

**United Nations Development Programme  
Country: CAMEROON**

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**Project Document**

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**Rapid Response for enhancing resilience and  
Conflict prevention in  
Far North and East regions of Cameroon**

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## Project document

<b>Project Title :</b>	Rapid Response for enhancing resilience and conflict prevention in the communities hosting refugees in Far North and Eastern regions of Cameroon
<b>UNDAF Outcome(s):</b>	<b>Outcome 4:</b> From 2013 to 2017, opportunities for decent work especially for women, youth and vulnerable populations improved. <b>Outcome 5:</b> From 2013 to 2017 national and local institutions carry out their missions in a transparent and participatory manner and taking into account gender and human rights.
<b>Expected CP Outcome(s):</b> <i>(Those linked to the project and extracted from the CP)</i>	1. Improvement of political and social participation of vulnerable groups and integration of their needs, gender and crosscutting issues (HIV-AIDS, gender, environment) in national strategic instruments 2. Improvement of revenue and access to basic socioeconomic services for the population in the northern Cameroon. 3. Improvement of the population resilience to climate change
<b>Specific to the project outcomes</b>	1 Social cohesion is strengthened in the Far North as well as Northern regions of Cameroon through conflict prevention and Economic empowerment activities for a peaceful and pacific coexistence. 2 Conflict prevention and management mechanisms are operational and inter-community dialogue is improved between refugees and host communities. 3 Management and coordination capacities of local administration are strengthened and basic social services are functional, operational and efficient
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	1. Sustainable income generating activities (IGAs) put in place for 100 Households 2. Community infrastructures established/rehabilitated in 5 communities 3. Intercommunity conflicts management and prevention mechanisms (including community) based radicalization prevention platforms are set up and operational. 4. Pasture Corridors of transhumance Platforms between nomadic herdsman and local communities established 5. Emergency management mechanisms set up and functional in the targeted localities 6. A plan to improve the quality of services to users set up in 5 Municipalities
<b>Executing Entity</b>	UNDP
<b>Implementing Entities:</b>	UNDP, UN Agencies (FAO, UNICEF, UNFPA, ONUFEMMES, UNESCO...), MINADT, MINEPAT, NGOs

Programme Period:	<b>01 year</b>
Key Results Area (Strategic Plan):	<b>Outcomes 1; 5; 6</b>
Atlas Award ID:	
Start date:	<b>March 2015</b>
End Date	<b>March 2016</b>
PAC Meeting Date	_____
Management Arrangements	<b>DEX</b>

Total resources required	<b>USD 2 100 000</b>
Total allocated resources:	<b>USD 2 100 000</b>
• Regular	_____
• Other:(TRAC)	<b>USD 100 000</b>
○ Japan	<b>USD 2 000 000</b>
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	

### **Brief Description**

In light of the deteriorating humanitarian and security context in the Far North due to Boko Haram exactions, thousands of Cameroonians have fled from their homes and are living in foster care or occupying schools. Therefore, there is need to stabilize the region and promote human security through a comprehensive peace building framework articulated around resilience, socio-economic empowerment, conflict prevention and peace building, institutional capacities for coordination and management for risk and development management. Equally some of the Eastern border areas have also been impacted due to the conflict in Central African Republic with consequent refugees' inflow from that neighboring country leading to community tensions. The key objectives of the project are to strengthen capacities at institutional, community and local levels in the Far north and East regions of Cameroon to respond to and manage the pressure of massive refugees arrivals on host communities on one hand and the threat of the Nigerian armed insurgency "Boko Haram" and their respective impacts on Internal displaced Persons and the stability of the country on the other (Seleka activities on the Eastern front have also started to be manifest). In order to achieve these objectives, several activities will be implemented, namely: a) Resilience enhancing and economic empowerment, b) Conflict prevention and peace building, c) coordination and management capacity strengthening for local authorities. The project will be implemented in the regions of Far north and east of Cameroon. The project will follow direct execution modality by UNDP due to the nature of the project and the short quick results needed within one year timeframe.

Agreed by UNDP: -----

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## I. SITUATION ANALYSIS

### Context

The Northern and East regions are already known as being vulnerable in terms poverty incidence and poor socioeconomic progress compared to the rest of the country. According to ECAM 3, these regions have the highest poverty incidences in the country. Equally, increasing climate change manifestations regularly impact the Northern regions with resultant droughts and flooding leading to increasing vulnerability of the local population. In the past 2 years the humanitarian context in the zones bordering Nigeria and Central African Republic (CAR) has deteriorated significantly. Cameroon currently faces serious challenges to its stability though the amplitude and the nature vary from one region to another. That threat can be summarized as the combination of the Nigerian Boko Haram armed insurgency and the massive arrival of refugees from both CAR and Nigeria in the border which are already as stated above noted as having the highest poverty rates already. Approximately 107,942 refugees from the Central African Republic have fled to Cameroon as of mid-July 2014, according to UNHCR estimates. Almost 90% of those refugees, around 79,000 are located in scarcely inhabited Eastern region of Cameroon bordering the Central African Republic, part of them living on special sites imbedded in remote villages (45,830) in the area while others are still at the entry points, villages and host families (56,349). At the same time, it is estimated that around 29,543 refugees from Nigeria have fled to the North and Far North regions according to local authorities. \

In addition, due to Boko Haram exactions especially in the Far north, more than 40 000 Cameroonians have fled from their homes and are living in foster care or occupying schools, and thus have become internally displaced Persons (IDPs). This large displacement of population places a serious strain on the host localities, local resources, triggering a serious risk of social tensions and confrontation between the host communities and the refugees. Furthermore, these population movements are likely to strain the education and health facilities of their host communities. The risks of depletion of natural resources and exacerbation of existing environmental issues such as desertification by cutting down trees and shrubs for firewood need to be considered.

