UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
CAMEROON

Project Title: Regional Stabilisation Facility for Lake Chad - Cameroon National Window
Project Number:
Implementing Partner:
Start Date: September 2019   **End Date:** December 2020 **PAC Meeting date:**

Brief Description

Ten years after the beginning of the conflict in the Lake Chad Basin (LCB), the crisis continues to cause large scale suffering in the "Nigeria's north-eastern regions, parts of Niger, Chad and Cameroon, leading to massive internal and cross-border displacement, destruction of livelihoods, property, and human rights abuses, as well as disruption of government institutions, educational and medical facilities…

More than 17 million people across the region are facing a complex crisis driven by extreme poverty, climate change and conflict, of whom more than 10 million people need life-saving protection and humanitarian help…4.2 million displaced individuals were identified by the Displacement Tracking Matrix." (OCHA, Reliefweb, 2019). The conflict has seriously hindered trade and food flows in the LCB.

UNDP has provided a strong support to the Lake Chad Basin Commission (LCBC) for the adoption of the regional strategy on stabilisation. To support the implementation of this Regional Stabilisation Strategy, the Governments of the Lake Chad Basin (Cameroon, Chad, Niger and Nigeria), the international community and UNDP have agreed to set up a Regional Stabilisation Facility (RSF). This regional and ambitious programme was launched on the 17th July 2019, during the Governors Forum in Niamey. UNDP´s commitment in this endeavor is to provide a different delivery model, calibrated to respond to the challenges identified: the need for a step-change in the scale and nature of interventions, in speed of response, with increased territorial coverage, and enhanced regional cooperation. As such, the RSF will be implemented in 4 countries through different National stabilisation windows.

In this line, UNDP Cameroon has developed the present Cameroon National Window to provide stabilisation support in targeted localities of the North and Far North Regions of the Country, focusing on two major objectives:

1. Immediate stabilisation of specific areas, cleared of Boko Haram control, but where communities remain vulnerable to continued infiltration and attack;

2. Initiate community driven activities along the corridor in coordination with the security forces and local authorities to maintain the return process.

These objectives will be met through the achievement of three major results:

Output 1: Community safety and security improvement in target areas
Output 2: Essential infrastructure & basic services in place and functioning in the target localities
Output 3: Livelihood opportunities available in the intervention areas

As a proof of concept, UNDP will start early implementation of the full stabilisation model by supporting current trends of return along the corridors targeting mostly Amchidee and Kerawa already cleared and secured by the security forces as previously discussed with the MNJTF.

Contributing Outcome UNDAF/CPD 2018-2020 4.1: By 2020, population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks.	Total resources required:	USD 18.697.597	
Indicative Output(s):	**Total resources allocated:**		
Output 1: Community safety and security improved in target areas		**UNDP TRAC:**	
		Donor (Germany & Sweden):	**18.697.597**
Output 2: Essential infrastructure & basic services in place and functioning in the target localities		**Government:**	
		In-Kind (UK):	
Output 3: Livelihood opportunities available in the intervention areas	**Unfunded:**		

Agreed by (signatures):

Government	UNDP
Print Name:	Print Name:
Date:	Date:

I. DEVELOPMENT CHALLENGE

I.1: Introduction

1. The nexus of security, humanitarian and development issues around Lake Chad Basin consequent upon an intractable extremist insurgency has left tens of thousands of people dead, approximately 2.5 million displaced, and more than 10 million people in the region affected and in need.

2. While robust national and multi-national military operations have regained territory previously controlled by two Boko Haram factions (JAS and ISWAP) in Nigeria, in addition to improving security in Boko Haram-affected territories in Niger, Chad and Cameroon, a new approach is needed to consolidate these gains and establish the conditions necessary to transition from military to civilian responsibility for security, and from the provision of humanitarian assistance to the resumption of stalled development processes.

3. The *Regional Strategy for the Stabilisation, Recovery and Resilience of the Boko Haram-affected Areas of the Lake Chad Basin* (referred to in this document as 'Regional Stabilisation Strategy' or 'RSS'), produced under the auspices of the Lake Chad Basin Commission, with the support of the African Union and UNDP, sets out this approach.

4. The Strategy is intended to fulfil the second phase of the MNJTF mandate, as highlighted in the Strategic Concept of Operations of the Force, namely to "*facilitate the implementation of overall stabilisation programmes by the LCBC Member States and Benin in the affected areas, including the full restoration of state authority and the return of IDPs and refugees*". It seeks to establish a common approach and an inclusive framework for all stakeholders to support a timely, coordinated, and effective transition from stabilisation to medium and longer-term recovery, peacebuilding and development processes.

The Regional Stabilisation Facility

5. To support the implementation[1] of the Regional Stabilisation Strategy, the Governments of the Lake Chad Basin, the international community and the United Nations Development Programme have agreed to set up a Regional Stabilisation Facility (referred to as the 'Facility'). The Facility has two broad result areas:
- Immediate stabilisation of specific areas, cleared of Boko Haram control or increasingly secure due to a reduction in the number of incursions, but where communities remain vulnerable to continued infiltration and attack; and
- Initiation of extended stabilisation activities across the Boko Haram-affected States and Regions, through support to implementation of the Lake Chad Basin Commission (LCBC) Regional Stabilisation Strategy.

6. UNDP´s commitment in this endeavour is to provide a different delivery model, calibrated to respond to the challenges identified: the need for a step-change in the **scale** and nature of interventions, in **speed** of response, with increased territorial **coverage**, and enhanced **regional cooperation**.

7. The Facility will enhance Civil-Military Coordination to design and implement Joint Action Plans for the immediate stabilisation of specific target areas, to increase community safety and security as well as provide infrastructure, basic services and livelihood opportunities as a rapid-response package.

8. The four National Windows of the Facility, serviced by country-specific, autonomous, Partner Platforms and autonomous UNDP teams, will ensure that the immediate stabilisation effort is well targeted and fully owned by relevant stakeholders. UNDP will build on its successful experience of stabilisation programming in Iraq and elsewhere to put in place fast-track business processes and

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[1] With a particular focus on the RSS´s strategic objectives 1, 6, 8, 17, 18, 19, 20, 21, 32, 33, 34, 35 and 36.

will establish National Window Service Centres in each country to provide the required operational support to achieve fast and effective delivery.
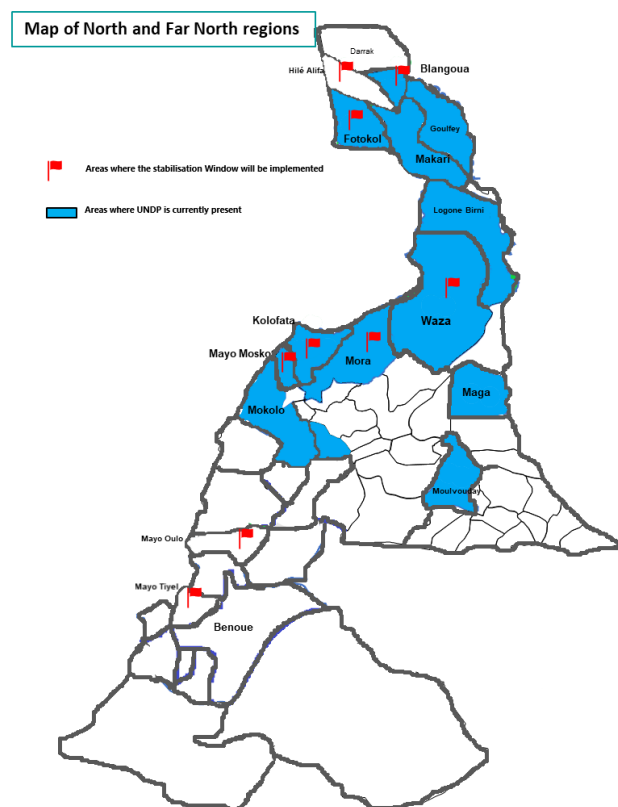
Cameroon National Window

9. The present document outlines the Regional Stabilisation Facility´s **Cameroon National Window**, designed to provide stabilisation support in the **North and Far North Regions** of the Country.

10. The implementation of this project will target existing corridors linking the three countries Chad-Cameroon-Nigeria[2]. Precisely, the National Window will focus on following localities of the North Region: Mayo Oulo (Mayo-Louti Division) and Mayo-Tiyel (Benoue Division). In the Far North Region, target localities will include Hile-Alifa, Fotokol Makary and Waza in the Logone and Chari Division, Kolofata and Mora (Mayo-Sava Division) and Mokolo (Zamai) and Moyo-Moskota (Mayo-Tsanaga Division). All abovementioned target areas are considered as locations that are directly and severely affected by the armed conflicts, and in needs of immediate stabilisation support.

I.2: Country context and Situation analysis

11. Cameroon is a lower-middle income country with a population of approximately 23 million people, characterised by a wide variety of cultures, ethnicities and languages. The North and Far North Regions have populations of respectively 2.8 million[3] and 4.3 million. The population density in the Far North Region is the highest in the country with 127 inhabitants per square kilometer and is made up of over 50 ethnic groups including Peul, Kanuri and Arab Shuwa[4]. The population density of the North Region is 43 inhabitants per square kilometre and one of the region's major ethnic group is the Peul. Both regions have Muslims, Christians and animist populations.

Map of North and Far North regions

🚩 Areas where the stabilisation Window will be implemented

🟦 Areas where UNDP is currently present

12. The North and Far North region suffer from poverty, leading to the country´s highest poverty rates (74.3% in the Far North and 67.9% in the North compared with 37.5% at national level[5]) and the lowest social development indicators in the country.

13. The Far North region has a Sudano-Sahelian climate. Subsistence agropastoral farming, along with trade, is the main economic activity. Agriculture and pastoralism in this climate are difficult and the region has suffered from both droughts and floods. The North region has a savanna climate and its economy relies mostly on cotton production, subsistence crops, and trade, including - although currently strained cross-border trade with Nigeria. Both regions suffer the consequences of the climate crisis, which, in combination with pressures created by displaced populations, further exacerbates the vulnerability of the region.

14. The North and Far North regions have historically been conflict-prone, with widespread cattle rustling and other intra pastoralist conflicts[6] and criminal activities such

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[2] In the Far North, two major corridors are used by traders: Maidougouri-Gambarou-Fotokol-Makary-Hile Allifa/Maidougouri-Gambarou-Fotokol-Bodo-Maltam-Kousseri-N'djamena/ Maidougouri-Banki-Amchidee-Kourgi-Mora-Waka-Dabanga-Maltam-Kousseri

[3] Institut National de la Statistique (INS), Fourth Cameroonian Household Survey (ECAM4), Supplemental Survey, 2017

[4] Recovery and Peace Consolidation (RPC) Strategy for Northern and East Cameroon 2018-2022

[5] Institut National de la Statistique (INS), December 2015, « Quatrième enquête camerounaise auprès des ménages (ECAM4) : Tendances, profil et déterminants de la pauvreté au Cameroun entre 2001-2014 », Poverty line set at 931 CFAF(1.42EUR)/day.

[6] Among others, on this issue of the circulation of unvaccinated Cameroonian or Nigerian cattle.

as hostage taking and farmer – herder conflict as the main drivers. However, the situation has significantly worsened with the insurgency of Boko Haram, a violent extremist group rooted in neighboring Nigeria. Boko Haram's ambition to capture territory beyond Nigeria's borders escalated in 2014 with the spread of its fighting ground into Cameroon. .

15. Since independence, the political and social situation in Cameroon has remained relatively stable but the effects of instability in neighbouring countries, such as the crises in Central African Republic and the Boko Haram insurgency in Nigeria, has spilled over to Cameroon. Stability is further threatened by the conflict between the Government and non-state armed groups in the Northwest and Southwest regions.

16. Boko Haram first attacked Cameroonian territory in October 2014, leading to the internal displacement of 60,000 in the Far North region. In January 2015, Cameroon received 35,000 Nigerian refugees and was hit by the first suicide attack. Currently, Cameroon hosts around 101,000 Nigerian refugees, 42,000 non-registered refugees and has a caseload of 244,000 internally displaced persons[7].

17. The armed conflict with Boko Haram has slowed down economic activity and destroyed basic infrastructure in a region already suffering from high levels of poverty before the onset of the conflict, further increasing the vulnerability of its population. Some villages and towns have become deserted due to Boko Haram attacks further reducing the presence of the State and the delivery of basic services. The Far North region is directly affected, while the North region suffers the indirect consequences of the conflict with (to date) no Boko Haram incursions. The Mayo Oulo sub-division, situated on the international livestock trade route (Sudan, Chad, Nigeria, Niger, Benin and Cameroon) is particularly affected by the Boko Haram crisis, hence severely affecting the entire value chain.

18. The security situation continues to be challenging and remains volatile. As demonstrated by the Armed Conflict Location and Event Data Project (ACLED), 95 incidents and 129 fatalities were recorded from January 1st to May 10th in 2019. Vigilante committees, which were dormant, have been reactivated with 6000 members deployed in the Far North and North regions[8].

19. The International Crisis Group estimates that 3,500 to 4,000 Cameroonians have either voluntarily or involuntarily joined Boko Haram. While there is a lack of precise statistics, studies indicate that estimates appear to be on the low side.

20. Cameroon has received waves of returnees from Nigeria, including former Boko Haram associates and hostages, the first group of which arrived in Mozogo (Mayo-Tsanaga) in January 2017 and was transferred to Zamai at the end of 2017 (964 persons, as per the most recent count). Around 100 men, who surrendered in Kolofata and Mora, are held in a multinational joint task force (MNJTF) camp in Mora since November 2017.

21. Former associates who have committed (or are suspected to have committed) major crimes have been incarcerated, especially in the central prison in Maroua. According to a prison warden in Maroua, around 500 inmates, including three women, are formerly associated or are suspected to have been associated with Boko Haram. Former hostages (584 women and children), originating from eight councils, have been released by the authorities and have been returned to their communities. NGOs working on human rights have denounced the poor detention conditions in the Maroua, Garoua, Guider and Tcholiré prisons and have noted that the poor conditions in the prisons increases the chances of recidivism.

22. Apart from Makary division and surrounding localities in the Far North, ongoing efforts from the MNJTF, BIR (Brigarde d'Interventions Rapides) Gendarmerie and Cameroon Armed Forces have contributed to the absence of armed violence with an increasing number of captured Boko Haram fighters and surrenders. More than 110,000 returnees have been registered in April 2019 with decreasing IDP numbers (262,831 as per the IOM DTM census in April 2019, as compared to more than 300,000 at the beginning of the year). These relatively stable areas are the main target localities for stabilisation support.

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[7] OCHA, Humanitarian Needs Overview (HNO) 2019

[8] In 2018, with German Support funds, UNDP provided training on Human Rights and basic notions on security to enable 3000 in 5 Municipalities to be deployed as Community police.

Conflict Impact on women and youth

23. The North and Far North Regions have historically faced challenges regarding women's vulnerability including occurrence of early marriages for girls and limited womens' participation in public life. The region's traditional and religious communities have assigned women to largely domestic roles. Women also face cultural pressures that condemn them to analphabetism, domestic violence, forced marriage and restrict their access to natural resources[9]. Despite the pressures, and driven by the conflict, women are active in various informal economic activities mostly in trade, tailoring, and in farming that allow them to send their children to school and provide for the household´s needs.

24. The Boko Haram insurgency has further exacerbated the economic burden of many women. In the absence of their husbands and sons, many women hey have become the sole provider of the family. The Boko Haram insurgency has contributed to changing power and gender roles with an increasing number of women-headed household where the women is the main decision maker in the social and economic spheres and engages (out of necessity) in activities traditionally reserved for men.

25. 55% of women in Far North are survivors of gender-based violence.[10] The conflict has further exacerbated these discriminatory practices and increased insecurity for women and girls who have been subject to violence and abuse, particularly by Boko Haram. Sexual and gender-based violence is prevalent across the conflict-affected regions. Harassment of women and girls has been reported in both IDP and refugee camps and host communities, often in the course of conducting daily domestic chores such as fetching water or firewood or whilst using latrines and showers. Due to food insecurity and malnutrition, displaced women are forced to resort to negative coping mechanisms including survival and transactional sex, selling assets and taking children out of school to provide for their families.

26. Cameroonian youth in the 15-34 age group represents 35 per cent of the total population across the two regions. The percentage of illiterate youth is high, especially in the Far North, 38 percent, closely followed by the North with 33 per cent. This does not compare well to the national illiteracy rate, at 14 per cent or with other regions, such as Adamawa (23 per cent) and the East (17 per cent).

27. Youth are not well represented in the political sphere. The lack of decision-making power for youth at all levels of society, combined with an important lack of transparency generates frustration. Young people feel neglected which increases the likelihood that radicalisation discourses appeal to them. . According to a UNDP study conducted in 2017, most of the youth formerly associated with Boko Haram have joined the insurgency out of frustration with the Government, perceived lack of opportunities and human rights violations.

28. Increasing intergenerational conflict between generations is another reason for "resentment and frustration among youth against the establishment, which may increase the risk of social unrest"[11]

29. Considering the above analysis, -i.e. poverty, lack of opportunities, unemployment and illiteracy, exacerbated by feelings of frustration-, Boko Haram has found fertile ground for the recruitment, in particular of frustrated youth .

30. The Lake Chad Basin crisis is proving intractable. There is high risks of further deterioration, considering ISWAP´s evolving tactics. Having regained the initiative in Yobe and Borno States in Nigeria, the terrorist group´s ability to further threaten the stability in the wider Lake Chad Basin appears to be on the rise.

