains to be done:**

- The positions of a Nexus Regional Coordinator in the Far-North region and two Nexus Experts for Mokolo and Fotokol (the two first convergence areas chosen in the Far North region) have been funded by the UN Trust Fund for Human Security - the recruitment process is ongoing. They will support the Nexus coordination mechanisms still to be created.
- A Nexus Regional Coordinator needs to be funded and recruited for the Eastern front.
- Nexus experts should be present in each convergence area (either additional or existing capacity in the municipality).

**Output 3.1.3: Dedicated trilingual Nexus expertise is deployed through stakeholders**

The National Nexus Task Force must advocate for the investment in dedicated HDP Nexus staff in Government bodies, diplomatic missions and donors, UN agencies and NGOs.

**What is already in place:**

- UNHCR has some capacity (Development Advisor) however the person is also working on several other topics.

**What remains to be done:**

- Identification of Government, UN agencies, Civil Society, INGOs, Private Sector capacities to operationalise the approach.

**Output 3.1.4: Government & organization’s staff are trained/sensitised in implementing the HDP Nexus**

It is essential to build a trilingual (humanitarian, development, peacebuilding) and sustainable Nexus cadre through training.

**What has been done so far:**

- The HDP Coordinator and the Nexus MEAL Expert contribute to developing the Nexus Academy training course designed by UNDP at the global level.
- Briefing to stakeholders at the capital level.
- Missions to the regions / visiting authorities.

**What remains to be done:**

- Training of identified capacities.

**❖ STEP 3.2: MOBILISE FINANCIAL RESOURCES**

**Output 3.2.1: Donors follow the OECD-DAC recommendation on the Nexus**

The Development Assistance Committee (DAC) Recommendation on the Humanitarian Development-Peace Nexus<sup>8</sup> is a legal instrument of the OECD adopted by the DAC at its Senior Level Meeting in February 2019. The purpose of the Recommendation on the Humanitarian-Development-Peace Nexus is to provide DAC Adherents (donors) with a comprehensive framework that can support, incentivise and implement more collaborative, coherent, and complementary humanitarian, development and peace actions, particularly in fragile and conflict-affected situations, and meet their international and regional commitments in this area.

The OECD-DAC recommends that Adherents better coordinate across the Nexus, better program within the Nexus, and deliver better financing across the Nexus. To that effect, DAC Adherents should develop evidence-based Humanitarian, Development, and Peace financing strategies and use predictable, flexible, multi-year financing wherever possible.

In Cameroon, the aim is to advocate for donor funding to humanitarian, recovery, and peacebuilding efforts in convergence areas in line with OECD-DAC recommendation on the triple Nexus and the

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<sup>8</sup> <https://legalinstruments.oecd.org/public/doc/643/643.en.pdf>

recommendations of the inter-agency mission on strengthening humanitarian and development collaboration.

**What has been done so far:**

- A briefing session convened by ECHO took place in 2019 to present the HDP Nexus approach to humanitarian and development donors.
- The National Task Force briefed several donors bilaterally to explain the Nexus approach (e.g. Switzerland; ECHO; UK; Germany; France; Canada)

**What remains to be done:**

- Intensify advocacy with donors on their commitments expressed in the OECD-DAC recommendations.

**Output 3.2.2: The Cameroon Trust Fund is created and financed to address gaps in the Nexus**

The wish to create a Cameroon Trust Fund was voiced by the HC/RC in 2019 and discussed in the UNCT and HCT. The objective is to create a Cameroon Trust Fund that would include a Nexus window. The Cameroon Trust Fund is currently designed with three windows: Rapid response (humanitarian funding gaps), Collective Outcome (HDP Nexus funding gaps) and Development (UN Sustainable Development Cooperation Framework -UNSDCF). Organisations would apply for funding to address gaps in convergence areas (identified in the joint analysis and common action plan). The Cameroon Trust Fund remains to be created with the support of the UN Multi Partner Trust Fund (MPTF) Office.