Access to arable land is a key issue for refugees, yet may give rise to tensions with host communities in this eastern part of Cameroon where arable land is scarce. Additional factors such as the fact that that, approximately 97% of the refugees are Muslims might affect the ethnic and religious balance in regions traditionally populated mainly by a Christian population. In addition, the risks of "radicalization" are very high in a context of what is perceived as persecution of Muslims in CAR, pretext likely to be used as propaganda tool by the Boko Haram group for recruitment purposes targeting refugees as well as local youth in the Cameroon northern regions where severe poverty, unemployment, unequal distribution of wealth, political and social volatile environments are already prevailing. Besides, another tension exacerbating factor is the fact that a large part of the refugees are cattle breeders from the Fulbé and Mbororo ethnic groups. This has triggered serious tensions as, in a forest area, the animals easily venture in the farms belonging to the local communities.

Officially, the Far North region of Cameroon is the second most populated region after the central region. The population is estimated around 3'480'414 inhabitants, 17.9 % of the entire Cameroon population. According to the last poverty reports, the poverty level and rate in that region is the highest in the country at almost 66%. The literacy rate is at 28.3% in the 6 provinces of the region. There are no industries in the area and the majority of the population is either living on farming or small trade. With the prevailing security situation, leaving conditions have seriously deteriorated as populations cannot venture in the farms anymore nor travel to market places. In this context and from the above, it appears clearly that the social cohesion and the peaceful coexistence between refugees and their hosting communities on one hand and between segments of communities themselves are at stake. Despite the fact that local communities as well as the Cameroon Government have extended the traditional African great solidarity to the refugees notwithstanding their limited resources, it appears urgent to develop and undertake at a local level conflict prevention and social cohesion reinforcement activities.

To date, the situation in the Far North and East is critical. The pressure is mounting on these regions and the Government has no choice than investing heavily in the security expenses at the expense of other urgent socioeconomic investments. It is therefore important to think long-term in terms of conflict prevention and resilience with investments in community and local capacity for peacebuilding and social cohesion as well as initiating quick-win economic activities that directly benefit vulnerable communities. The current situation could evolve quickly and

destabilize other parts of the country if not addressed early. The situation in both CAR and Nigeria are not stabilized yet and is worsening on the Nigerian side.

The current situation has suddenly reunited all ingredients for conflict and destabilization of the concerned regions. The fear generated by the threat of the Boko Haram group on one hand and the sudden pressure created by the massive arrival of refugees and the movements of IDPs, have aggravated the already persisting vulnerability conditions of the populations, especially women and children. The convergence of the conflict generating factors was not predictable in the immediate future. The Boko Haram threat on Cameroon evolved extremely rapidly and the consequences were not foreseen in the current amplitude. The forecasted analyses of the situation are neither positive and dictate the mobilization of emergency funds for prompt anticipative and proactive actions.

In the entire central African region, Cameroon has remained the pole of stability and these cross-border destabilizing factors impacting the country are likely to trigger dramatic consequences for the region and the entire sub Saharan part of the continent. This is more so when taken into account its "buffer" position between the different regions of the continent.

It is therefore critical to assist Cameroon Northern regions communities to face the challenges listed. The complexity and interface of poverty, climate change manifestations, security and humanitarian exigencies, require innovative multi-sectorial approaches and the establishment of more collaborative relationships in a broad and comprehensive conflict prevention framework which comprises of prevention, early recovery, resilience enhancing, community dialogue and peace-building activities.

To respond to that multifaceted threats in the East and Far North regions, UNDP Cameroon, has formulated the current project with the key objectives to strengthening capacities at institutional, community and local levels in the Far North and East regions of Cameroon to respond to and manage the pressure of massive refugees arrivals on one hand and the threat of the Nigerian armed insurgency (Boko Haram in the Far North and Seleka activities on the Eastern front) and their overall impacts on the stability of the country on the other hand. At the same time, considering the climate change threats in the Far North, the project also aims at enhancing the resilience of the population living in that area to the improvement of their livelihoods and the strengthening of the local administrations for better provision of basic social services and disaster risks prevention and management.

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## II. STRATEGY

The project directly contributes to the Emergency plan of Cameroon released by the Government in December 2014. It also contributes to the UNDAF outcomes 1 and 5 as mentioned on the cover page and is closely linked to 3 country programme outcomes and 3 Strategic Plan outcomes as stated in the Results and Resources Framework.

As such, the project overall goal is to contribute to the strengthening of national capacity for sustainable development and building resilient growth, using the Human Security conceptual framework based on a multi-sectorial/multi-dimensional approach of issues related to resilience, social cohesion and conflict prevention.

Concretely, the project targets communities affected by the inflow of refugees and internal displaced people with three specific outcomes:

1. **Outcome 1:** Social cohesion is strengthened through conflict prevention and economic empowerment activities for a peaceful and pacific coexistence.
2. **Outcome 2:** Conflict prevention and management mechanisms are operational and inter-community dialogue is improved between refugees and host communities.
3. **Outcome 3:** Management and coordination capacities of local administration are strengthened and basic social services are functional, operational and efficient.

Through these three outcomes and the corresponding outputs (as stated in the results and resources framework), the project will contribute to the stabilization of the region and promote human security through a comprehensive peace

building framework articulated around resilience, socio-economic empowerment, conflict prevention and peace building, institutional capacities for coordination and management for risk and development management. The Far North region in particular will require specific focus in terms of 'peace infrastructure' in responding to the increasing risk of radicalization.

Considering the short timeframe for the implementation of the project and the available resources, 100 households will be targeted in three localities in the Far North –Mokolo, Mora and the surroundings of Kousseri- and two in the East – Kette and Kenzou. Considering the volatile security situation in the targeted areas, the final choice of the localities will be made after due consultations with the national authorities.