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[9] DSCE (2010-2020), p.39. Litteracy of 6-14 years 59,4% for men/42,6% for women/51,65% for the total for the Far North

For northern region: 66,4% for the men/54% for women/Total 6à,5%

[10] National Statistic Institute, "Enquêtes Camerounaises auprès des Ménages (ECAM », 2014

[11] UNDP (June 2018) Survey on Stabilization needs in 5 communities in the Far North,

II. STRATEGY

31. The overall objective of the present national window intervention is the stabilisation of the areas cleared of Boko Haram control in the North and Far North regions of Cameroon.

32. Providing basic security is therefore the project's highest priority and is an expression of a plan that transcends the usual divisions of responsibilities between the security, humanitarian and development sectors. Once a basic level of security has been achieved, other interventions can follow which should aim to contribute to rebuilding the social contract between the Cameroonian authorities and the people of the North and Far North Regions by regaining mutual trust. This particular target has often fallen between different actors' scope, as return to relative security lacks a clear mandate of both humanitarian and development actors for larger scale infrastructure, services and economic recovery. A challenge that requires visible Government effort, sustained community engagement, and full accountability and transparency of security providers.

33. While the root causes of the armed conflict are multiple, priority must be given to re-establishing the presence and authority of the State; a 'peace dividend' of essential infrastructure and basic services; and facilitation of access to livelihoods and the establishment of conditions for private sector development and job creation. The main focus must be on improving conditions for youth in general, especially for women and girls, to ensure that all activity is in line with gender strategy and has protection and empowerment at its core.

34. While the humanitarian response has significantly reduced humanitarian needs, current recovery responses are considered slow and limited, both in nature, coordination, and in territorial reach, to make the difference that is required to fully stabilise the situation.

II.1. Stabilisation in UNDP

35. UNDP defines stabilisation as a time bound, localised, integrated civilian programme of activities with the primary purpose of extending State presence and legitimacy in targeted areas in the North and Far North by (1) reducing violence and establishing minimum security conditions; (2) providing essential infrastructure and delivering basic services; and (3) providing livelihood opportunities necessary to ensure stability to take hold and allow longer-term social cohesion and development processes to achieve impact.

36. Conceptually, therefore, UNDP divides stabilisation into two phases: immediate stabilisation activities that can consolidate and build peace, with demonstrable progress within a short timeframe of 1.5-3 years; 'extended' stabilisation or recovery activities, to be initiated in parallel, but which achieve tangible results over a longer, 3 to 5-year timeframe.

37. UNDP does not view stabilisation as a stand-alone process but rather as an activity undertaken simultaneously with broader, more structural reforms essential for recovery and development, undertaken by UNDP in cooperation with other UN agencies, civil society and private sector in support of the Government's efforts to achieving sustainable peace in the longer term.

II.2. Nature of the intervention

38. In the North and Far North Regions, three immediate and essential changes are required.

39. First, a **faster and more agile response** from the Government and Cameroon Armed Forces is required. Contrary to the situation in Nigeria, the North and Far North regions do not need to be 'cleared' from Boko Haram. Instead, a permanent Cameroon Armed Forces (CAF), BIR, Gendarmerie and National Police presence is required to protect the villages and cities against Boko Haram incursions from its bases in Nigeria in many cases supported by informants in the villages. Because the military, Gendarmerie and civil security forces currently cannot defend every single village in the whole of the North and Far North against Boko Haram incursions, collaboration with the Civil Guards (a key component of the Cameroonian early-warning system) needs to be established and the process of integrating the Guards into a formal Municipal Police Force needs to be accelerated. With basic security in place (1) the voluntary return of the displaced populations can take place; (2) target populations provided with personal ID papers allowing for freedom of movement and commerce; and (3) immediate stabilisation activities can start.

40. Second, and in parallel, **the scale and nature of assistance** must be recalibrated. While the provision of humanitarian aid will remain essential for the foreseeable future, current levels of support to stabilisation, recovery and development activities are too fragmented and fall short of what is required to reduce the need for humanitarian support. The size of the territory to be covered, and the number of vulnerable communities that require stabilisation, recovery and development actors present in in the North and Far North, including UNDP, to significantly step-up Regional and Departmental Authority-led coordination. Additionally, improved Civil-Military Coordination is a prerequisite, along with increased cooperation and synergy between humanitarian and development actors.

41. Third, **coverage** remains a key issue. Areas bordering Lake Chad have limited Government presence and restricted access for humanitarian and stabilisation actors. Also, security restrictions in the affected border areas with Nigeria, and many border posts being closed, continue to constrain access and activity.

42. Under the immediate stabilisation activities, the National Window will enhance Civil-Military Coordination to design and implement Joint Action Plans for the immediate stabilisation of specific target areas in the North and Far North Regions, to increase community safety and security as well as to provide infrastructure, basic services and livelihood opportunities as a rapid-response package.

43. As the Regional Stabilisation Facility team will directly handle the extended stabilisation work, the support for the preparation of the North and Far North Territorial Action Plans (TAPs) will not constitute part of the results framework of the National Window.

Achieving scale and an integrated approach

44. The National Window is set-up as a multi-donor project, establishing a pooled funding mechanism to achieve the necessary scale and flexibility of response required for stabilisation and to make way for a transition towards longer term development in the North and Far North regions.

45. The immediate stabilisation of selected target areas will build on UNDP experience in Iraq and elsewhere to offer activities to secure the following three components understood as the basis of successful stabilisation:

- *Improve Community Safety and Security -* Establishing public confidence in the security umbrella is a prerequisite for the stabilisation of the North and Far North regions. Improved Civil-Military Coordination is intended to achieve a joined-up approach between relevant actors to establish a gradual transition from military to a combination of civilian and military control in the selected target areas. The National Window will support the extension of the civilian law enforcement umbrella and build the capacity of Municipal Police to provide law enforcement and early warning against infiltration and attack by armed groups.

- *Essential Infrastructure & Basic Services functioning -* Reinstating regularly functioning services is perhaps the single most likely factor that can render villages and neighbourhoods liveable and renew the social contract between target populations and the State authorities. North and Far North Regional and Municipal authorities as well as UNDP National Window staff and implementing partners will work together with community representatives of the target areas to define needs and design response activities.

- *Livelihood Options available -* To consolidate peace, affected areas must be made viable through improved ability for people to produce and generate income to sustain themselves. The National Window aims to support every household in the target area to develop livelihood opportunities, to address acute poverty, to combat radicalisation and recruitment of extremist groups, and to kick-start recovery of the local economy.

46. In alignment to RSF, Cameroon window will provide innovative approach to address stabilisation needs on the ground. This approach combining community security, public infrastructure reconstruction and providing livelihood opportunities to most vulnerable will add value and bring more coherence to ongoing UNDP interventions.

Coverage – the selection of target areas

47. The immediate stabilisation activities of the National Window are intended to benefit areas and communities that are considered vulnerable to infiltration and attack by Boko Haram, extending an organised and increasingly civilian security umbrella, consolidating progress on the security front, with development 'dividends' for the local population.

48. The Cameroon National Window will focus on the corridors in the North and the Far North regions and extend to some bordering areas of the North region, which were subject to assessment and planning exercises under the first phase of the ongoing German Government-funded UNDP intervention, *Integrated Regional Stabilisation of the Lake Chad Basin.* In the Far North, with a view to stabilizing key areas that can sustain a trade corridor linking Chad via Kousseri to Nigeria via Amchidee-Banki Border Crossing Point. Increased cross-border, formal and informal trade between local economies in the three countries will provide a substantial boost to local livelihoods and could be established in time to act as a main driver to resume economically significant exports of livestock from Chad to Maiduguri. Similarly, in the North region of Cameroon, the National Window will focus upon communities in the May Oulo and Mayo Tiene sub-divisions given the high number of IDPs, its immediate proximity to the border with Nigeria, and the potential for immediate and extended stabilisation on a cross-border basis.

49. Wherever possible, immediate stabilisation will progress on contiguous territory, in order to better advance freedom of movement (considered as a useful proxy for a certain level of community security necessary to the ability to resume provision of Government services and for the local population to engage safely in livelihood activities).

50. The decision on the selection of target areas will be taken after consultations with the Governors and the representatives of the key ministries at the regional level and the Civil-Military Coordination. The decision will be approved by the Government and UNDP as it must be upon political and security considerations.

51. The selection criteria for the target areas are:
- Target area typology 2 and possibly 3 (see next section). Typology 1 target areas should be few, as many actors are already active in this type of area;
- The requirement to demonstrate 'proof of concept', in line with the typology of target areas in terms of levels of security;
- Areas of high IDP return or with the potential to become areas of high IDP return;
- Resources available, per output and donor earmarking;
- Limited (or no) explosive ordnance contamination; and
- Objective needs-based justification to avoid any perceptions of favouritism or unjust political gain.
- any ongoing and planned activities of other actors.
- Direct impact or link with the corridors

52. UNDP will provide relevant authorities with information in regard to available National Window resources as soon as known. Selection is requested immediately upon launch of the National Window, necessitating prior discussions and agreement between Government authorities.

Typology of target areas

Target Area Level One

53. In areas where there is a certain level of security, namely the presence of army or gendarmerie or at least the police, the approach will be to build on what is existing, to entrench stability for those residing in these areas, and to continue to normalise security arrangements as much as possible.

54. The purpose of engaging in these more stable areas is to provide a strong base to then engage in more insecure and challenging contexts. It would help to establish partnerships between agencies and depending on selection of other target areas, could provide a staging point and central core of stability from which further efforts could be expanded.

55. In these contexts, an integrated approach to security and rule of law will be required. A priority will be the graduated hand-over of security responsibilities from military to civilian policing actors, with the military withdrawing from public safety roles, particularly within built up urban areas.

56 The role of the Civil Guard will be lightened, with the increase in presence and capacity of the Municipal Police. In line with an overall approach to Civil Guards and in agreement with regional and national authorities, there will be incentives and opportunities to join the Municipal Police or to return to civilian life with support from a range of livelihood options. The role of the Civil Guard will be defined by the national armed forces, but likely be limited to the outer perimeter of settlements, under the direction of security and government coordinators. Only vetted members of the Civil Guards will be offered support. Those accused or suspected of Human Rights violations will be having to go through the judiciary system.

57. In addition to public security, greater emphasis will be placed on police performance and standards including investigative ability and community relations. The following would be prioritised:
   • Enhancing public safety to increase civilian access to policing services;
   • Improving the responsiveness of policing actors;
   • Ensuring perimeter security is maintained but managed in a way which supports freedom of movement; and
   • Increasing protection of IDPs resident in camps and host communities.

58. Improving prevention and response to violence against women and girls, including through the implementation of a zero-tolerance approach to sexual exploitation, harassment and abuse by security agents.

Target Area Level Two

59. In vulnerable areas that already have some degree of security and stability, the approach will be to prevent attacks and reversals while building civilian law enforcement presence and capacity, to demonstrate the benefits of stability through infrastructure provision and access to livelihoods, and to provide 'islands of stability' from which more challenging contexts can be accessed.

60. The purpose would be to consolidate existing security arrangements, making them more resilient to attack, and providing the breathing space and basic security within which longer term and more systematic improvements to security can be made.

61. The approach would combine military, Gendarmerie and National Police presence on outer perimeters, early warning system actors providing early warning and forward defence functions further out. Within these areas (such as Fotokol, the early warning system actors will need to be prepared and closely monitored and report directly to police (or military) commanders.

62. The functions that those in the cities will perform will be a combination of security, static and mobile security, and basic investigative functions for the police. As conditions improve, greater emphasis will be placed on core policing functions: protection of life; prevention and investigation of crime.

63. In agreement with regional and national authorities, Civil Guard integration into Municipal Policy will be gradually introduced, in line with improvements in security. The following will be prioritised:
   • Ensuring perimeter security to deter attack
   • Protection for civilian populations, including host populations, IDPs and particularly those residing in camps and informal settlements
   • Establishing the presence of municipal and national civil policing actors
   • Building trust through partnership and cooperation between civilians and security actors
   • Improving the provision of basic policing protection and preservation of life for civilian populations
   • Coordination between security actors (formal and less formal) in order to improve security responses and support graduated transition from military and Vigilantes to state and municipal policing functions

- Improving prevention and response to violence against women and girls, including through the implementation of a zero-tolerance approach to sexual exploitation and abuse by security agents
- Install a zero-tolerance policy and practice to corruption and misuse of force by security agents

Target Area Level Three

64. In areas of insecurity with minimal Government and formal security actor presence, in territories recently made more secure by the CAF or MNJTF, the priority will be to improve protection and an early transition to ownership by political leaders and civilian security providers working alongside the military. Engagements in these circumstances will be challenging and may not be viable, requiring improvement in circumstances to avoid failure through large-scale attacks.65. The purpose would be to provide a level of interim stability based on an assumption that the area in question could be protected in the event of an attack.

66. Potentially a significant role for security forces in supporting the military in establishing physical protection and maintaining public security and basic public order. Subsequent involvement in absorption of vigilantes also potentially significant.

67. Civilian protection will be the essential priority. Until a transition to level 2 can be achieved, wider policing activities will not be expected or anticipated. The following will be prioritised:
- Ensuring perimeter security;
- Preservation of life;
- Facilitating the provision and reach of humanitarian assistance;
- Establishing coordination practices within Civil Guards and transitioning to police security
- Protecting those involved in Outcome 2 and 3 initiatives and enabling access
- Improving prevention and response to violence against women and girls, including through the implementation of a zero-tolerance approach to sexual exploitation, harassment and abuse by security agents

Theory of Change

68. The Theory of Change for stabilisation of the affected localities the in Far North and North regions of Cameroon is formulated as follows:

The opportunity to start stabilisation efforts including a voluntary safe return of internally displaced persons can start if:
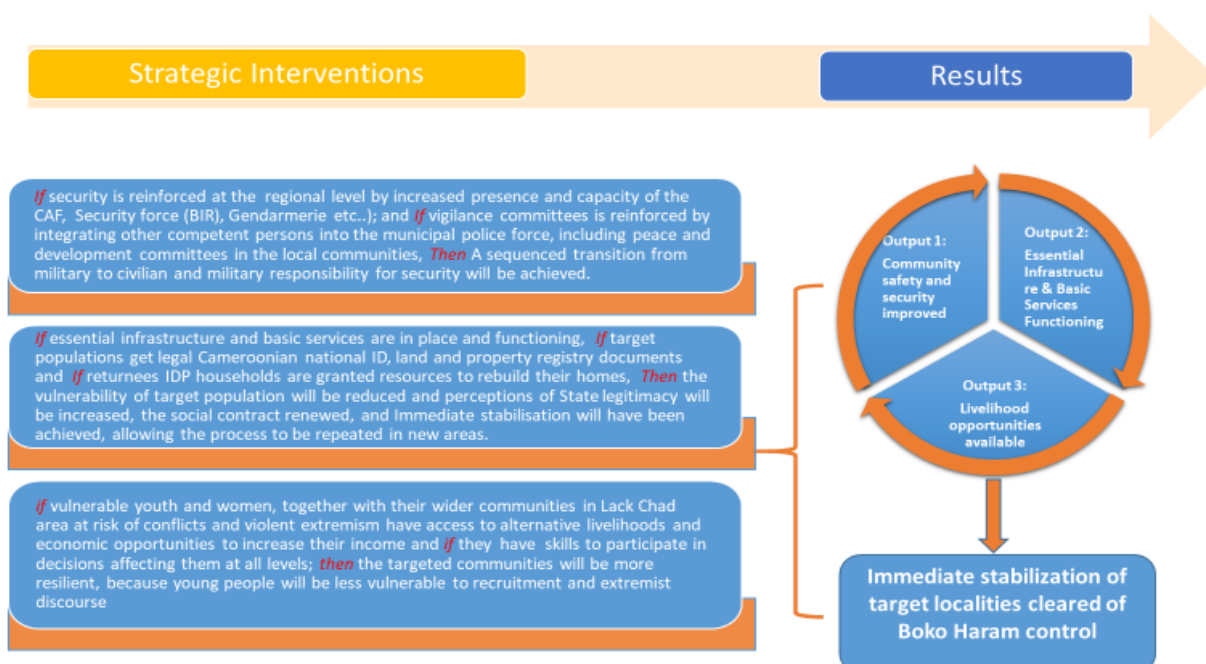
69. The **Assumptions** of the Theory of Change are**:**

- All stakeholders to security are motivated and willing to work together to fulfil required roles and coordinate prevention and response activities;
- Sufficient civilian administrators and law enforcement personnel can be deployed to target areas, remain present, and build relations of trust with the communities they serve;
- The envisaged components of immediate stabilisation are enough to rebuild State legitimacy after decades of underdevelopment, and the corrosive effect of extremist narratives;
- Humanitarian and development partners accept the primacy of Government coordination within the framework of implementation of the LCBC Regional Stabilisation Strategy;
- The Lake Chad Basin region remains the beneficiary of attention and resources from national Governments and the international community;
- The Lake Chad Basin Region become better linked to sub-regional and international markets and international trade barriers reduced;
- Traditional leaders are supportive to the Government lead stabilisation and decentralisation reform; and
- Decentralisation plans are successful and local communities are impowered to participate and have a real influence over local development initiatives.

An area-based approach

70. In line with UNDP's global experience and lessons learned, UNDP views stabilisation as geographically contained, and targeted at areas where a multi-sectoral approach in order to have the maximum impact on the lives of individuals and households at the community level.

Areas selected for immediate stabilisation will be supported based on short-term Joint Action Plans, a tool and product of improved Civil-Military Coordination, covering each of the three components of intervention envisaged: community security; essential infrastructure and provision of basic services; and livelihood options.

The process of extended stabilisation will be organised according to the North and Far North Territorial Action Plans (TAPs) to be developed as per the LCBC Regional Stabilisation Strategy.