**What has been done so far:**

- The RCO worked closely with the MPTF Office in New York on drafting the Terms of Reference for the Cameroon Trust Fund. The finalisation of the ToR has been delayed due to uncertainties on the inclusion of an immediate response window for humanitarian funding gaps.

**What remains to be done:**

- Creation of the Cameroon Trust Fund (Finalise the TOR of the Cameroon Trust Fund and present it to the UNCT and HCT, present the Cameroon Trust Fund to humanitarian and development donors for their review and support, endorsement of UN system and partners).

**Output 3.2.3: Donors provide effective financial support for implementing and coordinating the HDP Nexus approach**

Donors should be encouraged to draw evidence-based humanitarian, development, and peacebuilding multi-year financing strategies to support the collective outcome, seeking the availability of flexible funding in the three dimensions of the Triple Nexus to ensure better use of allocated resources in response to priority needs.

### **What has been done so far:**

- The UN system and partners advocated with donors for financing the capacity of humanitarian, development, and peacebuilding organisations to engage meaningfully in the Nexus approach.
- Other actors besides the HC/RC and the Nexus coordination team advocated for the Nexus within their organisation or platforms, with state actors, civil society, and member states/cooperation/donors.
- The UN Human Security Unit funded a joint pilot program on "Operationalising the Humanitarian-Development-Peace Nexus through the Human Security Approach" in two convergence areas of Mokolo and Fotokol in the Far North region. It brings together four UN Agencies (FAO, UN-Habitat, UNDP, UNICEF) under the strategic oversight of the HC/RC.
- UNDP and the Humanitarian Development Peace Partnership Facility (UN PBSO) funded the HDP Coordinator position since June 2019.

### **What remains to be done:**

- The HDP Task Force members must intensify advocacy for the Nexus within their organisation or platforms, with state actors, civil society, and member states/cooperation/donors.
- The HDP Task Force members should request their organisation to advocate with donors for a predictable, flexible, multi-year financing for implementing the Nexus approach in convergence areas.
- The HDP Task Force members should request their organisation to advocate with donors for financing the capacity of humanitarian, development and peacebuilding organisations to engage meaningfully in the Nexus approach and coordinate the Nexus efficiently until this capacity is embedded into the decentralised budgets.
- Advocate before donors for breaking the cleavages between the different funding tools.

## **Annexe 1: Terms of Reference - National HDP Nexus Task Force in Cameroon**

### **Background:**

The outcomes of the 2016 World Humanitarian Summit and the associated Agenda for Humanity initiatives have sought to improve collaboration across the humanitarian-development Nexus within a "New Way of Working", while the twin resolutions on sustaining Peace adopted by the United Nations Security Council and General Assembly in 2016<sup>9</sup> broadened the effort to include Peace in the triple Nexus.

The Government of Cameroon was the first country to volunteer at the World Humanitarian Summit to implement the Nexus and became one of the seven priority countries of the UN Joint Steering Committee to Advance Humanitarian-Development Collaboration established by the Secretary-General in 2017<sup>10</sup>.

A group composed of HCT and UNCT members started working on the HDP Nexus (previously called the New Way of Working) in 2017. Their work led to the decision of the HCT to create a National HDP Nexus Task Force in 2019. Two Regional Nexus Task Forces have been created as well for the Far-North region and the Eastern Front (North, Adamaoua, and East regions).

The Recommendation of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) on the humanitarian, development and Peace Nexus (Triple Nexus) defines the HDP Nexus as *the interlinkages between humanitarian, development and peace actions. The Nexus approach refers to the aim of strengthening collaboration, coherence and complementarity. The approach seeks to capitalise on the comparative advantages of each pillar – to the extent of their relevance in the specific context – in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict.*

### **Composition and Structure:**

The National HDP Nexus Task Force includes representatives of the Government of Cameroon, member states and donors, international financial institutions, UN agencies, International NGOs, and national NGO consortiums<sup>11</sup>; the private sector, and other stakeholders who volunteer to carry out the tasks entrusted to the Taskforce collectively.