The following strategic dimensions/principles will be considered:

- Participation and local leadership: towards ensuring locally-owned results, the local populations will be extensively involved in the planning and implementation of activities in partnership with the communities, local administrative authorities and implementing partners.
- The gender dimension as well as environment preservation are included in the planned activities and will be followed up carefully during the project implementation, by prioritizing households led by women. Such households, where predominant can reach 50% of the targeted ones.
- Capacity building will be a core strategy. Despite the quick delivery window that the project will follow, from the outset, the components of engagement as local level will focus on capacity building of local institutions to include local administrators, planners and local communities in joint planning and negotiation towards infrastructures of peace that provide wide benefits to the communities. These include hard infrastructure to sustain local income generation, as well as soft infrastructure such as local mediation and negotiation that lead ultimately to greater community cohesion.
- Communication will occupy a prominent place in the implementation of this project. During all stages of the project, the dialogue with stakeholders in the implementation will be maintained and the reminder of the roles of the various stakeholders should avoid duplication and dispersion of effort and energy. It will include communication for social mobilization that advocates for active participation in local social dialogue forum, and strengthening local community cohesion. Communications sensitive to conflict will be made at the local level in order to prevent possible tensions that may arise from the project to be as inclusive as possible. In addition the project will develop a specific communication strategy for the visibility of its interim deliverables and final results.
- Partnership with other actors and development entities will be ensured to benefit from coordination and other synergies towards the attainment of solid results beyond the project timeframe. The comparative advantages of the other UN agencies will be called upon, e.g. UNESCO for peace building related component, FAO on transhumance corridors setting, to name a few of them.
- The heart of the project exit strategy lays on centrality of local institutions; authorities and communities will be involved not only as direct beneficiaries of the deliverables of the project but also as major actors in its operational planning and implementation through the participatory approach that will be adopted across the board. By doing so, it is expected that the project will generate a specific replicable business models that can be used to scale it up using additional resources that will be mobilized to set up a more comprehensive program which will run on the mid-term (3 years horizon) as follow-up to this one project.

Based on the objectives of the project and the above mentioned dimensions/principles the project will achieve its goals through a set of three outcomes and 6 outputs distributed as follows:

**Outcome 1: Community economic empowerment strengthened in the Far North and East regions of Cameroon through improved infrastructure of peace, income generation and community infrastructure establishment/rehabilitation**

It is intended to be achieved through two major outputs respectively related to the setting of income generating activities the targeted households and the building or rehabilitation of community infrastructures. To promote environmental-

friendly businesses, fuel efficient stoves will be distributed to the targeted households. Based on criteria that will be worked on, the most vulnerable households will receive grants to sustain their income generating activities.

**Outcome 2. Conflict prevention and management mechanisms are operational and inter-community dialogue is improved between refugees and host communities**

Through this outcome, the project intends to reduce the conflict occurrence between the refugees on one hand and the hosting communities on the other hand. By doing so it aims at promoting social cohesion in the targeted areas with the achievement of two major outputs: the first one related to the setting of conflict prevention and management mechanisms involving hosting communities, refugees, community's leaders and local authorities; and the second one concerns the participatory (between nomads herdsman and local populations) setting of the pasture areas and transhumance corridors. The expertise of UNESCO and FAO will be called upon for these outputs.

**Outcome 3. Management and coordination capacities in emergency and basic social services provision of local administration are strengthened for improved functionality, operationally and efficiency.**

Through this outcome, the project intends to improve the management of emergencies and to enhance the quality of the provision of basic social services in the targeted localities based on 2 major outputs. Concretely the project will assist the targeted communes to mainstream emergency in their development plans while assisting the relevant districts to prepare their emergency plans and reinforcing the capacities of the local bodies involved in the emergency management. At the same time, in relation with the second output, selected basic services providers administrations will be assessed to formulate plans for improvement of the quality of the services delivered to the populations. At a second phase of the project, resources will be mobilized to assist the administrations concerned for the implementation of the plans. It is expected this component of the project will benefit from the expertise and tools developed by current UNDP assisted programmes "Resilience des Populations aux Effets du Changement Climatique" (REPECC) as far as emergency management is concerned and "Programme d'Appui à l'Amélioration de la Qualité des Services aux Usagers" (PAAQSU) with regard to the quality of services. If possible the project will also call upon the expertise of Japan in disaster management through the use of Japanese volunteers.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <ol style="list-style-type: none"> <li>1. Improvement of political and social participation of vulnerable groups and integration of their needs, gender and crosscutting issues (HIV-AIDS, gender, environment) in national strategic instruments</li> <li>2. Improvement of revenue and access to basic socioeconomic services for the population in the northern Cameroon.</li> <li>3. Improvement of the population resilience to climate change</li> </ol> <p><b>Other expected outcome (specific to the project)</b></p> <p><b>Outcome 1:</b> Community economic empowerment strengthened in the Far North and East regions of Cameroun through improved infrastructure of peace, income generation and community infrastructure establishment/rehabilitation.</p> <p><b>Outcome 2:</b> Conflict prevention and management mechanisms are operational and inter-community dialogue is improved between refugees and host communities.</p> <p><b>Outcome 3:</b> Management and coordination capacities in emergency and basic social services provision of local administration are strengthened for improved functionality, operationally and efficiency.</p>			
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <ul style="list-style-type: none"> <li>• Percentage of Representatives of vulnerable groups (women, disabled, minorities) present in decision-making elective and non-elective bodies in targeted Municipalities (Baseline 2013: 0 % Target 2017: 30%)</li> <li>• Rate of increase of expenditures in target households ; Baseline : (INS 2013) Target: 25%</li> <li>• Reaction times of national and local disaster management institutions in case of disaster (Baseline 2014: a) 08 hours for local authorities in residential areas ; b) 12hours for peripheral sites Target 2017 : a) One hour in local authority residential sites; b) Two hours for peripheral sites</li> </ul>			
<p><b>Applicable Key Result Area (from Strategic Plan):</b></p> <p><u>Outcome 1:</u> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p><u>Outcome 5:</u> Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change</p> <p><u>Outcome 6:</u> Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings</p>			
<p><b>Partnership Strategy;</b> The project will ensure programmatic cooperation with other projects and actors to include UN agencies (UNESCO, UNWOMEN, FAO, UNFPA, etc.), other development project, NGOs, CSOs, The University of Maroua towards local ownership, administration and local leaders and community representatives will ensure participation in local activity implementation in project areas.</p>			
<p><b>Project title and ID (ATLAS Award ID):</b></p>			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><b>Output 1:</b> Sustainable income generating activities (IGAs) put in place for 100 Households (HH)</p> <p><b>Indicators (Targets):</b></p> <p>Indicator 1: Number of households having benefited of IGAs Target : 100</p> <p>Indicator 2: Number of HHs receiving improved stoves Target : 100</p>	<ol style="list-style-type: none"> <li>1.1: Identify potential beneficiaries of Income Generating Activities (IGAs)</li> <li>1.2: Perform the participatory identification of gender sensitive IGAs in 5 communities</li> <li>1.3 Set up mechanisms to accompany the HH to put in place gender sensitive IGAs in 5 communities</li> <li>1.4: Provide technical, material and financial support</li> <li>1.5: Monitor the scheme</li> <li>1.6: Promote fuel efficient improved stoves for 100HH</li> </ol>	<p><i>UNDP with UN agencies, contracted civil society vendors</i></p>	<p><b>300,000</b></p>