Civil-military coordination and the preparation of Joint Action Plans (JAPs)

71. "*The stabilisation process, however, cannot be achieved by security responses alone;*

there is a pressing need to better manage the interface between military and civilian actors in the sub-region, to allow increased humanitarian access and a civilian-led stabilisation process that can complement and build upon military efforts, allowing security forces to focus on their primary responsibilities."[12]

Civil and military coordination is an important part of the stabilisation model proposed for the selected target areas.

Led by UNOCHA, a Civil-Military Coordinationn mechanism to ensure safe humanitarian access to Nigerian refugees and internally displaced persons hosted in the communities has been active in Maroua since 2014. It brings together the command of the multinational force and the regional units of the military, Gendarmerie and civilian security forces; the United Nations system agencies; and representatives of international NGOs.

72. The National Window will ensure a close collaboration with this Civil-Military Coordination mechanism. 73. The Joint Action Plan (JAP) is the tool to plan and guide implementation of the National Window interventions. Facilitated by the National Window team, the partners active in a selected targeted area will contribute to the preparation of the JAP, no more than six weeks after

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[12] LCBC Regional Stabilization Strategy, page 21-22.

the date of selection of a target area. The National Window team will ensure inclusive community participation in the formulation process of the JAPs.

Successful implementation of the immediate stabilisation Joint Action Plans should increase the space and improve conditions for the work of 'extended' stabilisation, to be organised through the Territorial Action Plan (TAP – see section 0 below) process of the LCBC Regional Stabilisation Strategy.

74. JAPs will specify implementation arrangements, timelines for delivery, and budget allocations per activity for each target area. Letters of Agreement between UNDP and relevant actors, specifying roles and responsibilities and providing the contractual basis for disbursement of funds, will accompany each Joint Action Plan. As a matter of policy, the National Window will prioritise national and local implementing partners (private sector contractors, CBOs and NGOs).

75. The delivery of each Joint Action Plan will be subject to on-going internal monitoring by National Window staff based in Maroua. The Monitoring and Evaluation Specialist will produce a final report on the implementation of each Joint Action Plan, for review by partners and for further dissemination via the Regional Strategy Knowledge Management Platform[13].

76. The final reports will be informed by:
- Data and trend analysis regarding number and type of violent incidents in the target area (ACLED);
- Rapid assessment Community Perception Studies on Security at the close of each intervention, comparing results against the baselines established in the first such assessment;
- Partner satisfaction interviews to be conducted with military and National and Regional authorities; and
- Reports of human rights organisations monitoring the target areas.

Territorial Action Plans (TAPs) and the New Way of Working

77. The implementation framework for the operationalisation of the LCBC Regional Stabilisation Strategy (RSS) comprises a set of eight Territorial Action Plans (TAPs) to be prepared under the authority and guidance of the national Governments through a devolved mechanism that allows Governors' to provide direct oversight and coordination.

Whereas JAPs are focused on *immediate* stabilisation of target areas in the North and Far North, the TAPs will focus on rationalising and coordinating the process of *extended* stabilisation, for the whole of the North and Far North.

78. The TAPs are not intended to duplicate existing stabilisation plans, but to build upon, and in some cases rationalise, those already prepared, while identifying gaps and proposing the coordinated support necessary to address them. The goal is to improve coherence and establish a coordinated basis for further intervention under extended stabilisation, as well as to ensure a common format, according to the nine work pillars of the LCBC Regional Strategy, outlined in the table below, that can be brought together under an overarching framework for the Lake Chad Basin region, in which cross-border security challenges can be mitigated, and cross-border development opportunities exploited.

Table 1. RSS pillars

Pillar 1	Political Cooperation
Pillar 2	Security and Human Rights
Pillar 3	Disarmament, Demobilisation, Rehabilitation, Reinsertion and Reintegration of Persons associated with Boko Haram
Pillar 4	Humanitarian Assistance
Pillar 5	Governance and the Social Contract
Pillar 6	Socio-Economic Recovery and Environmental Sustainability

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[13] Please refer to section 0

Pillar 7	Education, Learning and Skills
Pillar 8	Prevention of Violent Extremism and Building Peace
Pillar 9	Empowerment and Inclusion of Women and Youth

79. The financial and technical support to elaborate the Territorial Action Plans will be provided through the Regional Stabilisation Strategy and therefore is not included in the results framework of the Cameroon National Window.

80. It is important to note that UNDP Cameroon has facilitated a comprehensive consultation process in the run-up to the RSS, as presented in the first LCB Governors´ Forum, held in Maiduguri. Cameroonian Regional and Departmental officials have already incorporated RSS pillar elements into their respective development plans before the authorisation of the RSS. Environment and conflict

81. The interaction and effect of conflict-related environmental degradation, enhanced use of current natural resources and climate change must be given considerable attention if stabilisation measures are to be effective in the long term. .

82. The Lake Chad Basin region is experiencing seasonal and inter-annual variability as an effect of higher variability of the climate. It is this variability and uncertainty which is affecting the lives and the resilience of those dependent on the lake and the river basins of the Logone and the Chari rivers. The complication for Cameroon is the narrow stretch of land that comprises the Far North and North Regions and the high density in population in the area that puts inhabitants at high risk of environmentally related vulnerabilities. Phenomena such as droughts, floods, locusts and pachyderm infestations, and the ravages of grain-eating birds are all scourges that make populations vulnerable. If on the side of the Northern region, the climatic hazards are less severe and the populations to a lesser degree exposed to risks, it is not the same for the Far-North where they arise with acuity.

83. The three main climate change implications affecting people's day-to-day lives are:
   1. Increased food insecurity due to an increase usage of natural resources, increase in population and changing temperatures and erratic rainfall patterns affecting crops and cattle;
   2. Insecure livelihoods and decreased coping capacity to deal with shocks and natural resource conflicts due to decreased lake water level and unpredictable water flow in rivers affecting people's ability to plan how, when and what to farm, fish and cultivate; and
   3. Conflict over fertile land created by changes in rainfall altering the fertility of different areas of land predominantly fuelling conflicts between agriculturalists and pastoralists.

84. Having quadrupled since the 1960s, the population in the sub-region continues to increase at around 3.5-3% per year, putting additional pressure on limited and fluctuating natural resources and posing new challenges for livelihoods and food security in the region. Demographic change, in conjunction with climate volatility, is increasing competition for natural resources between farmers and herders, challenging peace and security in an alarming feedback loop: not only has the insurgency disrupted social and economic life, it has also destroyed vital agricultural infrastructure and expertise, caused degradation in lands, forests, rivers and lakes, and exacerbated the impact of droughts, floods and desertification.

85. The pressure on natural resources is not just limited to land for farming but also widespread deforestation driven by firewood consumption for cooking. Communities are well aware of the potential impact of deforestation on erosion and increased wind speeds but have limited options to firewood for burning. People need to go further and further from populated areas to collect firewood, which puts them at risk of attack, abduction, rape and killing by insurgents or of being suspected by the military of passing information to armed insurgent groups and being otherwise associated with them.

86. The National Window will explore options of solar energy will be harnessed to provide light and power for community security, entertainment, communication, cooking, pumping of water, and running of education and health facilities as well as other public buildings. Installation and maintenance of solar energy systems will also figure in the vocational training curricula to be offered by the National Window (see Output 3, section 0). A shift to new improved crops and

agricultural methods will be included in curricula of vocational training to be offered under the National Window livelihood component. Debris-management as well as solid waste management is also included in National Window plans.

Winning the peace

87. The Lake Chad Basin insurgency developed from, and is sustained by, communities alienated by decades of development challenges. It is considered necessary to '*win the peace*' in order to win the war – the National Window, and the Regional Stabilisation Strategy it forms part of, seek to contribute to a renewal of the social contract between the State and the population in the North and Far North.

88. The breakdown of the social contract needs to be understood as a multi-faceted phenomenon that has moved beyond the critical relationship between the State and the citizen, and – as a consequence of the armed conflict – is also manifesting itself in suspicion of traditional leaders, at times seen as complicit in the war economy; in self destructive practices amongst young people; alienation by younger from older generations; and in widespread sexual and gender-based violence.

Community engagement

89. National Window staff will actively engage communities in the target areas in Joint Action Plan (JAP) design, implementation and monitoring. To ensure development is community-driven, the National Window will place significant emphasis on identifying, strengthening and working through inclusive, participatory, gender and age balanced local committees[14] at the community level. Local Committees will drive participatory planning and decision-making to define and implement community-defined priorities for both the JAPs and Territorial Action Plans (TAPs)[15]. Strategic communications will ensure community access to information.

90.

Conflict sensitivity

91. The first aspect of conflict sensitivity requires that UNDP and relevant partners analyse and understand the impact of national and local conflict dynamics on the ability of UNDP and its implementing partners to deliver stabilisation activities. This includes UNDP's risk management approach and focuses on the security aspects and beyond. (See Section **Erreur ! Source du renvoi introuvable.** for a description of risks and possible mitigation measures).

92. The second aspect of conflict sensitivity considers the impact of UNDP and its implementing partners stabilisation interventions on the various national and local conflicts. This includes and goes beyond the *do-no-harm* approach by explicitly providing support to local actors to transform the conflicts. Stated differently, the National Window will not work *around* conflict, instead it will work *on* conflict. It is vital to avoid exacerbating any existing tensions, or – wherever possible – being seen to work through, or otherwise favour, those who have previously abused power.

93. An understanding of the situation at the granular level is necessary to ensure that the proposed intervention is appropriate and fully conforms with the principle of conflict sensitivity. Therefore, prior to the start of JAP implementation, the National Window will issue a contract for a rapid local conflict analysis for each targeted area.

94. Community perception studies of the local security situation are also crucial because perceptions matter just as much as reality, if the intervention is to create trust by responding to grassroots concern. Such studies will be used to establish baselines against which to measure the overall success of the intervention.

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[14] UNDP will support the establishment of coordination committees (or any other title), depending on the preferences from the respective States and Regions) where no relevant structure exists. In areas where similar structures are functioning, often supported by national and international partners, UNDP and the National Window implementing partners will support, strengthen and work through these structures. Henceforth, the generic term 'Committees' will be used for all these community structures. The National Window will seek to interact with or promote committees focusing on a) community safety and security b) reconciliation, mediation and conflict resolutions, and c) matters of recovery and development.

[15] Including local government participation with the aim to create trust and build the social contract between the authorities and the involved communities. As security will continue to be an important challenge, coordination with (or inclusion of) representatives of legitimate security forces will be required.

95. Environmental aspects of conflict sensitivity will be integrated in the planning of interventions, keeping in mind that increased production and consumption inevitably lead to environmental challenges.

96. Programmatically, UNDP will integrate key indicators of divisions and tensions in the regular monitoring activities of the National Window to ensure that exacerbating tensions and trends can quickly be detected. The integration of key indicators on tensions within the programme's M&E framework will also ensure feedback into the programme management cycle and allow for review and modification of activities to address deteriorating dynamics within targeted communities and areas.

National, regional and local strategies and plans to tackle the crisis

97. this project is aligned to the RSF and will contribute to the Regional Strategy implementation. However it will Vision 2035 is Cameroon´s strategy to become an emerging, democratic and united country in diversity. Based on the Vision, the Government developed a Growth and Employment Strategy Paper (GESP) as the country´s framework for Government action over the period 2010-2020. The key components of the GESP are infrastructure development (e.g. energy, water and sanitation); human development (e.g. health, education); regional integration (e.g. trading with ECCAS and Nigeria); increasing decent employment opportunities; promoting rule of law; and ensuring the security of all Cameroonians.

99.

The imperative of a rights-based approach

103. A rights-based approach to combating extremism is not just a moral imperative, but at the heart of stabilisation programming.

104. Security responses by military forces, police or civil guard (vigilance) groups that pay insufficient respect to human rights risk alienating stressed communities, feeding narratives of radicalisation and undermining their own objectives[16]. *Winning the Peace* and creating trust requires the highest possible levels of accountability of its actors, to mitigate the risk of distrust and to reassure all stakeholders as to the integrity and efficacy of every aspect of the national and regional effort.

105. The National Window will support independent human rights monitoring and reporting in the target areas, as part of a broader effort to promote accountability and compliance with international norms and standards, that nurture relationships of trust and confidence between security providers and local communities (see section 0, last activity).

106. The National Window will implement the United Nations Human Rights Due Diligence Policy and ensure proper mitigation mechanisms to identified human rights related risks ensuring that implementation does not in any way legitimise institutions or leaders that have been associated with human rights violations.

Visibility and strategic communications

107. Inherently, stabilisation is a political endeavour, challenging extremist stories on secular government failure and the agenda of invasive Western politics and aid. In the relative absence of independent media and public information campaigns, it is considered vital that the National Window has a well-conceived communications strategy, tailored for local needs and realities but articulated to the overall Communications Plan of the LCBC Regional Stabilisation Strategy.

108. All results achieved will be branded as delivered by the North, Far North and national Government, to ensure that credit accrues to the State, and supports renewal of the social contract between the State and local populations. The National Window therefore envisages no local-level visibility for donors, UNDP or the implementing partners. Results achieved should be publicised with an attribution to local and national authorities within and beyond the selected target communities and areas, as an alternative narrative to the propaganda of armed opposition groups.

109. The National Window will work with local and national Cameroonian media, as well as in-country international media both to disseminate news and to facilitate public debate in regard to

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[16] Findings of UNDP's study Journey to Extremism in Africa suggest that for 71% of interviewees, including a significant cohort of ex-Boko Haram fighters, the 'tipping point' which prompted them to turn to violence was Government security actions. Journey to Extremism in Africa: Drivers, incentives and the tipping point for recruitment, p. 74, UNDP 2016

the adopted stabilisation strategy and anticipated prospects and processes for normalisation and development.

110. Also, the National Window efforts will focus on stimulating public dialogue on the many aspects of preventing and responding to the crisis. Women-only discussion programmes can stimulate interest in the gender-specific dimensions of the crisis. All voices should be heard in the dialogue; majority public opinion should be relied upon to frame the issue correctly and establish the societal discourse to isolate and challenge extremist arguments.

Promoting ownership and working in partnership

111. The founding principle of the Regional Stabilisation Facility and this Cameroon National Window is the importance of ownership and partnership. The 'owners' of the National Window are conceived as partners to it – its design, funding and implementation – as all have stakes in meeting the expected results.

112. As called for by the United Nations General Assembly, UNDP will strive to act as an 'integrator', facilitating effective Civil-Military Coordination for immediate stabilisation, thematic and territorial coordination with and between UN Agencies and other implementing actors – Governments, NGOs, private sector and civil society – to implement the concept of 'extended' stabilisation set out in the LCBC Regional Stabilisation Strategy.

Communities and civil society

113. The populations of the North and Far North are the beneficiaries of the support provided by the National Window and are viewed as the ultimate owners of the achievements of the National Window. It is therefore vital to provide a mechanism for communities to engage in the stabilisation process.

114. The National Window will work with local communities in targeted areas through Coordination Committees or similar structures to ensure an inclusive, participatory gender and age-balanced approach that reflects community views and responds to community needs. Traditional and religious leaders, as well as informal opinion leaders respected by their peers, will be mobilised and requested to:

- Support the targeting of interventions for immediate stabilisation;
- Participate and/or lead dialogue forums to ensure community lead and voice;
- Actively facilitate the National Window monitoring community satisfaction surveys.

115. It is also considered important to ensure that local businesses benefit from contracts, and that national and local CBOs and NGOs – often better placed than external actors to deliver in a culturally appropriate way – are given preference over international organisations as potential partners to the work of the National Window. Aggregating civil society representation and advocacy can help ensure inclusive representation and advocacy and strengthen the visibility and capacity of regional institutions regarding improved citizen's engagement in general.

114. The work of the National Window is intended to be fully compliant with UNDP's Environmental and Social Safeguards policy. As such, all activities will pass a screening process to assess the possible negative impact, and a grievance reporting and whistle blowing mechanism will be established for communities and individual beneficiaries.

National and local government

115. The Government, based on the recommendation by the Governors, the regional representatives of the key ministries and UNDP, will select target areas for National Window interventions to be achieved via the Joint Action Plans.

116. The National Window fully relies upon Cameroon Armed Forces (CAF) to propose and implement military security activities of the proposed Joint Action Plans, in order to keep target areas secure while the transition to civilian law enforcement and Municipality-organised police force proceeds.

117. National Window funds will be utilised to directly support the work of National and Regional Government to organise extension the National and Municipal Police into the target areas, plan infrastructure renewal and re-establish essential services, and support community access to National Window livelihood activities. National and local service providers will need to ensure that sufficient suitably qualified personnel are recruited and available for deployment according to

timelines to be agreed in the Joint Action Plans, in order for civil police presence to be established and public services to be operational.

The international community

118. Donor country representatives are members of the Cameroon Partner Platform[17]. The Partner Platforms will meet quarterly (or on an as-needed basis) to review progress toward milestones of the various JAPs, to assess results, and provide recommendations as to next steps and future direction.

119..

III.   RESULTS AND PARTNERSHIPS

III.1. Expected Results

120. This chapter describes the outputs to be delivered by the National Window, as well as the indicative activities. The precise mix of activities necessary for immediate stabilisation of selected target areas in the North and Far North will be determined during the preparation of the Joint Action Plans, which will be consolidated in each country into national Annual Work Plans for review and approval by the Partner Platforms.

121. The Joint Action Plan will benefit from the process of preparation of the Municipal Stabilisation Plans (prepared under the Regional Stabilisation project, funded by Germany) and the analysis planned in the various assessments (outlined in Activity 1.3).

Output 1 – Community safety and security improved in target areas

122. Improving physical security for the armed conflict and insecurity-affected communities in the Far North and North Regions of Cameroon is fundamental to re-building local populations trust in authorities in high return areas for IDPs and areas that potentially can be increasing in number of IDP returns, if security is established and there are livelihoods opportunities in the locality that can be capitalised.