Representatives of the Government of Cameroon, member states and donors, international financial institutions, UN agencies, International NGOs, national NGO consortiums, and the private sector that are not already part of the National HDP Nexus Task Force can request to be included.

The National HDP Nexus Task Force is chaired by the UN Humanitarian Development Peace Coordinator, with the support of the OCHA Regional Humanitarian Development Peace Advisor.

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<sup>9</sup> United Nations Security Council resolution 2282 (2016) and United Nations General Assembly resolution 262 (2016).

<sup>10</sup> Ethiopia, Somalia, Burkina Faso, Chad, Niger, Nigeria, Cameroon

<sup>11</sup> National NGOs can individually join the Regional Task Forces (in the Far-North and in the Easter Front) but not the National Task Force (as the group would be too big otherwise. Therefore only National NGO consortiums attend the Nexus National Task Force).



The National HDP Nexus Task Force is accountable to the Humanitarian Coordinator / Resident Coordinator and reports to the Humanitarian Country Team and the UN Country Team.

**Purpose and tasks:**

The National HDP Nexus Task Force aims to develop the HDP Nexus approach in Cameroon and its operationalisation at the community level. This includes:

1. Develop the analytical, strategic, programmatic, operational, and accountability frameworks for the HDP Nexus in Cameroon.
2. Propose options for the establishment of coordination mechanisms.
3. Design the Cameroon Trust Fund composed of three windows: Rapid Response (humanitarian gaps), Collective Outcome (HDP Nexus gaps in convergence areas), and Development (UNSDCF).
4. Identify the process for operationalising the HDP Nexus in convergence areas in consultation with the Regional Task Forces.
5. Provide technical support to the regional HDP Nexus Task Forces, including with the selection, prioritisation, and sequencing of convergence areas.
6. Support advocacy efforts carried out by the Humanitarian Country Team and the UN Country Team.
7. Advocate for a broad understanding and acceptance of the HDP Nexus approach and build ownership and partnerships within national and international stakeholders.
8. Promote the Cameroon HDP Nexus approach in other countries and at the global level.

*NB: The HDP Nexus Taskforces are tasked with developing the Nexus approach and are not mandated to coordinate the implementation of the HDP Nexus. Specific Nexus coordination mechanisms will be put in place for that.*

**Meetings and operational procedures:**

The HDP National Nexus Task Force meets on a need basis to ensure progress in fulfilling its objectives. Participation includes plenary meetings, working groups, videoconferences, and interactions via e-mail as appropriate.

## Annexe 2: 2021-2023 Action Plan - National HDP Nexus Task Force

✓: completed

➤: ongoing

X: not started

<b>SPECIFIC OBJECTIVE 1: OWNERSHIP IS CREATED AND NEXUS APPROACH IS INTEGRATED IN STRATEGIES &amp; PROGRAMS</b>			
<b>❖ STEP 1.1: DEVELOP OWNERSHIP</b>			
<b>1.1.1: Common understanding of the HDP Nexus approach by all stakeholders</b>			
Action points for the National Task Force	Status		Responsible
Brief line ministries (MINEPAT, MINDDEVEL, MINAT, MINAS, etc.)		➤	
Sensitize and support mayors & municipal councils		➤	
Individual briefings for UN agencies, NGOs senior management specifically targeting managers of relevant programmes		➤	
Sensitize Governors and Presidents of Regional Councils		➤	
Mobilize the prefects and deputy-prefects at divisional level		➤	
Brief an ad hoc joint-forum of humanitarian, development and peace donors on the nexus (in Cameroon and at regional level)		➤	
Amplify the briefing with GICAM and other private sector platforms during General Assembly		➤	
Update NNGOs and INGOs by organizations and through their respective consortia		➤	
Update thematic groups (PMT, ME group, IMWG, UNCG, etc.)		➤	
Brief humanitarian sectors/clusters		➤	
Brief global forums (ICVA, IASC RG4, etc.)		➤	
Brief think tanks and academia		➤	
Exchange knowledge with organizations (NGOs, UN, foundations, etc.) HQs on the nexus approach as it will be applied in Cameroon		➤	
Sensitize traditional and religious leaders/rulers and other social influencers	X		
Define the Peace component			✓ Peace Working Group
Share the note on Peace with the Taskforce			✓ Peace Working Group
The note on Peace is endorsed by UNCT and HCT	X		
Create and launch internet/online portal with interactives tools and products (Nexus guidance and tools, community of practices, collaborative platforms, etc.) (e.g. Nexus page in UN Cameroon portal)	X		