<p><b>Output 2: Community infrastructures established/rehabilitated in 5 communities</b></p> <p><b>Indicator 3:</b> Number of community infrastructure built/rehabilitated Target : 5</p>	<p>2.1: Rehabilitate/build infrastructures (including markets) in selected villages</p>	<p><i>UNDP with UN agencies, contracted civil society vendors</i></p>	<p><b>236,852</b></p>
<p><b>Output 3: Intercommunity conflicts management and prevention mechanisms (including community) based radicalization prevention platforms are set up and operational.</b></p> <p><b>Indicators (targets):</b> <b>Indicator 1:</b> Number of intercommunity conflicts management and prevention mechanisms set up. Target: 5 (one per council) <b>Indicator 2:</b> Number of media covered by training/sensitization on peace building and conflict prevention Target: 3</p>	<p>3.1 Identify potential types of conflicts and concerned populations in the 5 communities 3.2 Support the setup of the platforms for local dialogue, planning and mediation comprising of local authorities, traditional leaders, local communities 3.3: Set up an operational platform of Youth Ambassadors for Peace 3.4 Strengthen capacities of local administration and leaders and local media in the field of peace building and conflict prevention</p>	<p><i>UNDP with UN agencies, contracted civil society vendors,</i></p>	<p><b>165,000</b></p>
<p><b>Output 4: Pasture Corridors of transhumance Platforms between nomadic herdsmen and local communities established</b></p> <p><b>Indicator 3:</b> Number of corridors of transhumance Platforms between nomadic herdsmen and local communities established. Target: 4</p>	<p>4.1: Support the identification of the sites 4.2: Identify potential solutions to deal with Pasture Corridors of transhumance platform 4.3: Operationalize the strategy</p>	<p><i>UNDP with UN agencies, contracted civil society vendors</i></p>	<p><b>125,000</b></p>
<p><b>Output 5: Emergency management mechanisms set up and functional in the targeted localities</b></p> <p><b>Indicators (targets):</b> <b>Indicator:</b> Number of committees trained in emergency management Targets:2 <b>Indicator:</b> Numbers of emergency plans developed Target: 2 <b>Indicator:</b> Number of emergency sensitive council development plans Target: 5 <b>Indicator:</b> Number of updated/elaborated emergency management plans Target: 2</p>	<p>5.1: Support the development of emergency plan in the targeted districts (Départements)  5.2: Support the mainstreaming of emergency into Council development plans  5.3: Train local emergency coordination committees and local administrations on specific targeted topics  5.4: Strengthen capacities of the regional bodies and municipal focal points for local management of emergencies</p>	<p><i>UNDP, local public institutions and UN agencies</i></p>	<p><b>340,000</b></p>
<p><b>Output 6: A plan to improve the quality of services to users set up in 5 Municipalities</b></p> <p><b>indicator</b> number of plan developed Target: 5 <b>Indicator:</b> Number of quality diagnosis performed</p>	<p>6.1: Provide support to improve the quality of services in municipalities</p>	<p><i>UNDP with UN agencies, contracted civil society vendors</i></p>	<p><b>50,000</b></p>

<b>Output 7: Project Management</b>	7.1: Personnel/Recruitment 7.2: Communication 7.3: Overall monitoring of the project 7.4: Equipment 7.5: Audit 7.6: Security 7.7: Miscellaneous	UNDP	634,999.85
<b>SUBTOTAL</b>			<b>1,851,851.85</b>
<b>GMS</b>			<b>148,148.15</b>
<b>TOTAL</b>			<b>2,000,000</b>

#### IV. ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTCOMES <i>And baseline, indicators including annual targets</i>	EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
1.Community economic empowerment strengthened in the Far North and East regions of Cameroun through improved infrastructure of peace, income generation and community infrastructure establishment/rehabilitation  Indicator 1: Number of households having benefited from IGA Target 1: 100  Indicator 2: Number of HHS receiving improved stoves Target 2: 100  Indicator 3: Number of community infrastructure built/rehabilitated	1.1: Sustainable income generating activities put in place for 100 Households	1.1.1: Identify potential beneficiaries of Income Generating Activities (IGAs) - <i>Recruit a consultant (Cabinet of livelihood and IGA expert)</i> - <i>Perform diagnosis study of potential beneficiaries</i> - <i>Validate the report with all stakeholders (councils, decentralized states services involved, CBOs ...)</i>	X				UNDP,FAO	JAPAN	71300/Local Consultant	20 000
						74200/Audio Visual&Print Prod Costs			500	
						72700/Hospitality & Catering			1500	
				<b>Total</b>						
		1.1.2: Perform the participatory identification of gender sensitive IGAs in 5 communities - <i>Organize a focus group meeting</i> - <i>Identify potential types of gender sensitive IGAs</i> - <i>Validate with stakeholders</i>	X				UNDP,FAO	JAPAN	72100/Contractual Services-Companies	20 000
						74200/Audio Visual&Print Prod Costs			500	
						72700/Hospitality & Catering			1500	