123. Developing the humanitarian-development-security nexus requires a highly context-specific approach. The variations in security conditions prevailing in the affected Municipalities and Departments, and the need to ensure that the Joint Action Plans of the selected target areas respond to local perceptions and realities, require the adoption of people-centric and inclusive approaches. Local communities will benefit from support and facilitation in order to best map and to define their own security concerns and needs. Communities will be encouraged and empowered to tackle their own issues.

124. As the Far North and North Regions have the specificity in the conflict and security environment that no territory is permanently held or controlled by insurgent groups, but rather the effect of cross border raids from Nigeria, a mixed approach needs to be adopted to restore security in previously insecure areas. The presence of BIR (Brigades d'Interventions Rapides), Gendarmerie and the Cameroon Armed Forces (CAF) is a necessary part of securing a territory permanently, and for these to operate in parallel with civil police and municipal police to cover all community security needs. A greater acceptance among populations for the different government security functions need to be assessed along the Civil Guards and their role in providing (or undermining) security efforts.

125. Improved Civil-Military coordination will develop sequenced and coordinated Joint Action Plans that outline the key components, mobilise and regulate the contribution of the relevant actors, ensure capacities and resources are provided, and that timelines for implementation are established and respected.

126. The planning process will include Regional and local Government, UNDP and other partners outlined in section **Erreur ! Source du renvoi introuvable.**, in coordination with CAF, MNJTF and Gendarmerie to ensure the provision of security. The Ministry of Interior and National Police will be

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[17] The term 'Partner Platform' is derived from the Regional Stabilization Facility project document. A partner platform, in UNDP legal and POPP language is termed a project board or project steering committee.

engaged to plan and implement increased law enforcement presence in communities – ideally new officers will be recruited or redeployed in a timely fashion. There will be a need for new or rehabilitated police stations, accommodation for officers, for training, vehicles, communications and specialised equipment.

127. Civil Guards (Vigilantes), dormant before 2014, have again become active in the Far North. The way of engaging the Civil Guards needs to be decided by the Government and Regional Governors. Appropriate action needs to be taken by the authorities to reform the Civil Guards into municipal police or similar official structures. Until such time, no salaries, equipment or other assets will be directed to this group. Instead, in the short-term, Civil Guards will be trained in human rights and sexual and gender-based violence issues to reduce the risk of them doing harm in the transition period until municipal police take over their role. Any kind of support in the frame of the current project should require the donor approval.

128. In each selected target area, the National Window will support inclusive, gender and age-balanced community coordination mechanisms, building where possible on existing mechanisms, referred to in this document as "Committees" with a view to:

- Enable community leadership in decision-making with regard to the Joint Action Plans. Communities in the Far North and North Regions will need to find culturally appropriate remedies to the prevalence of psycho-social trauma, survivors of sexual and gender-based violence, and individuals exposed to insecurities in the form of threats and banditry;
- Ensure it meets the specific needs of women and girls, as well as the most vulnerable persons in the communities;
- Play a role in the establishment of a network of early warning response systems and protection monitoring and referrals; and
- Participate in the development of possible future interventions for return and reintegration of released or low-risk insurgency-associated persons.

129. Human rights violations and corruption by security forces are the most important impediments to rebuilding the social contract, isolating and defeating the insurgency and undermining local population's trust in the security forces. Accountably for crimes and/or Human Rights violations committed will have to be addressed and channelled appropriately.

130. The National Window will contract Independent human rights organisations to conduct field monitoring among target populations and intervention areas on grievances and fears against security forces. The National Window will also put in place a depersonalised reporting mechanism to allow field-based human rights defenders to report incidences without risking their own personal security. Toll-free phone lines will be set up and communicated to target populations in intervention areas to report incidences and suspicions of human rights violations, threats and corruption.

Activity 1.1. Enhancing coordination on security at the Regional and target area level

131. In the *Preparatory Assistance* phase of the National Window, UNDP will support the National Security Council members to establish a clear methodology for the overall stabilisation process, and to establish the Civil-Military coordination mechanism needed to deliver stabilisation according to the specific needs of the selected target areas in the Far North and North Regions of Cameroon. UNDP will sign agreements to formalise the cooperation necessary to re-establish effective law enforcement in the targeted areas. Agreements will cover the roles and responsibilities of each security provider to recruit, train and equip, deploy and remunerate the necessary staff, and to ensure as far as possible gender balance and alignment with applicable gender strategies and good practice.

132. Agreements may cover National Window support to procure any vehicles, uniforms, communications and other non-lethal equipment that may be required, according to common specifications in each country. Based on the specifications established, UNDP will prequalify contractors to fulfil requirements of the Joint Action Plans to be developed for each target area.

Activity 1.2: Establish new or strengthen existing community coordination mechanisms in each target area

133. Community engagement will be a priority from the outset and is essential to achieving stabilisation objectives. In each target area, communities need to be involved in decision-making

on an inclusive and participatory basis. This community-based approach will guide implementation on the ground, ensuring that the needs are met for youth, women and girls as well as other vulnerable groups. .

134. In addition to interviewing all households to establish Community Perceptions of Public Safety and Security, and to inform preparation of Local Conflict Analyses, the National Window will establish new or strengthen existing community-based mechanisms. Depending on the existing structures and negotiations with the local authorities in the selected target areas (not defined yet), one or more mechanisms can be strengthened or established, as illustrated in the table below.

Table 2. Possible community-based coordination mechanisms

Mechanisms needed for stabilisation	Committees are intended to encourage community engagement in the process of stabilisation and the transition to recovery and development.
	The Committees will review the findings of the local Perception Studies on Public Safety and Security (see Activity 1.3), prepare Public Safety and Security Plans in response, and contribute to implementation/oversight of National Window sub-projects to work to be funded by the National Window from an unearmarked budget line reserved for this purpose.
	Via relevant local authorities, the Committees will feed into the work regarding coordination arrangements and contingency planning – see Activity 1.1); The Committees will also be able to refer issues to the reinforced Civil-Military Coordination mechanism (see Activity 1.4).
	Committees should be headed by local official leaders and comprise representatives of all major stake holders in the community including existing committees, traditional leaders, faith-based organisation leaders as well as representatives for women and youth.
Mechanisms needed for peace building	Committees are intended to promote peaceful co-existence and contribute to social cohesion among all inhabitants and visitors to the local community. They will be involved in community sensitisation and social cohesion processes to counter stigmatisation and marginalisation. The Committees will be part of planning reintegration of insurgency-associated persons as and when appropriate. The committees should be established as soon as possible under National Window intervention, although the effect and impact of Committees is likely to be felt more over the longer term of extended stabilisation rather than during the immediate stabilisation phase. Given displacement of civilians and absence (or relative absence) of civilian authorities from category 2 and 3 areas, identifying, mobilising and regularising long-term Committee engagement will be a process throughout the period of immediate stabilisation, and as a result of its work (eg, facilitation of returns, administrative and civilian law enforcement presence).
Mechanisms needed for longer term development planning	Committees are also the primary mechanism for organising community consultations on infrastructure design and works, and definition of livelihood options. They will also have a key role to play in: • Facilitating development of Joint Action Plans (see Activity 1.3), including completion of rapid appraisals. Preparing and/or validating household lists and identification of beneficiaries for livelihoods initiatives; • Supporting formulation and implementation of parallel initiatives for responding to humanitarian needs, early recovery and development. The Committees will have an important role to play as a mechanism for community engagement in the process of 'extended' stabilisation, supporting the design and implementation of future interventions by Government, civil society, and

Table 2. Possible community-based coordination mechanisms

<table>
<tr>
<td></td>
<td colspan="2">development partners (see TAPs process of the LCBC Regional Stabilisation Strategy, supported under Output 4).

• Providing feedback on appropriateness, quality and timeliness of National Window intervention.

Participation in all Committees should be intended to include, wherever possible, at least 50 percent of women and a representation of people who are often marginalised,, such as people with functional variations and people belonging to religious and ethnic minority groups. Participants in the Committees will be tasked with reflecting the concerns and sharing information with different constituencies, with focus on reaching those most marginalised. The Committees will be set up and facilitated in ways to ensure meaningful participation of all members.

In some target areas, it is likely that Committees will already exist in some form, supported by other projects or programmes. Wherever this is the case, the National Window with work with and build on what already exists instead of setting up new structures or mechanisms.</td>
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Activity 1.3. Mapping the local situation

135. Community engagement will support the development of two rapid assessment exercises in each target area:

- **Local Conflict Analysis -** The dynamics of the conflict, of the war economy that has consequently developed, the patterns of sexual and human rights abuses, and the root causes of the conflicts, in particular over natural resources, vary considerably from one area to another. It is essential that a local conflict analysis which integrates gender and social exclusion analyses is undertaken in each target area to ensure a conflict sensitive approach, and to identify the actors and working methodology most likely to achieve success. LCAs will be prepared for each target area during the six-week period of Joint Action Plan (JAP) development, according to a contract to be developed during the Preparatory Assistance phase and awarded upon the launch of the National Window.

- **Community Perception Surveys on Public Safety and Security –** The survey will interview a member of each household in the target areas regarding his or her perception of physical safety and security, prevalence of drug abuse and crime, incidence of sexual and gender-based violence and other human rights abuses.

Activity 1.4. Civil-military coordination

136. Security responses are provided by the national security forces and supported by MNJTF. The MNJTF, with its Headquarters in N´Djamena, oversees the coordination and close collaboration with the respective national security forces. The MNJTF Force Commander and the Lake Chad Basin Commission Executive Secretary oversee their organisation´s Civil-Military Coordination cells, responsible for day-to-day liaison and coordination on security matters. Both institutions, in turn, will coordinate with country-based coordination between civil and military actors.

137. Effective Civil-Military Coordination is central to crisis response in region. Civil-Military Coordination engages three sets of actors:

- Humanitarian and stabilisation actors, represented by OCHA;
- State Ministries and civilian law enforcement Agencies;
- Military units, under the authority of national command or MNJTF

138. The National Window will support the National Command to review and upgrade its capacity for Civil-Military Coordination. In order to fully systematise Civil-Military Coordination into

operations in the Far North and North regions of Cameroon, the National Window team will advocate for dedicated Civil-Military Coordination positions of appropriate rank. The National Window may provide Civil-Military Coordination training for the military either directly, via UN DPKO standing capacity, or through the bilateral assistance programmes of its key donor partners.

139. The National Window will closely liaise and participate in the OCHA-led Civil-Military Coordination framework. However, recognising that the type of Civil-Military Coordination under the stabilisation approach has a stronger operational component, an additional coordination structure will be required, to ensure the independence of humanitarian coordination.

Activity 1.5. Increasing law enforcement presence

140. The National Window will support a close coordination between National Command and National Police, and if in the plan for the region is to establish municipal police, support will be provided for necessary means to expand or establish their presence and with the training, equipment, means of communication and transport necessary to fulfil the roles and responsibilities required of them.

141. The national security providers will provide the relevant number of trained officers for permanent deployment to each target area according to a schedule outlined in each Joint Action Plan, and Letters of Agreement (LoAs) with UNDP. The LoAs will cover responsibility of each institution to train and equip, deploy and remunerate the necessary staff, and to ensure as far as possible gender balance and alignment with applicable gender strategies and good practice.

142. The National Window will support pre-deployment training and refresher programmes on human rights and international humanitarian law for personnel of the National Command. The National Window will also contract the building of new or rehabilitation of existing police stations, furnished accommodation, vehicles, communications and other specialised equipment necessary to support the deployment. Advance procurement and pre-positioning of supplies may be undertaken to support timely and effective deployment.

143. Support will be provided to strengthen the internal accountability mechanisms of the National Command. The inter-Agency *Human Rights Due Diligence Policy on UN Support to non-UN Security Forces* will guide all National Window support to public security providers.

Activity 1.6. Community Contributions to Public Safety and Security
144. Community Committees form an important part of protection monitoring and referrals to survivors of sexual violence, human rights abuses and disaster risks. Committees are also instrumental to child protection and referrals for children and youth at risk.

145. If relevant, UNDP will collaborate with UNICEF to ensure that children currently associated with vigilance groups will be de-linked and offered alternative occupation and livelihood options, including "catch-up" education classes. In this consideration, UNDP will make sure to insert in the curriculum themes related to peacebuilding, social cohesion, citizenship, human rights, climate change, disaster risk reduction and sustainable resources management. Students attending will be sensitised on the Early Warning System and some of them would be appointed as volunteers to support Community Committees in the operationalisation of this early warning system. Supporting the stabilisation process should not be limited to responding the current crisis effects but also addressing the structural existing causes prior to the crisis. In fact, climate change is one of the important challenge and cause of vulnerability in the Far North.

146. Committee members will be trained to detect and refer vulnerability and protection cases to relevant functions at disposition in the community or the region and will be trained and equipped to activate an early warning system to foresee any shocks such as floods and drought.

Activity 1.7. Addressing critical community security issues

147. Communities themselves need to be mobilised to find culturally appropriate remedies to the effects of psycho-social trauma, surviving sexual and gender-based violence, and to individuals exposed to insecurities in the form of threats and banditry as well as to find prevention and response measures to disaster risks. Tackling the issue through raised community awareness and

a public health approach provides an opportunity to promote social cohesion and reduce stigma of survivors.

148. Based on needs identified in the community perception studies and with the support of the Committees, the Joint Action Plans will include priority interventions implemented with the support of local CBOs and national NGOs to ensure culturally appropriate implementation, increase acceptance and engagement at community level and to address inter alia the climate change concerns including recurrent floods and other natural disasters.

Activity 1.8. Promoting human rights and civilian protection in target areas

149. Human rights violations by security agents impede the overall effort to rebuild the social contract, and to isolate and defeat insurgency. Human rights organisations' field agents will have a regular presence on the ground in every target area, to hear and record community grievances and to ensure that all security providers – military, police, vigilante groups – operate to the highest possible standards of behaviour in respect to the local population. Human rights abuses conducted by the members of terrorist groups will also be documented and reported for investigation.

150. Well-functioning human rights monitoring and accountability mechanisms in the Far North and North Regions of Cameroon are a key priority of the intervention for which the National Window will closely collaborate with the UNOHCHR and through exchange of information with Human Rights Watch, Amnesty International, International Crisis Group and others The National Window will support human rights organisations to establish or reinforce regular operational presence in the target areas, and to undertake ongoing monitoring and quarterly reporting detailing individual incidents and summarising the human rights situation in general. The reports, which will be shared with the National Platform members[18], are intended both to act as early warning and to document rights violations and be a help to refer the cases to be treated under the rule of law. The information can be used to later show if a determination of war crimes or crimes against humanity can be made before it is too late to respond.

151. The National Window will:
- Strengthen the framework for effective accountability, including support to internal accountability mechanisms of security agencies to ensure that they are operational and effective;
- Support National Command in the effective implementation of the code of conduct and rules of engagement;
- Support to the engagement of national and international human rights mechanisms to enhance realisation of human rights in the operational area; and
- Advise and train on IHL, human rights and protection of civilians, including development of tools and manuals for public security institutions, law enforcement officials and other practitioners on the implementation of international standards.

Output 2 - Essential infrastructure & basic services in place and functioning in the target localities

152. Infrastructure support falls into several categories:
- Public infrastructure for the delivery of essential education (including literacy centres), WASH (water, sanitation, hygiene), civil registration/documentation and health services, as well as electricity supplies, police stations, prisons/detention centres, community/youth centres, women's safe spaces, among others;
- Economic infrastructure such as mobile masts, local roads, bridges and border crossing points, marketplaces, warehouses, silos etc; vocational training centres, boreholes and

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[18] Monitoring reports will be available on the LCBC Knowledge Management Platform.

irrigation channels for agricultural communities, *aire-de-repos*, boreholes and water points for pastoralists;

- Infrastructure for mobile networks;
- Damaged or destroyed private homes, as well as accommodation for use by police and civil servants in remote areas, school and vocational training students; and
- Municipal administrative buildings, such as town halls, waste management centres, among others.

153. To inform infrastructure development and planning the following actions will take place:
- Awareness campaigns on EO contamination among resident population;
- Assessment of EO contamination by relevant authorities;
- GIS mapping of the local area to establish current situation and baselines against which progress will be measured;
- Rapid environmental assessments to ensure the sustainability of the settlement for human habitation and agriculture, to identify climate risk mitigation measures and renewable energy options to accompany National Window infrastructure investment;
- Consultations with and through existing or established local committees or similar structures to ensure community identification of priorities and understanding of proposed processes and timelines; and
- Beneficiary household interviews to determine housing needs and provide data for planning of public services.

154. Upon selection of the target areas, National Window engineer(s) will support the identification of priority infrastructure for rehabilitation or construction during the formulation of each Joint Action Plan. For the interventions for provision of basic services, the National Window team will coordinate with local authorities, UN Agencies with specific mandates (UNICEF for schools, WHO for health centres, and so on), and local communities.

155. All projects proposed in the Joint Action Plan will be subject to Government agreement to mobilise and maintain the necessary civil servants, and to commit to the recurrent costs of continued maintenance and delivery of the services (e.g. payment of supplies and salaries of teachers and health care workers) according to the timetable to be established by each Joint Action Plan. The National Window will provide the local government with capacity building and operational support to ensure the smooth running of newly restarted or extended public services. Support may include on-the-job training and/or provision of necessary equipment as necessary.

Activity 2.1. GIS mapping of target areas
156. Following initial selection of target areas, GIS mapping organised by the National Window on a regional basis will be used to capture the pre-intervention situation, establishing a local damage and needs assessment to inform infrastructure package design process.