Create Nexus information and communication products such as a Nexus updates in convergence areas.	X			
<b>1.1.2: Acceptance of the importance to use the HDP nexus approach and willingness to change the current way of working</b>				
Action points for the National Task Force	Status			Responsible
Request decision-makers to brief their staff, partners and constituencies on the importance on implementing the Nexus approach		➤		
Sharing knowledge with decision-makers at regional level		➤		
HDP Regional Conference is organized and will encourage HDP stakeholders in Cameroon to speak with one voice. (The HDP Nexus Regional conference aims to create a platform for an exchange of experiences and identify cross-border issues that could benefit from an HDP Nexus approach.)	X			
<b>❖ STEP 1.2: INTEGRATION</b>				
<b>1.2.1: Strategic documents integrate the HDP approach</b>				
Action points for the National Task Force	Status			Responsible
HDP approach integrated in Humanitarian Response Plan			✓	
HDP approach integrated in UNDAF mid-term review			✓	
HDP approach integrated in UNSDCF 2022-2026			✓	
HDP approach integrated in PBF strategic priorities			✓	
Advocate for integration of HDP nexus approach into mid-term National Development Plan and national sectoral strategies/policies contributing to the SND 2030		➤		
In liaison with regional TF, ensure existing communal development plans influence or guide nexus priority setting in convergence areas <sup>12</sup>		➤		
Support the integration of the nexus common action plans into communal development plans and annual investment programmes		➤		
Integrate Cameroon nexus approach in organizations' country strategies and programmes		➤		
Advocate for the implementation of the Nexus matrix of actions by UNCT and HCT members		➤		
Advocate for further and better coordinated integration of the nexus into donor's country strategies		➤		
Identify and advocate for the integration of nexus approach in regional strategies		➤		
<b>1.2.2: Programs are adjusted and joined-up according to joint action plans in convergence areas</b>				

<sup>12</sup> In the Eastern Façade this is ongoing, based on the support plan developed in 2017-18.

Action points for the National Task Force	Status			Responsible
Advocate with national decision-makers for adjustment of their programmes and creation of synergies in convergence areas according to the nexus approach	X			HC/RC HCT/UNCT All HDP Nexus actors
Provide donors with checklists (Nexus compliance tools) for nexus integration of in projects proposal and reports	X			
Advocate for the integration of nexus approach in projects proposals /documents / reviews		➤		

## SPECIFIC OBJECTIVE 2: ADEQUATE TOOLS AND COORDINATION MECHANISMS ARE IN PLACE

### ❖ STEP 2.1: DEVELOP TOOLS

#### 2.1.1: A joint analysis is undertaken at national level and in convergence areas = Analytical Framework

Action points for the National Task Force	Status			Responsible
The joint analysis at national level is agreed upon			✓	
UNCT and HCT validate the approach for joint analysis			✓	
The Analytical Framework is consolidated in a written document	X			RCO Nexus team
The Analytical Framework is validated by the Task Force	X			
UNCT and HCT validate the Analytical Framework	X			
Draft methodology on conducting joint analysis in convergence areas	X			
Support Regional Task Forces in conducting joint analysis in convergence areas	X			
Discuss with OECD-DAC their support for joint analysis in convergence areas		➤		
Follow up and validation of joint analysis in areas of convergence	X			(Regional TF main responsible for supporting)

#### 2.1.2: Collective outcomes are identified = Strategic framework

Action points for the National Task Force	Status			Responsible
Identify HDP collective outcomes			✓	
Identify common principles of action and crosscutting issues			✓	
HCT and UNCT validate the collective outcome and the 3 collective sub-outcomes			✓	
The Strategic Framework is consolidated in a written document	X			RCO nexus team with UNV online support (?)