Target 3: 5		<b>Total</b>								<b>22 000</b>	
		1.1.3 Set up mechanisms to accompany the HH to generate gender sensitive IGAs in 5 communities - Proceed to the need assessment of the technical capacities of beneficiaries - Provide tailored training	X					UNDP,FAO	JAPAN	75700/Workshop	50 000
										74200 /Printing and Publications	2 000
										73100/Rental & Maintenance-Premises	2 000
										72500/Supplies	1 000
		<b>Total</b>								<b>55 000</b>	
		1.1.4: Provide technical, material and financial support to IGAs beneficiaries - Identify a Microfinance Institution - Sign a MOU - Monitor the activity		X				UNDP,FAO	JAPAN	72600/Grants	120,000
										72100/Contractual Services-Companies	9 000
										74200 /Printing and Publications	500
										72700/Hospitality & Catering	500
		<b>Total</b>								<b>130 000</b>	
		1.1.5 Monitor the scheme - Develop an M&E plan - Implement the M&E plan		X	X	X		UNDP,FAO	JAPAN	71600/Travels	10 000
		<b>Total</b>								<b>10 000</b>	
		1.1.6: Promote fuel efficient improved stoves for 100HH - Identify local structure to provide technical support to HH - Procure 100 improved stoves - provide sensitization and training on usage - distribute improved stoves - Monitor the activity		X	X	X		UNDP,FAO, CBO	JAPAN	72600/Grants	25,000
										74200 /Printing and Publications	10 000
								71600/Travels	5 000		
<b>Total</b>								<b>40 000</b>			
1.2: Community infrastructures established/rehabilitated in 5 communities	12.1. Rehabilitate/build infrastructure including markets in selected villages - Recruit a consultant - Identify sites in the villages(participatory) -Identify infrastructures(participatory) -Recruit the structure for the rehabilitation/building of infrastructures - Rehabilitate/build infrastructures - Recruit a structure for the quality control -Set up infrastructure management mechanisms - Monitor the activity		X	X	X		UNDP, FAO, CSO, UNWOMEN	JAPAN	71300 /Local Consultants	20 000	
									72100/Contractual Services-Companies	230 852	
									74200 /Printing and Publications	5 000	
									71600/Travels	1 500	
									72700/Hospitality & Catering	500	

		<b>Total</b>									257 852			
<b>SUBTOTAL 1</b>											<b>536,852</b>			
<p>2. Conflict prevention and management mechanisms are operational and inter-community dialogue is improved between refugees and host communities.</p> <p><b>Indicator 1:</b> Number of intercommunity conflicts management and prevention mechanisms set up. Target: 5 (one per council)</p> <p><b>Indicator 2:</b> Number of media covered by training/sensitization on peace and conflict prevention. Target: 3</p> <p><b>Indicator 3:</b> Number of corridors of transhumance Platforms between nomadic herdsman and local communities established. Target: 3</p>	<p>2.1 Intercommunity conflicts management and prevention mechanisms including community based radicalization prevention platforms set up and operational.</p>	<p>2.1.1 Identify potential types of conflicts and concerned populations in the 5 communities</p> <ul style="list-style-type: none"> <li>- Recruit cabinet</li> <li>-Identify the types of conflicts and the different stakeholders involved</li> <li>- Validate the report</li> </ul>	X	X	X			UNDP, UNESCO, Maroua media	CSO, UNFPA university,	JAPAN	72100/Contractual Services-Companies	50 000		
												74200 /Printing and Publications	500	
												72700/Hospitality & Catering	1 500	
		<b>Total</b>											<b>52 000</b>	
				<p>2.1.2 Support the setup of the platforms for local dialogue, planning and mediation comprising of local authorities, traditional leaders and local communities</p> <ul style="list-style-type: none"> <li>-Perform the needs assessment to establish and to operationalize platforms</li> <li>-Develop a strategy on conflict prevention and management mechanisms</li> <li>-Support the implementation of the conflict prevention and management strategy</li> <li>- Set up the platforms</li> <li>- Monitor the activity</li> </ul>	X	X	X	X		UNDP, UNESCO, Maroua media	CSO, UNFPA university,	JAPAN	75700/Workshop	50 000
													74200 /Printing and Publications	5 000
													73100/Rental & Maintenance-Premises	1 000
													72500/Supplies	500
													71600/Travels	3 500
		<b>Total</b>											<b>60 000</b>	
		<p>2.1.3: Set up an operational platform of Youth Ambassadors for Peace</p> <ul style="list-style-type: none"> <li>- Recruit Consultant</li> <li>- Identify Youth leaders</li> <li>- Set up the platform</li> </ul>	X	X	X	X		UNDP, UNESCO, Maroua media	CSO, UNFPA university,	JAPAN	71300/Local Consultant	12 000		
											74200/Audio Visual&Print Prod Costs	1 000		
											72700/Hospitality & Catering	400		
<b>Total</b>											<b>13 400</b>			