Activity 2.2. Explosive ordnance contamination awareness and assessment/clearance
157. Target areas will be subject to technical assessment of contamination by mines, IEDs and other explosive war materiel, and type and difficulty of clearance operations required. The level of contamination should be one criterion of the target area selection process. The need to move quickly is seen as critical to achieve the results required and any EOD contamination must be relatively light, with relevant units able to conduct clearance operations within the six-week period given for infrastructure design and preparation of bills of quantity. While assessment and clearance of EO contamination is conducted by relevant authorities. Awareness campaigns on EO risks will be organised among resident population to ensure their safety, particularly children and youth. Areas with heavy EOD contamination, requiring extensive clearance operations, will therefore not be considered for selection under this first phase of the National Window.

Activity 2.3. Preparation of Joint Action Plans, infrastructure and services component

158. Guided by the Joint Action Plans (and available National Window resources), UNDP will develop a costed and timebound infrastructure and services component, detailing required construction works and services. Letters of Agreement annexed to the Joint Action Plan will outline the roles and responsibilities of each party. In the case of Government, the LoA will include commitments to maintenance of built and repaired infrastructure, to place (and recruit if required) and remunerate the civil servants required to provide services, and to provide the equipment and training they will need. As part of the National Window communications plan (and once a Joint Action Plan is approved by the Cameroon Partner Platform, the general public will continuously be kept abreast on construction work progress and the availability of services as part of the overall strategic communications work of the Facility and LCBC Regional Stabilisation Strategy's work within the National Window.

Activity 2.4. Infrastructure design & preparation of BoQs

159. National Window engineer(s) and/or prequalified contractors will design the required infrastructure and prepare necessary bills of quantities within six weeks of the date of Joint Action Plan approval. Rapid environmental assessment will be undertaken to recommend environmentally friendly and climate change mitigation measures that can inform the location and design of infrastructure, wells, irrigation systems, tree planting schemes, schemes as well as to identify and plan alternative energy options. Infrastructure design will include options for "build-back-better", such as the provision of renewable energy to communities, to provide light and power for the purposes of community security, communication, leisure, cooking, pumping water, and running of education and health facilities, and other public buildings.

Activity 2.5. Construction works

160. Construction works of the National Window will be undertaken by local contractors of private sector to build and rehabilitate essential infrastructure as required in the target areas to support liveable conditions in insurgency-affected areas. Primary-level supervision of works will be conducted by local authorities/contracting company. Secondary-level supervision will be conducted directly by UNDP Engineer(s) wherever the security situation allows access for UN staff. In line with the principles of the visibility & communications strategy and following completion of construction works and delivery of agreed equipment, a handover event will be organised for Government authorities to officially open facilities and launch public services for the community.

Activity 2.6. Provision of equipment & capacity development support

161. The National Window team will organise competitive tender processes for the prepositioning of provision of equipment and other supplies necessary for the provision of basic services. In addition, the National Window will provide capacity development support to ensure that systems are in place, and relevant local Government staff trained, to the minimum level necessary to ensure immediate effective functioning of services and utilities for community benefit.

Output 3 - Livelihood opportunities available in the intervention areas

162. The economy in the North and in Far North is highly dependent on agriculture and livestock. Being close to Nigeria, these two regions have developed localised cross border markets with Nigeria and for the Far North and in transit trade between Chad and Nigeria. Climate change affects both areas that lack the means to advance the value chain through transformation and market access to exloit their full financial potential in agricultural products or transformation of livestock products.

163. The conflict has led to severe restrictions in freedom of movement considerably affecting economic activity, including, *inter alia*, the use of motor taxis, the trade in certain types of food and fuel, access agricultural land to some fishing areas of Lake Chad, and the operation of markets in more remote areas. A lot of commerce-related infrastructure has been destroyed and the closure of borders to cross-border trade has further constrained local economies and livelihoods while driving up the cost of basic commodities.[19]

164. In order to succeed in stabilisation, target areas should benefit from a boost to the local economy, through rapid employment and support to other income-generating activities that equally

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[19] Cf PAIC, The Role of Cross Bordrer Market, feb 2018

benefit women, men and youth with risk transfer and micro-insurance. Close cooperation with FAO and WFP will be sought for food security, and in close collaboration with other projects within UNDP (in particular development projects in poverty reduction for youth and women though micro-credit) livelihoods activities will be sought, to capitalise on their experience in the regions.

165. Although the rise of Boko Haram cannot entirely be attributed to poor socio-economic conditions, or to counter-insurgency measures that have exacerbated them, it is an important factor that fuels active recruitment to, and passive complicity with, the continued operations of the terrorist group. Addressing livelihood and food security issues remains central to the prevention of violent extremism and the overall stabilisation effort.

166. The intention of the National Window is to ensure that every household in the selected target areas benefits from at least one of a mix of possible livelihood and support opportunities including pastoral households passing the areas and/or using infrastructure (e.g. social basic services, markets and water points) in the areas.

For the most part, the opportunities to be offered will replicate those already run successfully by UNDP and other actors in the North and Far North region. The main point is to increase the scale, i.e. to offer them in the same place, at the same time, as part of the broader package of assistance that includes activities in support of security and the rule of law, and activities to construct essential infrastructure and establish basic service provision. Moreover livestock and crops grown with environmental friendly methods will ensure a complementary new approach and promote the Agro Sylvo Pastoral System (ASPS).

167. The purpose of the intervention is threefold:
- To ensure people have income or livelihood opportunities to sustain their living in the target area, without getting into a cycle of humanitarian aid dependency and debt;
- To offer productive activity and a hope in future economic prospects, as an alternative to the recruitment incentives of armed opposition groups or getting involved in war economy;
- To provide a short-term boost to the local economy while longer-term economic development interventions begin to demonstrate results at scale.

168. Once the target areas are known, the National Window will contract International/local CSOs and NGOs to interview younger adult household members according to a simple mobile app questionnaire, to establish existing skills, future interests and current availability to participate in one of the livelihood options.

169. All proposed options are in line with the UNDP's Guide for Livelihoods and Economic Recovery in (post) crises contexts and based on the UN Policy on Post-Conflict Employment Creation, Income Generation and Reintegration.

170. The likely mix of activities in line with the UNDP 3x6 approach[20] will include, but not necessarily be restricted to:
- Paid employment with contractors responsible for rehabilitation/construction of infrastructure and solid waste management, or with self-help CSOs/NGOs contracted by the National Window for other initiatives;
- Cash-for-Work schemes, to include teams for rubble removal, environmental clean-up and climate change mitigation (e.g. planting trees), rural road repair, painting of public buildings;
- Emergency asset replacement schemes, to include minor equipment for small businesses, small grants for traders to buy stock; hand tools and seeds for farmers; and nets and boats for fisherfolk;
- Vocational training, to include agricultural production, bookkeeping and stock management for traders, IT and mobile phone repair, tailoring, hairdressing, shoe making, catering, aluminium and fabrication of construction products, car mechanics etc, renewable energy

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[20] The UNDP 3x6 approach began in Burundi and is being successfully implemented in a number of contexts globally: http://earlyrecovery.global/sites/default/files/3x6_toolkit_building_resilience_through_jobs_and_livelihoods

installation and maintenance, via establishment of satellite classrooms of existing VET centres;

- Business grants for approved cooperative ventures and creation of microcredit and community savings and loans initiatives among beneficiaries;
- Attendance allowance to youth participating in "catch-up" education classes that will be organised to improve literacy, promote citizenship and peaceful co-existence and reinforce National Window work on human security issues in the community, e.g., trauma, drug abuse, SRHR, WASH and gender;
- Unconditional cash transfers to households caring for the most vulnerable: psychologically traumatised or people with physical and/or mental functional variation. In addition to ensuring that "no-one is left behind", this initiative should be utilised to build community confidence in Government attempts to renew the social contract, linking to longer-term efforts to establish social protection systems and improved access to services.

N.B. Specific needs of pastoralists will be addressed according to their mobility and conditions.

Activity 3.1. Establishment of livelihood options for each target area

171. Following selection of target areas by national authorities, UNDP, based on opportunity mapping assessments, will work with all relevant stakeholders to prepare a mix of potential livelihood options for households, and identify the public sector; private sector; and CSO and NGO partners best placed to deliver them for inclusion in the Joint Action Plans. In the frame of this activity, UNDP will make sure to highlight inter alia a monitoring plan and early warning comprehensive system to follow up and foresee any king of threat to peace.

Activity 3.2. Identification of households and beneficiaries

172. Following approval of the Joint Action Plans by the Partner Platforms, the National Window will contract local CSOs/NGOs to map all households in the target communities with a view to establishing their current status and composition. The team will work with local authorities, traditional/community leaders and religious leaders to gather the required information on the resident population. Committees will cross-reference and validate data collected.

173. All beneficiary candidates will be interviewed as to current employment status and livelihood preferences vis-à-vis the mix of options established by the Joint Action Plans. Beneficiary lists for each option will be established, with a view to ensuring that every household has at least one member benefiting from one of the available options.

Activity 3.3. Contracting livelihood option providers

174. The National Window team will procure livelihood option providers through a mixture of competitive processes and direct contracting modalities, according to its applicable rules and regulations, depending on the option concerned and the legal status of the provider, i.e. Government institution; CSO or NGO; and private sector.

Activity 3.4. Provision of livelihood opportunities

175. Contracted CSOs and NGOs will collect concerning all potential beneficiaries. Beneficiaries without valid ID cards will be assisted to get them. Free SIM cards and smart phones will be distributed to each beneficiary, to facilitate payments to be made via mobile providers.

176. Special attention will be paid to ensure the provision of sufficient and appropriate livelihood options for women and youth. Women-only cash-for-work groups will be considered as well as men's group and youth groups.

III.2. Proof of Concept

176. The Northern part of Cameroon shares 12 corridors[21] with Nigeria, over 50% of these 12 corridors (7 in total) are currently affected by the crisis, among myriads of negative aspects, ranging from access to humanitarian aid to massive violation of human rights, custom services are severely impacted.

177. In terms of customs posts at the national scale, Far North Region used to be in second position with a total of 37 functional and operational stations, right behind the Littoral Region which has 42 customs stations out of a total of 155 for the entire territory. (INS, 2014).

179. According to available and liable studies, at the highest pick of the crisis in 2014, the customs revenue fell from monthly USD 400 million to approximately USD 300 million, which represent a loss of around 25 %.

180. In addition to an already high number of internally displaced persons, a notable increase in movements of return was identified in the last years/months. These returns represent a major challenge for humanitarian and development actors," DTM-IOM, 14 Mar 2019).

181. An increase of 77 %, representing 800,000 individuals, in the number of returnees when compared to 2016 was noted. This illustrates the growing trend towards return movements in the Lake Chad Basin and calls for more attention to the situation of returnee populations in the regions and communities of origin. (IOM, March 2019).

As a proof of concept, UNDP intends to implement the stabilisation model by supporting current tendency of return in these communities along the corridors targeting mostly Amchidee and Kerawa as previously discussed with the MNJTF through three major pillars:

1) Rehabilitation of Essential Infrastructure and Basic Services

182. UNDP will implement a set of interventions in Amchidee and surrounding areas aimed at rapidly creating and ensuring long lasting confidence among the general population in order to allow building and strengthening of peace dividends. Simultaneously, UNDP will advocate at the central level for police and gendarmerie deployment in the targeted areas.

   a) Cross border markets and warehouses constructed/rehabilitated mostly in Amchidee (mirror community to Banki-Nigeria) to value the high potential of return. Investments will be extended to Fotokol and Mokolo.
   b) Construction/rehabilitation and equipment of police stations, customs offices and gendarmeries;
   c) Water points rehabilitated/constructed and equipped with solar panels in the areas of intervention.

2) Physical Security and Access to Justice

183. Restoration of State Authority is a key process within the stabilisation efforts. UNDP will invest in the rehabilitation of the penal chain but also in access to justice to vulnerable by providing:

   a) Capacity development for lawyers and magistrates;
   b) Strengthening of monitoring mechanisms already in place through the building of capacities within the civil society.

3) Revitalisation of the Local Economy

184. UNDP will support efforts of regional and local authorities to revamp the local economy along the corridors. Thanks to the recent official opening of the border Banki-Amchidée, (closed since 2014 for security reason), Far North authorities have placed recovery of the affected areas as a priority on their agenda. In addition to the market construction, the project will put in priority youth

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[21] The corridors are official border corridors for the movement of goods and serices between Nigeria, Chad and Cameroon. The

financial authorities and national security are installed along these corridors

and women employment through cash for work approach to enable the returnees and host communities to recover from their lost during the crisis.

185. This will comprise:
   a) Cash for work for public infrastructures rehabilitation (sous prefecture office; police station, gendarmerie…) and promoting local raw materials for reconstruction.
   b) Cash for work for roads rehabilitation along the corridors

Causes and consequences of shocks are to be addressed in short term. In fact, the North and the Far North are confronted to multiple shocks due to climate change and natural disasters. Boko Haram insurgency has dramatically increased the consequences of these structural shocks. At different stages of intervention, UNDP will consider the mitigation of the climate change (through reforestation, promotion of renewable energy where it is possible, carbon emissions reduction…) as a mainstreaming approach.

III.2. Partnerships

186. This project will be implemented under the Direct Implementation (DIM) modality by UNDP. A strong team especially dedicated to the project will be put in place and this team will be supported by the existing human resources already based in Maroua and Kousseri. The team will interact with the national counterpart and other local actors to ensure the ownership at the inception of the project.

At National, Regional and Municipal Government levels, the Ministry of Economy, Planning and Regional Development (MINEPAT) and Ministry of Territorial Administration (MINAT) are the main partners. MINEPAT, as co-Chair of the National Partner Platform, is in charge of all development activities in the country while MINAT is responsible for the implementation of government policies from the village to regional levels in coordination with Sous-Prefets, Prefets and Governors.

187. In specific technical areas, the National Window will coordinate ministries, such as the Ministry of Public Heath (MINSANTE), Ministry of Basic Education (MINEDUB), Ministry of Employment and Vocational Training (MINEFOP), Ministry of Women Empowerment and the Family (MINPROFF), Ministry of Youth Affairs and Civic Education (MINJEC), Ministry of Defence (MINDEFENCE), Ministry of Agriculture and Rural Development (MINADER), Ministry of Livestock, Fisheries and Animal Industries (MINEPIA), Ministry of Small and medium sized enterprises, Social economy and Handicrafts (MINPMEESA). In addition, Support of National Office of Civil Registration of Cameroon (BUNEC) and municipalities led by mayors in the target areas are partners.

188. For the security aspect, the National Window will coordinate with the military, civilian law enforcement agencies. As mentioned in section 2.4.1 (Civil-military coordination), the interventions of the National Window will be implemented in close coordination with Cameroonian Armed Forces and Multinational Joint Task Force (MNJTF). Law enforcement forces (National police, Gendarmerie and Municipal Police) will ensure daily security of the target areas. Municipal police and other social groups will serve as an early warning system of security responses and they are the partners as well as beneficiaries of certain activities in the National Window.

189. The National Window team will coordinate with UN Agencies with specific mandates. For instance, UNICEF for education and WASH, UNHCR for inclusion/integration of refugees and durable solutions for refugees, UNODC for rule of law, UNOHCHR for human rights, UN Women for inclusion of women, WHO for health including drug abuse, FAO/WFP for agriculture and transformation and CTED for an overall strategy of the UN to fight against terrorism.

190. Moreover, coordination with humanitarian and development actors including the World Bank and international, national and local NGOs will be ensured through existing coordination mechanisms such as the Early Recovery Sector group and the Working Group on the Prevention of Violent Extremism and Stabilisation (PVES). This will maximise the impact of the area-based approach and to avoid duplication of effort.

The Framework for UN intervention

191. The National Window will be implemented under the umbrella framework of the UN Integrated Strategy for the Sahel (UNISS). The United Nations Security Council adopted the UNISS in 2013[22],

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[22] Pursuant to UN Security Council Resolution 2056 (2012).

with the goal of reducing the socio-economic vulnerability of populations in 10 Sahel countries, including the four countries of the Lake Chad littoral. In 2017, a UN Support Plan for the Sahel was agreed to recalibrate the UNISS and accelerate efforts toward its implementation, under the leadership of the Deputy Secretary-General.

192. The UN Support Plan for the Sahel, which covers the period 2018-2030, serves as a vehicle for articulating and operationalizing the commitments of the UN system in the region. It builds on the progress achieved by UNISS to date, while re-aligning its focus with the Sustainable Development Goals (SDGs), and the core priorities of national and regional partners for addressing current multifaceted challenges to peace, security and development in the region.

193. Through the Support Plan, the UN commits to bringing greater coordination and coherence in the implementation of national and regional initiatives, achieving quick and efficient results, and to providing a platform to mobilise further resources for the region and monitor progress. The Support Plan also reflects a dedication to work in an innovative manner throughout the region, with better inclusion of political, safety, humanitarian and growth initiatives; greater concentration on inter-agency programming and technical pooling; and increased regional and cross-border response.

194. An updated version of the UN Strategy on Boko Haram of September 2016 was approved by the Secretary General in April 2017. Following the Secretary-General's Executive Committee decision 4 (a) (2017/29) of 23rd February 2017, a Core Group of the Inter-Agency Task Force (IATF) on Boko Haram was established, comprising the Department for Political Affairs (DPA), UNDP, OCHA and UNOHCHR, to further integrate UN efforts across the region, and help guide/lead implementation of the updated strategy.

195. Under the strategy, the UN provides technical support to the regional Multi-National Joint Task Force (MNJTF) through the African Union (AU). A joint AU-LCBC-MNJTF Steering Committee was inaugurated on 14th November 2016, to strengthen coordination and information-sharing. One of the key objectives of the humanitarian response pillar of the updated UN Strategy remains enhancing access to humanitarian assistance, including through Civil-Military Coordination and logistics.

III.3. Risks and Assumptions

196. The overall risk level of the National Window is deemed to be high, and a certain risk tolerance is required of all partners. The work will be undertaken in areas with significant security risks and low to limited State presence.