The Gender Thematic Group and the HDP Nexus Task Force produce a written document providing technical advice to HCT and UNCT on how to ensure gender centrality in Nexus-related initiatives	X			
Create Monitoring, Evaluation, Accountability and Learning (MEAL) working group to develop Results Framework and identify Nexus indicators	X			Maïka RCO lead
Integrate Results Framework in Strategic Framework document	X			MEAL working group - Maïka RCO lead
Validation of Strategic Framework document by National Nexus Task Force, HCT and UNCT	X			
<b>2.1.3: Packages of interventions and compendium of activities are agreed upon (Programmatic Framework)</b>				
Action points for the National Task Force		Status		Responsible
Identify intervention packages in line with IASC 8 criteria for durable solutions			✓	
Finalize the compendium of activities per intervention package	X			
Consolidate the Programmatic Framework into a written document	X			
A guidance on how to integrate Gender in each packages of intervention within the three pillars is developed			✓	
The guidance on Gender is shared within the Task Forces and with all agencies participating in the Gender working group			✓	
<b>2.1.4: Monitoring and Evaluation + Accountability to Affected Populations tools are developed for the convergence areas (Accountability Framework)</b>				
Action points for the National Task Force		Status		Responsible
Develop guidance on designing and using common Results Framework in areas of convergence (based on the common action plan).	X			Maïka RCO will support
Create MEAL working group in Regional Task Forces to support and validate M&E plans and systems in each area of convergence	X			
Discuss the minimum structure needed to support M&E and AAP in areas of convergence (by maximizing already existing resources)	X			MEAL working group
Create a manual for Community Engagement and Accountability to Affected Populations and integrate into the “Nexus Operationalization Manual”	X			
Ensure that Community Engagement and Accountability to Affected Populations is a central part of joint analysis process and definition of joint action plan in convergence areas.	X			Maïka RCO will support the Regional TF
<b>2.1.5: A manual for operationalization of Nexus approach in convergence areas is created (Operational Framework)</b>				

Action points for the National Task Force	Status			Responsible
Define selection criteria for areas of convergence			✓	
Define and present prioritization and sequencing criteria for convergence areas			✓	
Consolidate updated criteria in a written document			✓	
Define methodology for prioritization of convergence areas			✓	Maika RCO
Review and validation of methodology by TF			✓	
Support Regional Task Forces with prioritization for areas of convergence		➤		Maika RCO
Create a working group on Nexus manual for operationalization of Nexus in areas of convergence	X			
Write a manual for operationalization of Nexus in convergence areas	X			
Integrate guidance on Gender dimension in the Nexus operationalization manual	X			
Review and validation of manual by TF	X			
<b>❖ STEP 2.2: ESTABLISH COORDINATION MECHANISMS</b>				
<b>2.2.1: Task Forces are operational at the national and regional level</b>				
Action points for the National Task Force	Status			Responsible
The National Task Force is created and meets regularly			✓	
The ToR for the National Task Force is developed and approved by TF			✓	
The Action Plan for the National Task Force is developed and approved			✓	
Assist the Regional TFs with developing their ToR		➤		
Assist the Regional TFs with developing their Action Plan		➤		
Create the working group for the North-West South-West	X			
Gender specialists, partners of the Nexus Task Force, provide advice, upon request, on how to integrate gender in coordination mechanisms and in the roll out of the three pillars.		➤		
<b>2.2.2: Coordination mechanisms function at all levels (convergence areas + regional + national)</b>				
Action points for the National Task Force	Status			Responsible
Creation of working group for identification of coordination options			✓	
Draft a paper for coordination mechanism options	X			Coordination Working Group
Approval of the paper by the National TF	X			
Validation by UNCT and HCT	X			
Presentation to the government for validation and creation	X			