		2.1.4 Strengthen capacities of local administration and leaders and local media in the field of peace building and conflict prevention <i>- Select communities</i> <i>- Identify and map community capacity building needs</i> <i>- Organize training on community dialogue and local mediation for peace to local administrators, leaders and Youth Ambassadors for Peace</i> <i>- Organize tailored training for media on peacebuilding and conflict sensitive reporting</i> <i>- Monitor the activity</i>	X	X	X		UNDP, CBOs, UNESCO,	JAPAN	75700/Workshop	23 200	
									74200 /Printing and Publications	20 000	
									73100/Rental & Maintenance-Premises	2 500	
									72500/Supplies	1 500	
		<b>Total</b>									<b>47200</b>
	2.2 Pasture Corridors of transhumance Platforms between nomadic herdsmen and local communities established.	2.2.1: Support the identification of the sites <i>- Recruit consultant</i> <i>- Identify community sites where pastoral activities impact communities</i>	X	X	X	X	UNDP,CSO/FAO	JAPAN	71300/Local Consultant	22 000	
									74200/Audio Visual&Print Prod Costs	1 000	
									72700/Hospitality & Catering	400	
		<b>Total</b>									<b>23 400</b>
		2.2.2: Identify potential solutions to deal with Pasture Corridors of transhumance <i>- Organize consultations between communities and herdsmen in selected communities</i> <i>- Develop a strategy to address the issues</i>		X	X	X	UNDP,CSO/FAO	JAPAN	75700/Workshop	25 000	
									74200 /Printing and Publications	20 000	
									73100/Rental & Maintenance-Premises	2 500	
									72500/Supplies	1 500	
		<b>Total</b>									<b>49 000</b>
		2.2.3: Operationalize the strategy <i>- Establish a dialogue and mediation mechanism</i> <i>- Train local communities on constructive dialogue</i> <i>- Provide specific pasture corridors management technical and seed inputs</i> <i>- Monitor the activity</i>		X	X	X	UNDP,CSO/UN agencies	JAPAN	75700/Workshop	21,000	
									74200 /Printing and Publications	20 000	
									73100/Rental & Maintenance-Premises	2 500	
									72500/Supplies	1 500	

		<b>Total</b>									<b>45 000</b>	
<b>SUBTOTAL 2</b>										<b>290,000</b>		
<p>3, Management and coordination capacities in emergency and basic social services provision of local administration are strengthened for improved functionality, operationally and efficiency.</p> <p>Indicators: Number of committees trained Targets:5</p> <p>Indicator: Number of quality diagnosis performed Target: 5</p> <p>Indicator: Number of updated/elaborated emergency management plans Target: 2</p>	<p>3.1 Emergency management mechanisms set up and functional in the targeted localities</p>	<p>3.1.1: Develop an emergency plan</p> <ul style="list-style-type: none"> <li>- Train the mixed crisis committee on emergency prevention and management</li> <li>- Recruit a consultant</li> <li>- Develop the rescue plan</li> <li>- Validate with all stakeholders</li> <li>- Elaborate the emergency plan</li> </ul>	X	X	X	X	<p>UNDP, MINATD, PNDP, CVUC</p>	Japan	72100/Contractual Services-Companies	60 000		
									72700/Hospitality & Catering	500		
									75700/Workshop	26 000		
									74200 /Printing and Publications	10 000		
									73100/Rental & Maintenance-Premises	2 500		
									72500/Supplies	1 000		
		<b>Total</b>										<b>100 000</b>
		<p>3.1.2: Support the mainstreaming of the emergency plan into Council development plan</p> <ul style="list-style-type: none"> <li>-Recruit a consultant</li> <li>- Conduct a need assessment of existing CDP and technical capacities of local actors</li> <li>- Train local(municipal) actors on Eco Disaster Risk Reduction (EDRR)</li> <li>- Provide technical assistance to update CDPs</li> </ul>	X	X	X	X	<p>UNDP, MINATD, PNDP, CVUC</p>	<p>JAPAN UNDP</p>	72100/Contractual Services-Companies	50 000		
									72700/Hospitality & Catering	500		
									75700/Workshop	21 500		
									74200 /Printing and Publications	5 000		
									73100/Rental & Maintenance-Premises	2 500		
									72500/Supplies	500		
		<b>Total</b>										<b>80 000</b>
		<p>3.1.3: Capacities of the local emergency coordination committees and local administrations strengthened through trainings</p> <ul style="list-style-type: none"> <li>- Recruit consultant</li> <li>-Identify key local institutions and administrations who are key to emergency coordination mechanisms</li> <li>-Perform a needs-assessments of the identified institutions</li> <li>- Map and identify capacity building needs for coordination and emergency management</li> <li>-Prepare capacity building plan</li> <li>- Prepare training modules</li> </ul>	X	X	X	X	<p>UNDP (ART, CRU) MINATD, CBOs</p>	<p>JAPAN UNDP</p>	72100/Contractual Services-Companies	30 000		
72700/Hospitality & Catering	500											
75700/Workshop	21 500											
74200 /Printing and Publications	10 000											
73100/Rental & Maintenance-Premises	2 500											

		- Deliver training - Monitor the activity								72500/Supplies	500	
		<b>Total</b>									<b>65 000</b>	
		2. Strengthen capacities of the regional cells and municipal focal points for local management of emergencies  - Recruit a consultant - Provide technical support for updating and reinforcing emergency management protocols and SOPs - Establish/reinforce community early warning mechanism (for floods) - Assess and identify equipment needs and maintenance protocols - Procure equipment - Organize distribution/handover to local actors - Monitor the activity								JAPAN	72100/Contractual Services-Companies 72700/Hospitality & Catering 75700/Workshop 74200 /Printing and Publications 73100/Rental & Maintenance-Premises 72500/Supplies 72200/Equipment and Furniture	30 000 500 21 500 10 000 2 500 500 18 800
		<b>Total</b>									<b>83 800</b>	
	3.2 A plan to improve the quality of services to users set up in 5 Municipalities	3. Provide support to improve the quality of services in municipalities  - Recruit a consultant - Identify one local public institutions per region for reinforcing service delivery - Perform the needs -assessments - Develop service reinforcement plan to improve the quality of services - Monitor								JAPAN UNDP	72100/Contractual Services-Companies 72700/Hospitality & Catering 71600/Travels	54 200 2 500 4 500
		<b>Total</b>									<b>61 200</b>	
<b>SUBTOTAL 3</b>											<b>390,000</b>	
4: Project Management		Personnel/Recruitment - Peace and Development Expert / project manager - National Consultant - 1 Financial and Administrative Assistant - 1 Driver								Japan	63300/Non-Recurrent Payroll - IP Stf 71400/Service Contracts-Individuals 71400/Service Contracts-Individuals 71400/Service Contracts-Individuals	200 000 55 000 40 000 15 000
		<b>Total</b>									<b>310 000</b>	