197. In this context, UNDP and the National Window partners must actively work to mitigate financial, organisational, operational and political risks, outlined in subsequent sections.

198. Stabilisation can contribute to improved security but the insurgency, irrespective of the success of the stabilisation interventions (or even due to the success of the interventions) will continue to pose a significant threat to the sustainability of the interventions. This risk must be accepted by all stakeholders involved in the National Window.

199. The National Window will specifically target areas vulnerable to continued infiltration and attacks, and it is possible – perhaps likely – that successful intervention may attract spoiler attacks by armed opposition groups.

Financial risks

200. To encourage full funding of the National Window, UNDP Cameroon will ensure consistent donor participation in the national Partner Platform; and establish accountable, transparent and clear reporting and communication documents and mechanisms.

201. To ensure target areas receive a comprehensive package of services and support, selection of the total number of target areas in the North and Far North will be based on available National Window financial resources. A lack of resources will impede UNDP from initiating the JAP processes and support to the stabilisation of the target areas and communities.

Organisational and operational risks

202. For stabilisation to succeed, a tight coordination between different sets of governmental, non-governmental and international actors is required. National Window interventions will start once coordination mechanisms in target areas are defined and operational.

203. Insufficient capacity of UNDP Cameroon to support stabilisation efforts constitutes an important risk. Attracting bilingual (French and English) speaking staff with relevant skill sets

(strategic communication, HR, procurement, finance, quality assurance, reporting, management, etc.) and experience with stabilisation projects to work in remote and insecure areas may prove difficult but will be mitigated in the first instance through utilisation of the UNDP crisis response system for rapid deployment of experienced personnel.

204. Other risks include the availability of sufficient well-qualified contractors and NGOs able to operate in remote areas, offset by prequalification exercises at the launch of the National Window; speed of procurement, recruitment, and payment mechanisms, mitigated through establishment of dedicated a National Window Service Centre; appropriateness of community engagement modalities will be assured through rapid conflict analysis of the target area and participatory dialogue with local Committees.

205. Civil-Military Coordination and improved coordination between security providers (key for improved physical security of UNDP and implementing staff, as well as community members) is at the heart of the National Window methodology. Liaising closely with Cameroon Armed Forces (CAF) will help keep target areas secure while the increased presence of civilian law enforcement and Municipality-organised security arrangements is achieved. Building capacities of community security providers and supporting the establishment of community-based security systems (e.g. for protection and referrals) for each target area is essential for limiting security risks.

206. Physical risk can also be mitigated by fielding national third-party contractors, most of whom are resident in or near the target areas which may be off-limits to UN staff. Negotiations with formal and informal authorities and community leaders will also be held to secure a safe environment for National Window staff and implementing partners.

207. UNDP will act under the guidance of the UN Department for Safety and Security and the authority of the UN Designated Security Official.

Political risks

208. Political risks include National Window and implementing partner associations (real or perceived) with unsuitable parties such as rights violators, need to be managed through local conflict analyses, wide stakeholder engagement, communication, and coordination with human rights and political arms of the UN system.

209. In addition, regular transparent communication of National Window activities to all stakeholders; regular consultation with counterparts in the four countries; and controlling the narrative will help in mitigating political risk.

210. Human rights due diligence will constitute an essential component of UNDP's risk management protocol. Assessing actual and potential human rights issues, acting on the findings, tracking responses, and communicating how impacts may be addressed is essential for limiting this type of risk. An significant mitigation measure is the planned provision of assistance to human rights defenders in surveillance, investigating and reporting on abuses by UNDP Cameroon, together with the systematic vetoing of prospective local partners (individuals, companies and civil society organisations) with whom the organisation intends to work. .

211. An important obstacle to the successful implementation of the program is the insufficient buy-in of major players with divergent views and different objectives. Stabilisation assistance can also be misused by government authorities or traditional leaders for political ends, or to side-line or isolate other parties or actors that are part of the peace process.

212. Replacement of local or national government leaders, or the inability of Governors to function due to political transition, constitutes another political risk. If the authority of a central Government remains in question, or when there are major divisions in the military, security and political support for JAP implementation is not guaranteed.

213. If the political dimension of stabilisation is perceived as largely guided by representatives of the international community, securing public support can be jeopardised. Lack of trust in leadership and political institutions, and the subsequent lack of interest of citizens to participate in political life, constitutes another political risk to successful implementation of the JAPs.

214. Ensuring that all stakeholders are fully involved at the inception of the National Window and JAPs and all beneficiaries involved as partners to decision-making re-design and implementation of the National Window and JAPs will secure their ongoing interest and participation.

215. Community-led monitoring is equally important. The risk of Government turnover can be mitigated by identifying and aligning with key community members who can support and promote ongoing community participation in the implementation process.

Table 2 - Overview of risk and mitigation measures

Risks / Externalities	Risk category	Impact & Probability	Mitigation measures	Risk owner
A lack of National Window financial resources	Financial	High & Midium	Ensure consistent donor participation in Cameroon Partner Platform. Establish accountable, transparent and clear reporting and communication documents and mechanisms. Selection of total number of target areas based on available resources, allowing a comprehensive package of support for each target area. Pursuing non-traditional funding sources.	UNDP
Weakening of the CFA to the dollar	Financial	Low & Medium	Timely planning to adjust and prioritise defined activities. Negotiate additional resources with Cameroon Partner Platform.	UNDP
A lack of coordination between National, State / Regional and Local Authorities in the North and Far North Regions	Organisational	Medium & High	Activities in target areas initiate only when coordination mechanisms have been agreed to and are operational.	National and (Far) North Authorities
UNDP internal bottlenecks (procurement, payments, logistics)	Organisational	High & Medium	Establishment of a National Window-exclusive Service Centre. Advance planning of procurement and logistics as well as of implementation modalities on the ground (including the prepositioning of vendors and key recruitments). Use of established and tested implementation modalities in target areas. Use of UNDP staff and external rosters to temporarily fill the vacant positions.	UNDP
Lack of or restricted access due to security concerns	Operational	High & High	Negotiations with the Cameroon Armed Forces, formal and informal authorities and community leaders to secure a safe environment for implementing partners and community members themselves. Work with implementing partners with local knowledge and presence. Close coordination with	Cameroon Armed Forces (CAF), National and (Far) North Authorities, UNDP

Table 2 - Overview of risk and mitigation measures

Risks / Externalities	Risk category	Impact & Probability	Mitigation measures	Risk owner
			UNDSS.	
Lack of access due to seasonal and extreme weather events	Operational	Medium & Medium	Prepositioning of key inputs. Use of partners with permanent, in-situ presence.	UNDP
New (unexpected) regulations, policies along the border of Kousseri (Chad – Cameroon)	Operational	Low & Medium	Close contact with relevant ministries and authorities both in Cameroon and Chad to get the permission to waiver diplomatic status and exemption for eventual restrictions in border crossing policies.	UNDP
Beneficiaries are not able to get an ID as required by banks for account opening procedure	Operational	Low & Medium	UNDP and UN senior management advocacy to facilitate the provision of ID cards.	UNDP
Limited number of contractors operating in the Far North region	Operational	Medium & Low	Introduce the pre-qualification method to allow for improved contract planning, also on the side of the contractors.	UNDP
Limited number of civil society implementing partners in the Far North region, especially in Logone and Chari	Operational	Medium & Medium	Timely and broad announcement, allowing the NGOs the time required to prepare for the submission of the necessary documents. In case only low capacity partners are available, the project team will provide implementation support.	UNDP
Perceived association of National Window with parties to the armed conflict, rights violators and discriminatory power dynamics	Political	Medium & Medium	Wide stakeholder engagement, communication, and coordination with human rights and political arms of the UN system	National and (Far) North Authorities, UNDP
Lack of interest among the local stakeholders and communities	Political	Low & Low	Assure that all stakeholders are fully involved at the inception of the National Window and involve all beneficiaries as partners to decision-making re design and implementation of the National Window.	UNDP, (Far) North Authorities
Insufficient buy-in of or blockage by key National, North and Far North authorities; and local stakeholders	Political	High & Medium	Political advocacy, and extensive consultations at local, state, and national level to ensure that all perspectives are as much as possible aligned. Set up a continuous Partner Platform dialogue between national authorities, UNDP senior management, and international partners. Ensure community participation in decision-making and	UNDP, International Partners

Table 2 - Overview of risk and mitigation measures

Risks / Externalities	Risk category	Impact & Probability	Mitigation measures	Risk owner
			monitoring.	
Continued or increased attacks by terrorist groups	Political	High & High	Work with religious leaders to promote inter- and intra-faith dialogue and inclusivity among community members, as well as to suppress violent narratives. Ensure that community resilience mechanisms such as early warning systems, and enhanced community security measures and structures are responsive and in place. Ensure close civil – military coordination in (Far) North target areas. Regularly assess the security situation to anticipate serious threats. Daily coordination with UNDSS and local and regional authorities.	UNDP
Political situation/turnover of government	Political	Low & Low	Identify key community members who can support and promote community participation and management in activities in the event that local or national government leaders are replaced or that local governments are not able to function due to political transition	UNDP
Human rights violations by national and local security forces reduce trust in the Government.	Political	High & Medium	Provide support to human rights defenders in monitoring, investigation and reporting on abuses. Systematic vetting of potential local partners.	National and Regional Authorities, UNDP

III.4. Stakeholder Engagement

216. While the National Window aims to benefit all sections of the population in the insurgency-affected areas of Lake Chad Basin, special attention will be paid to two groups of stakeholders:
- Working age population, defined as youth and young adults;
- Women and girls.

A focus on youth

217. Youth are a significant part of the population in the region. The usual conception of youth and young adults as covering the years 18-35 will be extended to a lower tier in response to UNDP's research into the personal journeys of violent extremists, indicating the prevalence of radicalisation

in childhood, between the ages of 14-17.[23] The National Window will ensure a strong focus on youth, both as beneficiaries and as partners.

218. The issues of unemployment; underemployment; idleness; pharmaceutical drugs and alcohol abuse; and exploitation directly affect young people. Studies confirm[24] that these social and economic vulnerabilities facilitate recruitment into terrorist and criminal groups.[25]

219. There is a sense of frustration [26]among young people that elders do not equally share powers and resources, leading to intergenerational conflict; low involvement and participation in decision-making bodies and conflict resolution commissions; and low representation in public functions.

220. The crisis has disproportionally affected young people who have been forced to abandon urban or rural jobs (such as motorcyclists, street vendors, guards, traffickers, brokers, call box, fishermen, farmers, farmers, and zouazoua sellers).

221. As part of Cameroon´s commitment to the implementation of Resolution 2250 on Youth, Peace and Security, which recognises the important and positive contributions that young people can make and are making for the maintenance and promotion of peace and security, the National Window will strive to a meaningful participation of youth in the JAPs and relevant local level committees.

Addressing the situation of women & girls

222. Issues of gender are at the heart of the crisis in North and Far North regions (and around the whole of the Lake Chad Basin area) and will be central to its sustainable resolution of the crisis. Pillar nine of the Regional Stabilisation Strategy calls for specific actions to tackle a culture in which sexual and gender-based violence has become common and calls for a gender-sensitive approach to be mainstreamed into all responses.

223. Women have an important role to play in peacebuilding, as recognised by UN Security Council Resolutions 1325 (2000), 2122 (2013) and 2242 (2015) on Women, Peace & Security. UNDP Cameroon will continuously advocate for the inclusion of women in decision-making at all levels and in all forums.

224. In the North and the Far North, women and girls are suffering from societal and structural discrimination and marginalisation. Cultural and traditional considerations do not always give women their rightful equal place in society. This is illustrated by a lack of female participation in traditional courts or local mechanisms of conflict resolution. In spite of this, women are often the main agents of social cohesion in the family and community.

225. Studies from International Crisis Group and UN non edited sources indicate that a high percentage of women who join Boko Haram are either forcibly conscripted by the terrorist groups or by their own husbands and relatives. As a member of Boko Haram, women often are exploited in the most dehumanizing of ways, for example bonded sexual exploitation or by repeated raping. Other women are forced to work as cooks and informants, and few are turned into suicide bombers.

226. Many women who remain in their communities have become the head of sole provider of their households, in charge of their children and sometimes also elderly. Some women who have returned suffer from stigmatisation in their communities of origin and are a victim of insults and exposed to social exclusion, obliging them to self-restraint and a life with community support.

227. Women formerly associated with Boko Haram suffer from trauma and psychological disorders due the hardship of life in Boko Haram and the atrocities they witnessed and experienced.

228. The gender strategy of the National Window will comprise a specific set of actions specifically aimed at the protection and empowerment of women and girls.

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[23]   Research based on survey of 400 known extremists, average age 21, UNDP Regional Programme for Preventing and Responding to Violent Extremism in Africa, 2015

[24] UNDP (2017), Survey on 10 communities along the border on the radicalization motives.

[25] UNDP (2017), Journey to Violent Extremism

[26] Idem

229. Improving community safety and security will particularly benefit women and girls. UNDP will ensure a gender balance on all mechanisms for community engagement and decision-making forums on security as far as possible. The National Window will capture gender disaggregated data in the household questionnaires and perceptions of security in the studies to be undertaken.

230. Activities outlined in the next chapter will also include specific action to raise awareness of sexual and gender-based violence (SGBV) in communities, as well as to mobilise and advocate against it.

231. Monitoring and reporting on SGBV will be included in the remit of work to be undertaken by human rights groups contracted by the National Window.

232. Gender awareness and women's' rights will be integrated into training of security providers – military, police, community vigilante groups – for avoidance of civilian harm.

233. The provision of essential infrastructure and basic services will benefit women and girls, given the disproportionate burden they bear in regard as family providers and carers.

234. Renewable energy will reduce the need for collection of firewood, and new boreholes and wells will ensure a ready supply of clean water. Health centres and social services – as well as cash transfers to households caring for the most vulnerable – will further reduce the burden.

235. Improved access to education, including "catch-up" literacy classes for teenage girls, is a tool of empowerment. Women will be given equal opportunity to access livelihood options. As necessary, women-only working groups will be established under the cash-for-work option.

236. The strategic communications work of the National Window will ensure space for women's voices and concerns.

All Joint Action Plans will be audited by the UNDP Cameroon´s gender expert team prior to presentation to Partner Platforms for review and approval.

- Identify key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:
  - *Target Groups: Identify the targeted groups that are the intended beneficiaries of the project. What strategy will the project take to identify and engage targeted groups?*
  - *Other Potentially Affected Groups: Identify potentially affected people and a strategy for engagement and ensuring they have access to and are aware of mechanisms to submit concerns about the social and environmental impacts of a project (e.g. UNDP's Social and Environmental Compliance Review and Stakeholder Response Mechanism).*

III.5. South-South and Triangular Cooperation (SSC/TrC)

237. The National Window strategy draws on a recently undertaken UNDP stabilisation stock-take exercise as well as evaluations of its worldwide stabilisation programmes[27]. Lessons learnt have underpinned the development of the concept and strategy of the intervention proposed herein[28].

238. The UNDP Global and Regional practice community continues to extract lessons from the organisation´s stabilisation programmes in many countries in the world. The National Window will benefit from the global and regional experience, through publications, access to UNDP experts and peer-to-peer learning. An important aspect of the Facility is learning between the four counties of the LCB and exchanges of experiences and learning between the National Windows in Niger, Nigeria, Chad and Cameroon will be facilitated.

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[27] The stocktaking exercise covered UNDP stabilisation initiatives in Afghanistan, Central African Republic, Democratic Republic of the Congo, Iraq, Lebanon, Libya, Mali, Pakistan, Somalia, Sudan and Yemen amongst others.

[28] See section **Erreur ! Source du renvoi introuvable.**, UNDP Concept Note for Stabilisation of Lake Chad, for explication of UNDP's approach to stabilisation, lessons learned in the stock-take exercise, and how these lessons have translated into the concept and strategy proposed in this project document.

III.6. Knowledge management

239. The National Window will contribute to and benefit from the Regional Stabilisation´s knowledge management platform (See section 0 for more detail). The platform will:
- Ensure that the work of the Facility is evidence-based, appropriate, and conforms to the imperative of the conflict sensitivity principle;
- Provide information for the strategic communications work of the Facility and the LCBC-RSS, offering alternative narratives to disrupt the radicalisation and recruitment efforts of violent extremists;
- To demonstrate 'proof-of-concept' with international partners, establishing an effective and cost-efficient model in Nigeria´s target areas and communities for replication to Niger, Cameroon and Chad; and
- To facilitate improved and better coordinated stabilisation practice of all stakeholders working in the Lake Chad Basin region.

240. Result area 1 of the National Window will proceed via development of Joint Action Plans that will utilise:
- GIS software to create knowledge products to aid design of interventions and can build a visual database of results[29];
- Community perception studies on security and local conflict analyses will inform the Joint Action Plans; and
- Climate change assessments will inform the Territorial Action Plans (TAPs).

241. The strong commitment of the National Window to ongoing monitoring will be reflected in the publication of quarterly progress reports, for review and subsequent endorsement by the Partner Platform.

A user-friendly brochure – with donor visibility – will be prepared to communicate the strategy and work of the Facility and the National Windows to new audiences globally.

III.7. Sustainability and Scaling Up

242. As per preceding sections, the National Window has been designed as an engine to promote national and regional ownership, and as a partnership instrument to aid resolution of the crisis through support to local, national and regional capacities and action.

243. The National Window will support national capacities at all levels (National, North and Far North Region, Municipal) to extend Government presence into currently inaccessible or insecure areas, to secure the peace and rebuild the social contract between the local population and the State, and to initiate a transition from humanitarian assistance to development and resilience.

244. Environmental sustainability is a key concern of the National Window and mainstreamed within its design. Climate change assessments will inform Joint and Territorial Action Plans for all target areas, along with specific plans for harnessing renewable energy to provide light and power to communities.