**SPECIFIC OBJECTIVE 3: ADEQUATE HUMAN AND FINANCIAL RESOURCES ARE IN PLACE**

**❖ STEP 3.1: STRENGTHEN HUMAN RESOURCES**

**3.1.1: A Nexus support function exists at the level of the UN RCO**

Action points for the National Task Force	Status			Responsible
Advocate for the continuation of a Nexus support function at the level of the UN RCO		➤		

**3.1.2: A Nexus coordination capacity is in place at the different levels (national, regional, and convergence areas).**

Action points for the National Task Force	Status			Responsible
Deployment of Nexus Regional Coordinators for the Far-North region, Eastern Front, and North-West and South-West regions		➤		
Deployment of a Nexus expert in each area of convergence		➤		

**3.1.3: Dedicated trilingual Nexus expertise is deployed through stakeholders**

Action points for the National Task Force	Status			Responsible
Advocate for the appointment of Nexus Specialists within organizations/entities operating in Cameroon		➤		
Organizations contribute to capacity building at local and regional levels (we need to seek collaboration and complementarity, no one organization can do it all, everywhere)		➤		

**3.1.4 Government & organizations' staff are trained/sensitized in implementing the HDP Nexus**

Action points for the National Task Force	Status			Responsible
Contribute to developing the Nexus Academy training course designed by UNDP at the global level		➤		
Advocate and contribute to the integration of the Nexus in global training courses		➤		
Explore Nexus training course for Cameroon stakeholders	X			

**❖ STEP 3.2: MOBILIZE FINANCIAL RESOURCES**

**3.2.1: Donors follow the OECD-DAC recommendation on the Nexus**

Action points for the National Task Force	Status			Responsible
Share with / brief donors on the OECD-DAC recommendation on the Nexus		➤		

Propose to donors to translate OECD-DAC recommendation into Cameroon context	X			
<b>3.2.2 The Cameroon Trust Fund is created and financed to address gaps in the Nexus</b>				
Action points for the National Task Force		Status		Responsible
Draft the Cameroon Trust Fund's TOR		➤		
Create working group on the Cameroon Trust Fund to finalize the TOR	X			
Presentation of draft Cameroon Trust Fund ToR to UNCT and HCT	X			
Validation of Cameroon Trust Fund ToR draft by UNCT and HCT	X			
Present the Cameroon Trust Fund to humanitarian and development donors for their inputs and support	X			
The ToR is finalized with UN Multi Partner Trust Fund Office	X			
Validation of Cameroon Trust Fund ToR draft by UNCT and HCT	X			
UN MPTF Office creates Cameroon Trust Fund	X			
Advocacy for the sustained financing of Nexus window of Cameroon Trust Fund to address financial gaps in convergence areas	X			
<b>3.2.3 Donors provide effective financial support for implementing and coordinating the HDP nexus approach</b>				
Action points for the National Task Force		Status		Responsible
Advocate for a predictable, flexible, multi-year financing for implementing the Nexus approach in convergence areas		➤		
Advocate for sustaining Nexus coordination capacity until integrated into decentralized State budgets		➤		
Advocate for future integration of Nexus coordination costs into the decentralized budgets of municipalities selected as areas of convergence and in regional budgets	X			
Promote with donors (at regional and capital level) the importance of breaking cleavages between their different funding tools		➤		

<b>SPECIFIC OBJECTIVE 2: ADEQUATE TOOLS AND COORDINATION MECHANISMS ARE IN PLACE</b>				
<b>❖ STEP 2.1: DEVELOP TOOLS</b>				
<b>2.1.1: A joint analysis is undertaken at national level and in convergence areas = Analytical Framework</b>				
Action points for the National Task Force		Status		Responsible
The joint analysis at national level is agreed upon			✓	



UNCT and HCT validate the approach for joint analysis			✓	
The Analytical Framework is consolidated in a written document	X			RCO Nexus team
The Analytical Framework is validated by the Task Force	X			
UNCT and HCT validate the Analytical Framework	X			
Draft methodology on conducting joint analysis in convergence areas	X			
Support Regional Task Forces in conducting joint analysis in convergence areas	X			
Discuss with OECD-DAC their support for joint analysis in convergence areas		➤		
Follow up and validation of joint analysis in areas of convergence	X			(Regional TF main responsible for supporting)