										71300/Local Consultant	15 000
										72500/Supplies	1 000
		Communication								72700/Hospitality & Catering	1 000
		- Develop strategy	X	X	X	X	UNDP, UNECSO, FAO, UNFPA, MINATD (ComCell)	Japan		72800/Information Technology Equipmt	5 000
		- Implement								74200 /Printing and Publications	30 000
		- Evaluate								73100/Rental & Maintenance-Premises	5 000
										71600/travel	3 000
		<b>Total</b>									<b>60 000</b>
		Overall monitoring of the project								71600/travel	15 000
		- Develop and Implement a M&E plan	X	X	X	X	UNDP,			72100/Contractual Services-Companies	20 000
		- Perform the overall evaluation of the project									
		<b>Total</b>									<b>35 000</b>
		Equipment	X	X	X	X	UNDP			72200/Equipment and Furniture	100 000
		Audit				X	UNDP			74100/Audit Fees	20 000
		Miscellaneous					UNDP			74500/Miscellaneous Expenses	89999,85
		Security	X	X	X	X	UNDSS/MINDEF			74300/Contrib.To CO Common Security	20 000
<b>SUBTOTAL 4</b>											<b>634,999.85</b>
<b>TOTAL</b>											<b>1,851,851.85</b>
<b>GMS at 8%</b>											<b>148,148.15</b>
<b>GRAND TOTAL</b>											<b>2 000 000</b>



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## V. RISKS AND ASSUMPTIONS

Considering that the areas covered by the project are closed to conflict zones, the actual implementation of its activities and thus the achievement of its result will depend on security conditions on the ground. Specifically, the activities in the Extreme North will strongly depend on the evolution of the situation related to Boko Haram activities. In case some of the targeted localities may be inaccessible due to protracted conflict or military activities, the case will be examined with national authorities and subsequent decision taken by the project board.

In addition, some of the activities of the project may be compromised by weather conditions which may render some of the project sites inaccessible. The project team will try as much as possible to match the schedule of the activities with the weather calendar.

Considering the centrality of the participatory approach adopted by the project, the commitment and the responsiveness of authorities at both central and local levels in the context of increased insecurity will be critical for the smooth and timely implementation and success of the project.

As required by UNDP procedures a risk log will be kept and regularly updated to manage the risks associated with the specific context in which the activities will be implemented.

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## VI. MANAGEMENT ARRANGEMENTS

Considering the short timeframe for its implementation and the diversity of the stakeholders, the project will be directly implemented by UNDP through various responsible parties as mentioned in the results and resources framework.

Given the geographic spread of the project across two different regions, collaborative arrangements will be established with other UN agencies, as mentioned in the AWP, which already have local program presence on the ground in undertaking specific activities.

Equally towards local authorities, NGOs and CSOs will provide community mobilization and training facilitation through contractual arrangements.

The project governance structure will comprise of at the highest level, the Project Board (steering committee). The **Project Board (PB)** is the group responsible for making by consensus, strategic orientation and approves work plans. In order to ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Resident Representative. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. The PB will comprise of MINEPAT, MINADT and UNDP. Other UN agencies, Embassy of Japan and JICA will participate as advisors to the PB. MINEPAT will co-chair as lead national counterpart along with UNDP RR. In addition MINADT will represent the interest of the regions that will ultimately benefit from the project.

**Project Assurance** role will be delegated to the UNDP toward ensuring the day to day oversight. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager.

**Project Manager:** An international project manager/peace and development expert will be recruited and be responsible for day-to-day management and decision-making for the project and will report directly to the UNDP Resident Representative. The Project Manager has the authority to run the project on behalf of UNDP within the constraints laid

down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. S/he will supervise the project team to national consultants and will ensure results orientation by implementing partners/UN agencies of selected activities.

The Project Manager will be assisted in his task by a National Expert, a Finance and Administrative Assistant (FAA) and a driver as project support.

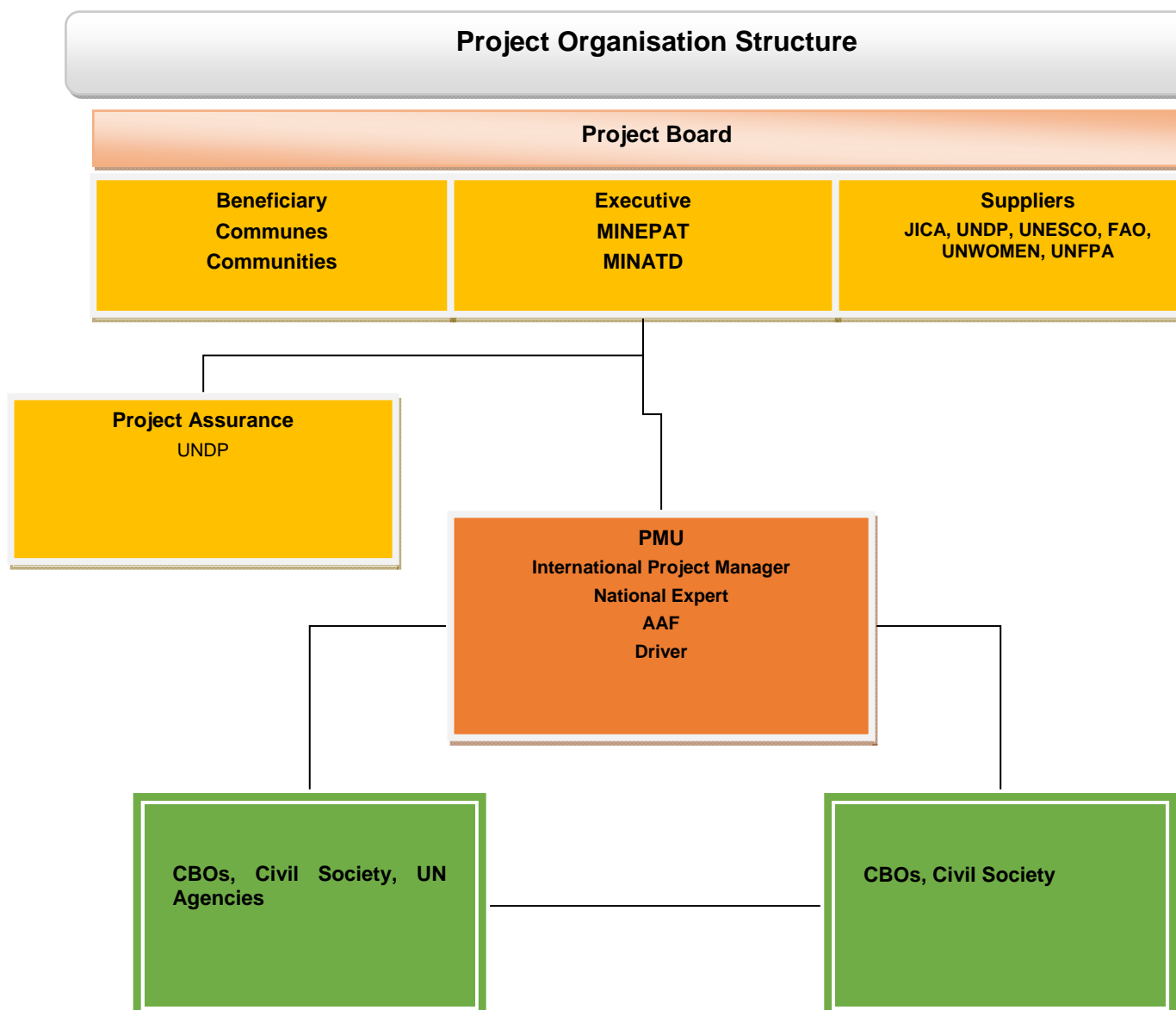
This project will be implemented under the Direct Execution (DEX) modality by UNDP. A management fee of 8% will be charged by UNDP to the actual amount of the expenses, pursuant to the UNDP Board-endorsed policy on the recovery of General Management Support (GMS) costs. This shall be reflected in the Note Verbale to be exchanged between each of the parties and the UNDP.

Interest income and unspent balance as applicable to this project will be handled according to the terms, policies, and procedures of the Japan-UNDP partnership fund.

UNDP will submit an interim (mid-term) report as well as a final report upon project closure, including a financial report.

If there is a necessity to change the period, the content or the project budget, the Government of Cameroon and UNDP will consult with the Embassy of Japan in Cameroon in advance.

Diagram 1: Project Governance Arrangement



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## VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the UNDP programming policies and procedures, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in a quality management table which will be prepared as part of an Annual Work Planning (AWP) exercise and will be monitored on an annual basis.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change along with a risk log.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, a final assessment will be conducted.
- Given the one year duration and size of the project, **an audit as well as final evaluation** of the project will be conducted. The project evaluation will take place within the first quarter following project period completion and will be costed into the project funds as part of the operational closure process. The findings will provide fuel for follow-up mid-term programmatic actions.

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## VIII. COMMUNICATION, PUBLICATION AND PUBLICITY

The detailed strategy to increase the donor's visibility will be finalized together with the Embassy of Japan in Cameroon. At the minimum, UNDP Country Office will ensure that:

- Japanese ODA logo is included in all documents published as a part of the project.
- All training courses, workshops, and policy dialogues will publicize that the support is provided by the Government of Japan through the UNDP-Japan Partnership Fund.
- Opportunities will be sought with the Embassy of Japan in Cameroon to involve the Embassy on various occasions as speakers to increase the visibility of Japanese support.
- Project success stories are disseminated through the websites of UNDP Tokyo Office, UNDP Cameroon and social media including twitter accounts of key UNDP representatives.

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## IX. EQUIPMENT:

The general policies and procedures governing procurement, recruitment and contracting of inputs as set out by the UNDP shall be used for project implementation. Where the procurement, recruitment and utilization of inputs involve complex and/or technically sophisticated issues of a specialized nature, the executing agent may request the assistance of an implementing agent such as a United Nations agency. Such agent(s) may apply the procedures, rules and conditions of their respective organizations in rendering the assistance. The equipment procured with the project funds shall be disposed of at the end of the project in accordance with the UNDP rules and regulations governing disposal of equipment.

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## X. LEGAL CONTEXT

This Programme Support Document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Republic of Cameroon and UNDP, signed on the 25rd of October 1991. The host country, Cameroon, executing and implementing agencies shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating Agency described in that Agreement.

The executing agency shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

In the event that significant changes are encountered in the timing, scope of the work and budget utilization, UNDP will consult with the Government of Japan prior to such changes. However, the following types of revisions may be made to the project document with the signature of the UNDP Resident Representative provided that he/she is assured that the other signatories of the project document have no objections to the proposed changes:

- i) Revisions in, or additions to, any of the annexes of the project document;
- ii) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and

Mandatory annual revisions, which rephrase the delivery of agreed, project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

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## XI. ANNEXES

### TORs of personnel and experts

1. Detailed cost-sheet (separate attachment)
2. Project Manager/Peace and Development expert (FTA 1 year)

### TOR Project Manager

#### Project Manager

**Overall responsibilities:** Under direct supervision of the UNDP Resident Representative, the Project Manager /Peace and Development Expert will have the authority to run the project on a day-to-day basis on behalf of UNDP. The Project Manager is responsible for the day-to-day management and decision-making for the project. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

**Specific responsibilities** would include:

#### *Overall project management:*

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers and implementing partners;
- Act as Team Manager and supervise experts and consultants as required.

#### *Running a project*

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

#### *Closing a Project*

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Prepare evaluation TOR as required.
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

#### Profile:

- Minimum 8 years' experience with at least 5 years of international experience in institutional capacity building, peacebuilding and economic regeneration.
- Experience in project management preferably with UNDP

- At least 3 years of work experience in crisis, post-conflict and/or humanitarian setting
- Significant and proven skills in results based management with preference for experience with UNDP programming
- Solid expertise in liaising with local and senior administration and national counterparts