IV. PROJECT MANAGEMENT

IV.1. Cost Efficiency and Effectiveness

245. UNDP's previous experience in stabilisation validates the agency's ability and agility to facilitate quick and reliable delivery. UNDP has acquired institutional capacity and in-house know-how to put in place fast-track mechanisms with dedicated operation support to the National Window which facilitate and accelerate operational transactions while ensuring transparency, cost efficiency, accountability, effectiveness of partnerships and quality assurance.

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[29] Using the KOBO toolbox, a form of open source software that enables the management and reporting of GIS data and information in a manner that is visually attractive and user friendly. See: http://www.kobotoolbox.org

246. The National Window will be designed to meet the requirement of delivery of a high-volume of activities, within short-time frames and to international standard, in remote and challenging conditions.

247. UNDP Cameroon will augment its existing delivery capacity by establishing a Service Centre to provide fast-track operational support to National Window implementation. The Service Centre will comprise a mixed team of national and international staff, serving as engineers, procurement experts, finance and administrative associates, and drivers that can be scaled appropriately to the volume of funding available, e.g., more engineers or procurement officers may be hired as contractors charged to the programme budget line for infrastructure, as and when additional partner contributions are received.

248. The Service Centre model, and the configuration of operations staff required, is based upon previous UNDP experience and lessons learned in delivering successful stabilisation programmes in Iraq, Libya and elsewhere.

249. The programmatic need to move at speed to re-establish civilian control of target areas dictates a narrow range of immediate stabilisation activities that can be delivered quickly; such a model is by nature cost-efficient, as direct costs (staff salary in particular) need to be budgeted over a relatively short period of two years. The Cameroon National Window has been designed to launch with a maximum ratio of direct costs to overall budget of 20%.

250. The integrated approach to immediate stabilisation, designed to make currently vulnerable areas both more secure and more liveable, will be subject to ongoing unit cost analysis based on the number of direct beneficiaries of each selected target area, to allow comparisons to be made and a financially viable model for replication to be established.

251. It is expected that this model will deliver significant economy of scale as the National Window attracts more resources, driving down direct costs to partners in line with aspirations to establish a cost-efficient, as well as programmatically effective, contribution to stabilisation of the North and Far North Region.

IV.2. Project Management: National Window set-up

Offices

252. For the last 15 years, UNDP Cameroon has worked on poverty reduction and disaster risk reduction in the North and Far North. Since the onset of the Boko Haram crisis in 2014, the organisation focused on early recovery programming and set up the early recovery sector as part of the humanitarian response.

253. UNDP covers the Far North with multidisciplinary teams and offices in Maroua and Kousseri. Supported largely by the Governments of Germany and Japan, the 2018 programme delivery was over US$ 4 million. The organisation´s existing footprint and partnerships with the regional and departmental governments presence provides a strong foundation for a scaled-up stabilisation response under the National Window.

254. In preparation for the work under the National Window, UNDP and the regional authorities, in early 2019, conducted a series of stabilisation needs assessments and coordination activities with the national and regional Governments, the Cameroon Armed Forces, Gendarmerie and other security providers to determine the Cameroonian stabilisation model and possible target areas.

The Team

255. The National Window team will be led by a P-4 StabilisationCoordinator, and will include both substantive staff, and operations staff organised as per the dedicated Service Centre model (see above). The team will operate autonomously, reporting directly to the UNDP Resident Representative. Staff size will vary according to the volume of partner contributions.

256. At a minimum, National Window staff will consist of:
1. Stabilisation team leader (P-4, based in Maroua)
2. Civil-Military Coordinator (P-3, based in Maroua)/fully funded by the UK
3. Procurement specialist (P-3, based in Yaoundé)
4. Reporting specialist (IC-International)
5. Civil engineers (2 - IC, based in Maroua and Garoua)
6. National experts (3 - SB5, based in Maroua and Garoua)

7. Monitoring and Evaluation specialist (SB5, based in Maroua)
8. Programme Manager (NO-B, based in Yaoundé)
9. Administrative and Finance Assistant (NO-B, based in Yaoundé)
10. Procurement and Administrative Assistant (SB4, based in Yaoundé)
11. Finance assistant (2 – SB-3, based in Yaoundé and Maroua)
12. Administrative Assistant (SB3, based in Maroua)
13. HR Assistant (SB3, based in Yaoundé)
14. IT associate (SB4, based in Yaoundé)
15. Drivers (3 - SB-1 and 2, based in Yaoundé, Maroua and Garoua)

257. Given the high upfront staff investment required for the National Window delivery model, a minimum opening budget of US$ 10 million is required.

Depending on the security situation, UNDP Cameroon may opt for additional company contracts with personnel living in the target area.
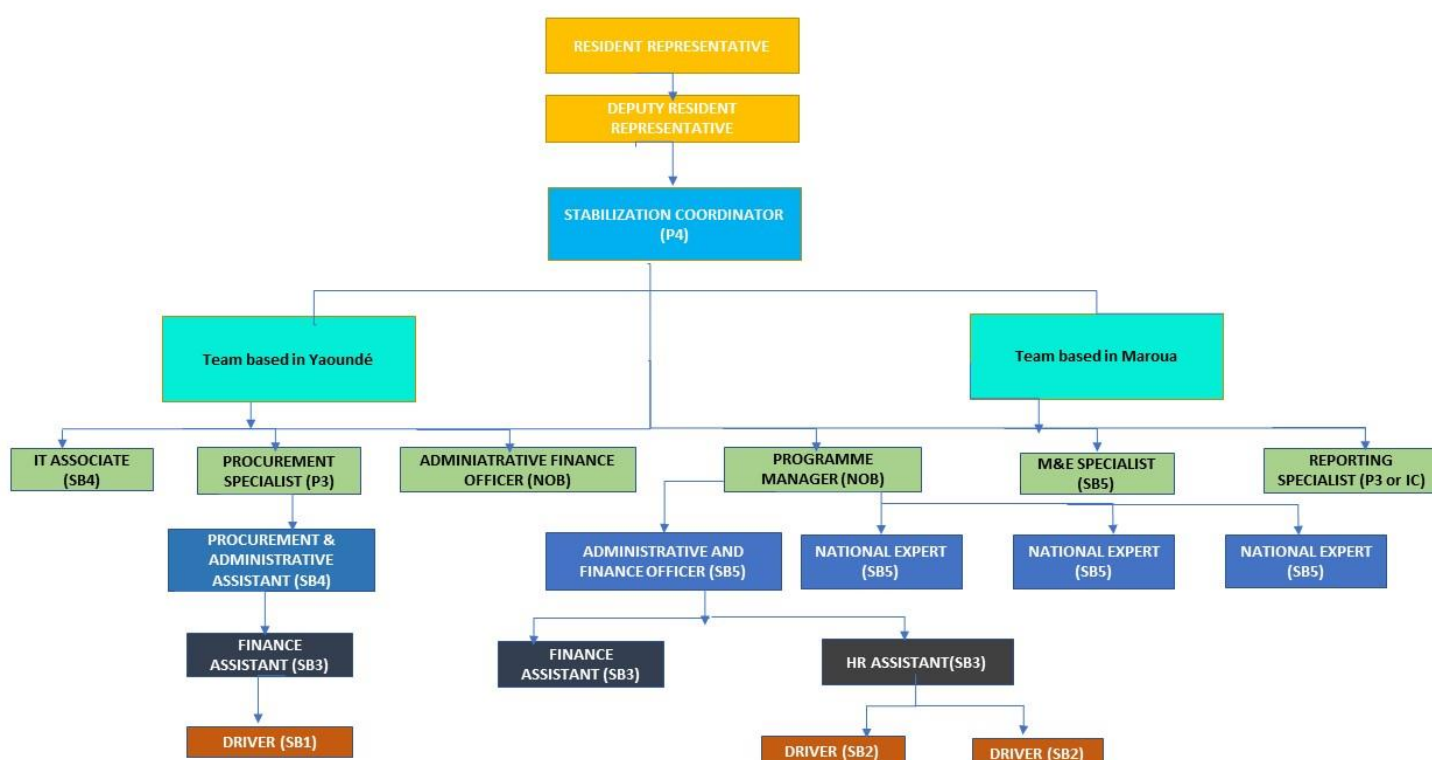
Ensuring an immediate start

258. Given the compressed timeframes for implementation of immediate stabilisation activities, and provided enough financial resources are mobilised, it is considered vital that UNDP Cameroon:

- Has temporary staff in place at the moment of launch, while longer-term staff are in process of recruitment;
- Establishes the approvals and relations necessary for operation in each country; and
- Undertakes preliminary work such as procurement surveys and prequalification exercises.

259. As such, UNDP, with regional programme resources, will make a proportion of its contribution to the National Window, US$ 1.7 million, available in the form of preparatory assistance. This has to be confirmed later after discussion with interested actors.

260. In additional to existing staff and to ensure a significant scale-up under the National Window, the following measures may be taken:

- UNDP will utilise its SURGE crisis-response mechanism to mobilise internal secondments for the key senior positions, to ensure immediate deployment of experienced staff to launch the National Window and to train their permanent replacements;
- UNDP's will utilise its Crisis Response Unit roster of consultants to deploy qualified and experienced individuals on short to medium-term assignments;
- UNDP will revise Term of Reference of project staff of the ongoing (German and Japan funded) regional stabilisation intervention to serve the National Window in tandem; and

Collaborative arrangements with other UNDP interventions

261. The National Window will build on activities implemented during the first and second phase of the Government of Germany funded project "*Integrated Regional Stabilisation of the Lake Chad Basin (Phase II)*".. Japan Supplementary Funds budget has as well contributed to lay down the foundation of recovery and stabilisation in many areas and the Window will definitely take advantage of these achievements.

262. UNDP will ensure that activities of the National Window are implemented in close coordination with other stabilisation-relevant projects from the Country Office portfolio, outlined in the table below.

Table 3. Relevant project in the Country Office portfolio

Project title	Area of intervention	Donor	Complementarity with the National Window
Integrated Regional Stabilisation of the Lake Chad Basin (Phase II)	The Far North region (Municipalities of the Lake Chad Basin)	Government of Germany	The objectives of this project are: 1. To strengthen the coordination and implementation of the Regional Strategy for the Stabilisation, Recovery and Resilience of the Boko Haram-affected areas of the Lake Chad Basin; and 2. To enhance community security, local governance, community-based reconciliation and reintegration, contributing to regional stability. The National Window will complement Phase I and II, which have focused on training for civil guards in Human Rights and SGBV issues, supporting the transition of civil guards to municipal police in collaboration with the authorities and economic recovery among women and youth.
Strengthening the stabilisation dividends in the Far North and Southwest regions of Cameroon	The Far North region (Logone et Chari and Mayo-Sava divisions)	Government of Japan	The objectives of the project are: 1. To strengthen the levers of peace and stability in the Far North region (particularly the Lake Chad Basin area), by addressing conflict and violent extremism; and 2. To address urgent early recovery needs in the Southwest region by focusing on the livelihoods of IDPs. The National Window will complement the project which has worked on the

			improvement of detention conditions, capacity building of law enforcement, and economic recovery of youth and women.
Youth and stabilisation for Peace and Security in the Far North of Cameroon	The Far North region (Logone et Chari, Mayo-Sava and Mayo-Tsanaga divisions)	European Union	This is a joint project with UNFPA and UNICEF focusing on the Far North Region. The objective of the project is to prevent and counter violent extremism with a focus on at-risk youths. The National Window will complement the project which has focused on the economic recovery of women and youth.

V.   RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2020, the population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks.

Outcome indicators including baseline (B) and targets (T): Global Peace Index. (B: 2538 (score 2019) T: 2000 (2022)   Human Security Index. (B: 0,498 (2011) /T:0.2500 (2022)); Global Terrorism Index (B:6.615 score (2019)/T:1.200 score (2022));   Number of people targeted for humanitarian assistance (B: 2.3 million (2019 HRP)/T:1 million (2022)); Number of people supported to recover, restore and protect livelihoods (B:20,000 (2017)/T: 30.000 (2022)); Number of people who receive food assistance through in kind and cash based vouchers (B:36000 (2017)/T: 10000 (2022)); Number of health facilities receiving essential medicines for IDPs and host community (B:48 (2017)/T:66 (2022))

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator 2.3. Number of local institutions and platforms applying techniques and strategies for conflict prevention and management, and social cohesion
2.3a. Local institutions
Baseline (2016): 3   Target: 7
2.3b. Platforms:
Baseline (2016): 3   Target: 7
Indicator 2.4. Number of critical benchmarks identified, and actions implemented for local economic revitalisation
2.4 a. Economic livelihoods: Affected household assets are replaced; Households incomes at least at break-even levels
Baseline (2016): 20,000   Target (2020):   41,000
2.4b. Infrastructure: Infrastructure is rehabilitated and functional
Baseline (2016): 10   Target (2020): 20

Applicable Output(s) from the UNDP Strategic Plan:
SP output 3.1.1 Core government functions and inclusive basic services restored post-crisis for stabilisation, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities.
SP output 3.2.1. National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities

Project title and Atlas Project Number:

Expected Outputs	Output Indicators	Data Source	Baseline		Target		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
Output 1: Community safety and security improved in the target areas	1.1. umber of Security force (Local police, BIR, gendarmerie, etc…) deployed and operational in target areas	• Activity report; • Assignment letter	TBC (once the target areas are agreed upon)	2019	TBC	TBC	Risk: National Window staff cannot access target areas due to insecurity.

	1.2. Number of Peace, Stabilisation and Development Committees put in place and operational in targets areas	Activity report	TBC (once the target areas are agreed upon)	2019	TBC	TBC	
	1.3. perception of security and safety by the local communities in the target areas	Community perception studies on public safety and security	To be defined after first set of studies	2019	TBC, based on first set of studies	80%	
Output 2: Essential Infrastructure & Basic Services put in place and Functioning	2.1. Number of new basic service constructed/rehabilitated and operational	• Implementing partner reports; • Final reception report	TBC (once the target areas are agreed upon)	2019	TBC	20	
	2.2. Number of infrastructure constructed/rehabilitated and operational	• Implementing partner reports; • Final reception report	0	2019	TBC upon completion of the JAPs	50	
	2.3. % of communities (disaggregated by sex and age) with access to the infrastructure and basic services	Ministries of Heath, Education, Agriculture and Implementing partner reports;	TBC (once the target areas are agreed upon)	2019	TBC	80%	
Output 3: Livelihood opportunities available	3.1. Number of people (disaggregated by sex and age) benefiting from livelihood opportunities in the target areas	Implementing partner reports;	TBC (once the target areas are agreed upon)	2019	TBC	2000	Risk: Difficulties in publicly disseminating and communicating complete data due to security and privacy concerns
	3.2. Number of people (sex and age disaggregated) benefiting from vocational or other training in the target areas	Implementing partner reports;	TBC (once the target areas are agreed upon)	2019	TBC	2000	Risk: Participants refuse collection of data due to security and privacy concerns
	3.3. % of men and women (skilled) inserted in the local economic tissue in the target areas	Implementing partner reports;		2019	TBC		

VI. MONITORING AND EVALUATION

263. The UNDP Cameroon Resident Representative will directly supervise the National Window implementation. On the Resident Representative´s behalf, the Monitoring and Reporting officer supported by National Window programme staff, will regularly monitor progress towards the defined outputs based on 1) indicators included in the results and resources framework (see section 5), indicator tracking table and activity monitoring table; 2) the annual work plans; and 3) as indicated in the Monitoring Plan in section 6.1.

264. The National Window budget has a budget line to cover monitoring and evaluation, including data collection for baseline surveys and other periodic surveys and assessments.

A final evaluation will be taken before the end of the 18 months implementation period, among others with the aim to provide guidance for the extended stabilisation or recovery and development phases.

265. Every three months, National Window staff will organise meetings with the Regional and Departmental Governments, external partners and implementing partners to ensure the National Window remains on track by reviewing all ongoing and planned activities and identifying remedial actions for National Platform (see section 8.2) approval. The special needs of women and youth during the design phase and are reflected in the activities and indicators of the National Window.

266. The current phase of the National Window aims to establish a "proof-of-stabilisation-concept" for replication to other areas of Cameroon, in particular the Northwest and Southwest. UNDP will therefore place a strong emphasis on the effects and change generated by the intervention based on a baseline established during the initial phase of the National Window. The National Window Monitoring and Reporting officer will ensure a system is set-up for community-led monitoring of the JAPs.

267. To keep the National Platform members and other partners abreast of progress, challenges and good practice, UNDP will produce fact sheets, website articles and periodic newsletters. All reporting will be centred around the beneficiaries, the people in the target areas and will avoid a focus on products and activities.