### 2.1.2: Collective outcomes are identified = Strategic framework

Action points for the National Task Force	Status			Responsible
Identify HDP collective outcomes			✓	
Identify common principles of action and crosscutting issues			✓	
HCT and UNCT validate the collective outcome and the 3 collective sub-outcomes			✓	
The Strategic Framework is consolidated in a written document	X			RCO nexus team with UNV online support (?)
The Gender Thematic Group and the HDP Nexus Task Force produce a written document providing technical advice to HCT and UNCT on how to ensure gender centrality in Nexus-related initiatives	X			
Create Monitoring, Evaluation, Accountability and Learning (MEAL) working group to develop Results Framework and identify Nexus indicators	X			Maïka RCO lead
Integrate Results Framework in Strategic Framework document	X			MEAL working group - Maïka RCO lead
Validation of Strategic Framework document by National Nexus Task Force, HCT and UNCT	X			

### 2.1.3: Packages of interventions and compendium of activities are agreed upon (Programmatic Framework)

Action points for the National Task Force	Status			Responsible
Identify intervention packages in line with IASC 8 criteria for durable solutions			✓	
Finalize the compendium of activities per intervention package	X			
Consolidate the Programmatic Framework into a written document	X			
A guidance on how to integrate Gender in each packages of intervention within the three pillars is developed			✓	
The guidance on Gender is shared within the Task Forces and with all agencies participating in the Gender working group			✓	

<b>2.1.4: Monitoring and Evaluation + Accountability to Affected Populations tools are developed for the convergence areas (Accountability Framework)</b>			
Action points for the National Task Force	Status		Responsible
Develop guidance on designing and using common Results Framework in areas of convergence (based on the common action plan).	X		Maika RCO will support
Create MEAL working group in Regional Task Forces to support and validate M&E plans and systems in each area of convergence	X		
Discuss the minimum structure needed to support M&E and AAP in areas of convergence (by maximizing already existing resources)	X		MEAL working group
Create a manual for Community Engagement and Accountability to Affected Populations and integrate into the “Nexus Operationalization Manual”	X		
Ensure that Community Engagement and Accountability to Affected Populations is a central part of joint analysis process and definition of joint action plan in convergence areas.	X		Maika RCO will support the Regional TF
<b>2.1.5: A manual for operationalization of Nexus approach in convergence areas is created (Operational Framework)</b>			
Action points for the National Task Force	Status		Responsible
Define selection criteria for areas of convergence		✓	
Define and present prioritization and sequencing criteria for convergence areas		✓	
Consolidate updated criteria in a written document		✓	
Define methodology for prioritization of convergence areas		✓	Maika RCO
Review and validation of methodology by TF		✓	
Support Regional Task Forces with prioritization for areas of convergence		➤	Maika RCO
Create a working group on Nexus manual for operationalization of Nexus in areas of convergence	X		
Write a manual for operationalization of Nexus in convergence areas	X		
Integrate guidance on Gender dimension in the Nexus operationalization manual	X		
Review and validation of manual by TF	X		
<b>❖ STEP 2.2: ESTABLISH COORDINATION MECHANISMS</b>			
<b>2.2.1: Task Forces are operational at the national and regional level</b>			
Action points for the National Task Force	Status		Responsible
The National Task Force is created and meets regularly		✓	
The ToR for the National Task Force is developed and approved by TF		✓	

The Action Plan for the National Task Force is developed and approved			✓	
Assist the Regional TFs with developing their ToR		➤		
Assist the Regional TFs with developing their Action Plan		➤		
Create the working group for the North-West South-West	X			
Gender specialists, partners of the Nexus Task Force, provide advice, upon request, on how to integrate gender in coordination mechanisms and in the roll out of the three pillars.		➤		
<b>2.2.2: Coordination mechanisms function at all levels (convergence areas + regional + national)</b>				
Action points for the National Task Force	Status		Responsible	
Creation of working group for identification of coordination options			✓	
Draft a paper for coordination mechanism options	X			Coordination Working Group
Approval of the paper by the National TF	X			
Validation by UNCT and HCT	X			
Presentation to the government for validation and creation	X			

<b>SPECIFIC OBJECTIVE 3: ADEQUATE HUMAN AND FINANCIAL RESOURCES ARE IN PLACE</b>				
<b>❖ STEP 3.1: STRENGTHEN HUMAN RESOURCES</b>				
<b>3.1.1: A Nexus support function exists at the level of the UN RCO</b>				
Action points for the National Task Force	Status		Responsible	
Advocate for the continuation of a Nexus support function at the level of the UN RCO		➤		
<b>3.1.2: A Nexus coordination capacity is in place at the different levels (national, regional, and convergence areas).</b>				
Action points for the National Task Force	Status		Responsible	
Deployment of Nexus Regional Coordinators for the Far-North region, Eastern Front, and North-West and South-West regions		➤		
Deployment of a Nexus expert in each area of convergence		➤		
<b>3.1.3: Dedicated trilingual Nexus expertise is deployed through stakeholders</b>				
Action points for the National Task Force	Status		Responsible	
Advocate for the appointment of Nexus Specialists within organizations/entities operating in Cameroon		➤		

Organizations contribute to capacity building at local and regional levels (we need to seek collaboration and complementarity, no one organization can do it all, everywhere)		➤		
<b>3.1.4 Government &amp; organizations' staff are trained/sensitized in implementing the HDP Nexus</b>				
Action points for the National Task Force	Status		Responsible	
Contribute to developing the Nexus Academy training course designed by UNDP at the global level		➤		
Advocate and contribute to the integration of the Nexus in global training courses		➤		
Explore Nexus training course for Cameroon stakeholders	X			
<b>❖ STEP 3.2: MOBILIZE FINANCIAL RESOURCES</b>				
<b>3.2.1: Donors follow the OECD-DAC recommendation on the Nexus</b>				
Action points for the National Task Force	Status		Responsible	
Share with / brief donors on the OECD-DAC recommendation on the Nexus		➤		
Propose to donors to translate OECD-DAC recommendation into Cameroon context	X			
<b>3.2.2 The Cameroon Trust Fund is created and financed to address gaps in the Nexus</b>				
Action points for the National Task Force	Status		Responsible	
Draft the Cameroon Trust Fund's TOR		➤		
Create working group on the Cameroon Trust Fund to finalize the TOR	X			
Presentation of draft Cameroon Trust Fund ToR to UNCT and HCT	X			
Validation of Cameroon Trust Fund ToR draft by UNCT and HCT	X			
Present the Cameroon Trust Fund to humanitarian and development donors for their inputs and support	X			
The ToR is finalized with UN Multi Partner Trust Fund Office	X			
Validation of Cameroon Trust Fund ToR draft by UNCT and HCT	X			
UN MPTF Office creates Cameroon Trust Fund	X			
Advocacy for the sustained financing of Nexus window of Cameroon Trust Fund to address financial gaps in convergence areas	X			
<b>3.2.3 Donors provide effective financial support for implementing and coordinating the HDP nexus approach</b>				
Action points for the National Task Force	Status		Responsible	
Advocate for a predictable, flexible, multi-year financing for implementing the Nexus approach in convergence areas		➤		
Advocate for sustaining Nexus coordination capacity until integrated into decentralized State budgets		➤		

Advocate for future integration of Nexus coordination costs into the decentralized budgets of municipalities selected as areas of convergence and in regional budgets	X			
Promote with donors (at regional and capital level) the importance of breaking cleavages between their different funding tools		➤		

### Annexe 3: Processus de mise en œuvre du Nexus HDP dans les zones de convergence

Processus de mise en œuvre du Nexus HDP dans les zones de convergence