268. In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the National Window in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by National Window management.	Partner Platform	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by National Window management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the National Window.	Ongoing	Relevant lessons are captured by the National Window team and used to inform management decisions.		
Annual National Window Quality Assurance	The quality of the National Window will be assessed against UNDP's quality standards to identify National Window strengths and weaknesses and to inform management decision making to improve the National Window.	Annually	Areas of strength and weakness will be reviewed by National Window management and used to inform decisions to improve National Window performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the Partner Platform and used to make course corrections.	Partner Platform	
National Window Report	A progress report will be presented to the Partner Platform and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the cycle (final report)			

| National Window Review (Partner Platforms) | The National Window´s governance mechanism (i.e. Partner Platform) will hold regular reviews to assess the performance and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the National Window. In the National Window´s final year, the Partner Platform shall hold an end-of cycle review to capture lessons learned and discuss opportunities for scaling up and to socialise National Window results and lessons learned with relevant audiences. | Quarterly | Any quality concerns or slower than expected progress should be discussed by the Partner Platform and management actions agreed to address the issues identified. | | |

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	UNDP	Outcome 3: Strengthen Resilience to Shocks and Crises	"By 2020, Population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks".	End of the project	Government; Security force; Communities leaders; Traditional leaders CSOs	Project Budget

VII. MULTI-YEAR WORK PLAN [30][31]

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | 2019 | | 2020 | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | | |
| | | | | | | | | | Funding Source | Budget Description | Amount | |
		Q3	Q4	Q1	Q2	Q3	Q4				2019	2020
Output 1: Improved community safety and security *Gender marker:*	1.1 Enhance coordination on security at Regional and target area level		10 000	80 000				UNDP	RSF	75700 Training, Workshop and Conference	10 000	80 000
			20 000	100 000	30 000			UNDP	RSF	72200 Equipment and Furniture	20 000	130 000
	1.2 Establish new or strengthen existing community coordination mechanisms in each target area		10 000	70 000	70 000	55 000	50 000	UNDP	RSF	75700 Training, Workshop and Conference	10 000	245 000
	1.3 Conduct mapping of the local situation		10 000	80 000	20 000			UNDP	RSF	71200 International Consultant	10 000	100 000
			5 000					UNDP	RSF	75700 Training, Workshop and Conference	5 000	-
	1.4 Strengthen Civil-Military Coordination							UNDP	RSF	63300 Non-Recurrent Payroll - IP Stf	-	-
			10 000	25 000	25 000			UNDP	RSF	75700 Training, Workshop and Conference	10 000	50 000
	1.5 Increase law enforcement presence		10 000				50 000	UNDP	RSF	75700 Training, Workshop and Conference	10 000	50 000
			20 000	400 000	50 000			UNDP	RSF	72200 Equipment and Furniture	20 000	450 000

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[30] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[31] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

		100 000	550 000	250 000			UNDP	RSF	72100 Contractual Services-Companies	100 000	800 000
	1.6 Support Community Contributions to Public Safety and Security	10 000	20 000				UNDP	RSF	75700 Training, Workshop and Conference	10 000	20 000
			15 000	15 000			CSOs	RSF	72600 Grant	-	30 000
	1.7 Address critical community security issues		50 000	50 000	50 000	50 000	CSOs	RSF	72600 Grant	-	200 000
	1.8 Promote human rights and civilian protection in target areas	10 000					UNDP	RSF	75700 Training, Workshop and Conference	10 000	-
		15 000	30 000	30 000	30 000	30 000	CSOs	RSF	72600 Grant	15 000	120 000
		10 000				25 000	UNDP	RSF	74200 Audio Visual & Print Prod. Costs	10 000	25 000
	Monitoring field visits	10 000	10 000	10 000	10 000	10 000	UNDP	RSF	71600 Travel	10 000	40 000
	Sub-Total for Output 1									**250 000**	**2 340 000**
Output 2: Essential infrastructure and basic services functioning *Gender marker:*	2.1 Conduct GIS mapping of target areas	20 000		45 000			UNDP	RSF	71200 International Consultant	20 000	45 000
	2.2 Support explosive ordnance contamination awareness and assessment/clearance		25 000	25 000	25 000		CSOs/UN Agencies	RSF	72600 Grant	25 000	50 000
			25 000	50 000	50 000		Ministry of Defence	RSF	75700 Training, Workshop and Conference	25 000	100 000
	2.3 Prepare Joint Action Plans (infrastructure and services component)		50 000				UNDP	RSF	75700 Training, Workshop and Conference	50 000	-
	2.4 Support infrastructure design and preparation of BoQs			75 000			UNDP	RSF	71200 International Consultant	-	75 000
	2.5 Carry out construction works		900 000	4 000 000	300 000		UNDP	RSF	72100 Contractual Services-Companies	900 000	4 300 000
					50 000	50 000	50 000	UNDP	RSF	71200 International Consultant	-	150 000

	2.6 Provide equipment and capacity development support						1 000 000	UNDP	RSF	72200 Equipment and Furniture	-	1 000 000
							150 000	UNDP	RSF	75700 Training, Workshop and Conference	-	150 000
	Monitoring field visits	10 000	10 000	10 000	10 000	10 000	10 000	UNDP	RSF	71600 Travel	20 000	40 000
Sub-Total for Output 2											**1 040 000**	**5 910 000**
Output 3: Livelihood opportunities available *Gender marker:*	3.1 Establish livelihood options for each target area	20 000						UNDP	RSF	71200 International Consultant	20 000	-
	3.2 Identify households and beneficiaries		300 000					CSOs	RSF	72600 Grant	300 000	-
	3.3 Contract livelihood option providers		10 000					UNDP	RSF	75700 Training, Workshop and Conference	10 000	-
	3.4 Provide livelihood opportunities			2 000 000	1 000 000	1 000 000	1 000 000	CSOs	RSF	72600 Grant	-	5 000 000
	Monitoring field visits	5 000	5 000	5 000	5 000	5 000	5 000	UNDP	RSF	71600 Travel	10 000	20 000
Sub-Total for Output 3											**340 000**	**5 020 000**
Project management	Stabilisation coordinator (P4, Maroua)	24 800	59 800	59 800	59 800	59 800	59 800	UNDP	RSF	63300 Non-Recurrent Payroll - IP Stf	84 600	239 200
	Procurement specialist (P3, Yaounde)		40 000	40 000	40 000	40 000	40 000	UNDP	RSF	63300 Non-Recurrent Payroll - IP Stf	40 000	160 000
	National expert x 3 (SB5, Maroua2, Garoua 1)		48 324	48 324	48 324	48 324	48 324	UNDP	RSF	71400 Service Contract-Individuals	48 324	193 296
	Reporting specialist (P3, Maroua?, XX months)		44 800	44 800	44 800	44 800	44 800	UNDP	RSF	63300 Non-Recurrent Payroll - IP Stf	44 800	179 200
	M&E specialist (SB5, Maroua)		16 662	16 662	16 662	16 662	16 662	UNDP	RSF	71400 Service Contract-Individuals	16 662	66 648
	Programme manager (NOB, Maroua)		23 662	23 662	23 662	23 662	23 662	UNDP	RSF	63100 Non-Recurrent Payroll - NP Stf	23 662	94 648
	Administrative and Finance Assistant (NOB, Yaounde)		22 000	22 000	22 000	22 000	22 000	UNDP	RSF	63100 Non-Recurrent Payroll - NP Stf	22 000	88 000
	Procurement and Administrative Assistant (SB4, Yaounde)		14 662	14 662	14 662	14 662	14 662	UNDP	RSF	71400 Service Contract-Individuals	14 662	58 648

Finance assistant x 2 (SB3, Yaounde1, Maroua1)		21 662	21 662	21 662	21 662	21 662	UNDP	RSF	71400 Service Contract-Individuals	21 662	86 648
Administrative & Finance Assistant (SB5, Maroua)		16 662	16 662	16 662	16 662	16 662	UNDP	RSF	71400 Service Contract-Individuals	16 662	66 648
HR Assistant (SB3, Yaoundé)		10 000	10 000	10 000	10 000	10 000	UNDP	RSF	71400 Service Contract-Individuals	10 000	40 000
IT associate (SB4, Yaoundé)		13 000	13 000	13 000	13 000	13 000	UNDP	RSF	71400 Service Contract-Individuals	13 000	52 000
Driver x 3 (SB-1 and 2, Yaoundé1, Maroua1, Garoua1)		12 324	12 324	12 324	12 324	12 324	UNDP	RSF	71400 Service Contract-Individuals	12 324	49 296
Staffing										*368 358*	*1 374 232*
Office rents/utilities (Yaounde, Maroua, Garoua)			25 000	25 000	25 000	25 000	UNDP	RSF	73100 Rental & Maintenance-Premises	-	100 000
Vehicles (Yaounde, Garoua)			90 000				UNDP	RSF	72200 Equipment and Furniture	-	90 000
Equipment (e.g. laptops, radio, furniture)		5 000	10 000	10 000			UNDP	RSF	72300 Materials & Goods	5 000	20 000
Supplies (e.g. office supplies, fuel, internet access/telephone)		10 000	25 000	25 000	25 000	25 000	UNDP	RSF	72500 Supplies	10 000	100 000
Monitoring and Evaluation plan		10 000	50 000	50 000	50 000	60 000	UNDP	RSF	71600 Travel	10 000	210 000
Communication and Visibility plan		25 000	25 000	25 000	25 000	25 000	UNDP	RSF	74200 Audio Visual & Print Prod. Costs	25 000	100 000
Sub-Total for Project management										**418 358**	**1 994 232**
Sub-Total for Output 1-3 and Project management										2 048 358	15 264 232
General Management Support (8%)										163 869	1 221 139
TOTAL										**2 212 227**	**16 485 371**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Funding modalities

269. The Regional Stabilisation Facility and the Cameroon National Window will operate as a basket fund to enable multiple donors to provide cost-sharing.

Donors have two options to fund the Facility:
- Through the Regional Window (preferably unearmarked but with the possibility to earmark at the level of outputs and for the different countries); and
- Through the Cameroon National Window (preferably unearmarked).

270. The Cameroon National Windows is established, among others, to enable the Government to provide cost-sharing. The Regional and National Windows will be governed by separate Partner Platforms.

271. A dedicated, largely Far North-based substantive team, supported by a National Window Service Centre, will be responsible for the implementation of the Cameroon National Window.

Partner platform

272. The Cameroon Partner Platform constitutes the governing structure of the National Window (referred to as Project Boards in UNDP's rules and regulations). The Partner Platform is the National Window´s consensual decision-making authority and reviews the strategic direction every quarter or on an as-needed basis, ensuring accountability and proper oversight of National Window management.

273. The members of the Cameroon Partner Platform are:
- Co-Chair- Governors of North & Far North or their representatives
- Co-Chair - The UN Resident Coordinator
- UNDP RR
- Representative of the Minister of Plan and Economy (from central level)
- Regional delegate of MINEPAT from the 2 regions
- Representative of the Civil-Military Coordination
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- National Window Donors
- UNDP (technical level)

274. To ensure speedy and efficient decision making, the Partner Platform will meet quarterly or on an as-needed basis. The Quarterly meetings will provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritisation of activities. To ensure UNDP's ultimate accountability, Partner Platform decisions should be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity, transparency and effective accountability.

275. The Partner Platform will specifically be responsible for the following:
- Meeting regularly to deliberate on the National Window's progress and revising the Quarterly Progress Reports. The Partner Platform has the decision-making role and thus will deliver direction and recommendations to ensure that the agreed deliverables are produced satisfactorily in line with the National Window Project Document. This also means that the Partner Platform can make changes to the National Window based on the progress reports and recommendations from National Window staff and partners alike;

- Revising and assessing the detailed National Window Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan;
- Providing overall guidance and direction to the National Window;
- Addressing any National Window-related issues as raised by the Stabilisation Manager;
- Providing guidance and agreeing on possible countermeasures and management actions to address specific risks;
- Agreeing on the Stabilisation Manager's milestones in the Annual Work Plan and quarterly plans when required;
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner(s);
- Reviewing each of the Annual Work Plan upon completion, and approving continuation to the next AWP;
- Appraising the National Window Annual Progress Report, and making recommendations for the next AWP;
- Providing ad-hoc direction and advice for exceptional situations when tolerances of parties are exceeded;
- Providing strategic orientation and recommendations to the Stabilisation Manager and implementers;
- Ensuring full implementation of the National Window annual work plan and assuring that all deliverables have been produced satisfactorily by the end of the National Window life cycle;
- Reviewing and approving the final National Window report, including lessons learnt; and
- Commissioning the final National Window evaluation.

Relation with RSF Regional Steering Committee

276. While the Cameroon Partner Platform takes autonomous decisions, its members shall ensure the National Window decisions and interventions support the implementation of the Regional Stabilisation Strategy and Regional Facility Project Document.

North and Far North Partner Platforms

277. The regional platforms are responsible to design and coordinate the implementation of the North and Far North Joint Action Plans[32]. The members of the North and Far North Platforms are:
- Governor of North and Far North, respectively;
- Representative of the État Major of the Governor;
- 2 members of the Civ-Mil platform
- The North or Far North representative of MINEPAT
- The North or Far North representative of MINJEC
- The North or Far North representative of MINPROFF;
- The North or Far North representative of MINADER;
- The North or Far North representative of MINEPIA;
- CNDDR Representative
- The North or Far North representative of MINPMEESA; and
- UNDP Stabilisation Coordinator
- 2 civil society members
- 6 Representatives of the beneficiaries (2 per department; mostly women)

Municipal Stabilisation Committees

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[32] The JAPs will be endorsed the National Partner Platform

278. The Municipalities covered by the Joint Action Plans will set up Municipal Stabilisation Committees or integrate the implementation of the JAPs in existing (and possibly expanded) committees. The Municipal Stabilisation Platform will monitor the implementation of the Joint Action Plan and ensure the Joint Action Plan is contributing to the stabilisation of the Municipality.

279. The platform will meet every month or on an as-needed basis and will undertake joint field monitoring missions. The mission members will prepare a mission report showing the weaknesses and strengths of the intervention, the lessons learnt and will share with the upper platform its mission's outputs to enable quick action from the project team.

280. The members of Municipal Stabilisation Committees are:
- The Mayor, co-Chair;
- UNDP representative, co-Chair;
- The Prefet
- The Sous Prefet;
- The Commander of Gendarmerie;
- The military representative; Commandant du BIR/BIM
- The representative of Municipal Police;
- A representative of Civil Society;
- Representative of Traditional and religious leaders;
- 2 youth associations representatives
- 2 women association representatives

A representative of the Municipal Stabilisation Platform will be appointed to seat on the regional platform meetings to ensure fluid communication between the two entities.

RSF Knowledge Management Platform

281. On behalf of LCBC, and in fulfilment of the relevant provision of the RSS, Component 2 of the RSF will establish a regional knowledge management platform (KMP) for stabilisation, in French and English language versions.

282. The knowledge management platform is envisaged as a high-quality web-based resource to capture and disseminate a broad range of knowledge on stabilisation for stakeholders and practitioners. The KMP is intended as a dynamic resource rather than as a 'static' website and will be updated with new content by dedicated staff on a daily basis.
It will perform four functions:
- **Observatory -** The KMP act as a "one-stop" portal for open-source news reports and statistical data available in regard to the activity of NSAGs around Lake Chad Basin and trends in regard to security and stabilisation, humanitarian access etc. The Observatory will seek to measure public perception of security issues and responses via the Community Security Perception Studies, human rights monitoring reports, and other sources.
- **Coordination Tool -** The KMP will collate mapping and coordination outputs from the teams in each State/Region into a central, overarching coordination matrix of past, present and planned interventions for stabilisation, early recovery, development and resilience in the insurgency-affected areas of Lake Chad Basin.
- **Practice Community -** The KMP will be used to inform, network, and engage a community of stabilisation practitioners and stakeholders around Lake Chad Basin through the provision of -relevant news, a diary of upcoming conferences and events, regular features on stabilisation work, and a moderated blog discussion forum for registered members.
- **Resource Base -** The KMP will provide repository for research and good practice notes to support the stabilisation process, for strategies, action plans, reports and project documents, GIS mapping, and lessons learned in the Lake Chad Basin region and elsewhere, etc.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

Legal context

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply**.**

Risk management

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner 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; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. (a) In the implementation of the activities under this Project Document, UNDP as the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, UNDP and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing

services for them, shall not engage in any form of sexual harassment ("SH"), defined as any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that has or that might reasonably be expected or be perceived to cause offense or humiliation.

(c) UNDP as the Implementing Partner shall ensure that all obligations specified in 3 (a) and

(b) above are contained in all its subsidiary agreements it or any of its responsible parties, sub-recipients and other entities enter into in relation to the Project.

(d) UNDP shall conduct investigations into allegations of SH and SEA involving its personnel, its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them, notwithstanding related investigations undertaken by national authorities. Moreover, notwithstanding the foregoing, UNDP may also investigate allegations into other possible prohibited conduct when deemed necessary or appropriate. All UNDP investigations will be done in accordance with UNDP regulations, rules, policies and procedures.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Special Clauses. In case of government financing through the project, the following should be included:

[Insert the schedule of payments and UNDP bank account details.]

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilisation by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the project.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realised (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall

submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

If the payment referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the payment shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the payment shall be charged a fee equal to 8%. Furthermore, as long as they are unequivocally linked to the project, all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

Ownership of equipment, supplies and other properties financed from the payment shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The payment and the project shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules and policies of UNDP.

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

Option b. Where the country has NOT signed the Standard Basic Assistance Agreement (SBAA)

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

Option c. For Global and Regional Projects

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][33] [UNDP funds received pursuant to the Project Document][34] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option c. CSO/NGO/IGO

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][35].

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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[33] To be used where UNDP is the Implementing Partner

[34] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

[35] Use bracketed text only when IP is an NGO/IGO

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option d. UN Agency other than UNDP

1. [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds][36] [UNDP funds received pursuant to the Project Document][37] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option e. Global and Regional Projects (under UNDP implementation/DIM)

7. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner 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; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

8. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

9. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

10. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP

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[36] To be used where UNDP is the Implementing Partner

[37] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

11. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Special Clauses. In case of government financing through the project, the following should be included:

Please insert the schedule of payments and UNDP bank account details.

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilisation by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the project.

2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. UNDP shall receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.

4. All financial accounts and statements shall be expressed in United States dollars.

5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

6. If the payment referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

7. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the payment shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the payment shall be charged a fee equal to ___%. Furthermore, as long as they are unequivocally linked to the project, all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

8. Ownership of equipment, supplies and other properties financed from the payment shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

9. The payment and the project shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules and policies of UNDP.

X. ANNEXES

1. Project Quality Assurance Report

2. Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.

(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

3. **Risk Analysis**. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions**