

**SECRETARY-GENERAL'S PEACEBUILDING FUND  
PROJECT DOCUMENT TEMPLATE**



United Nations  
Peacebuilding

**PBF PROJECT DOCUMENT**

<b>Country : Cameroon</b>	
<b>Project Title: Strengthening capacities in support of peaceful electoral processes and social cohesion in Cameroon.</b>	
<b>Project Number from MPTF-O Gateway (if existing project):</b>	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations:</b> <b>Convening Agencies : UNDP, UNESCO, UNWOMEN</b>	
<b>Expected project commencement date<sup>1</sup>:</b> September, 15 <sup>th</sup> 2018	
<b>Project duration in months:<sup>2</sup></b> 18 months	
<b>Geographic zones for project implementation:</b> 10 régions/South-West, North-West, Far-North, Centre, East, West, South, Littoral, North and Adamaoua (20 local councils).	
<b>Does the project fall under one of the specific PBF priority windows below:</b>	
<input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b>	
<b>UNDP:</b> \$ 609,900	
<b>UN Women:</b> \$ 446,190	
<b>UNESCO:</b> \$ 441,910	
<b>Total:</b> \$ 1,498,000	
<b>NB: All the support and management costs are included in these amounts</b>	
<i>*The overall approved budget and the release of the second and any subsequent tranche are conditional</i>	

<sup>1</sup> Note: actual commencement date will be the date of first funds transfer.

<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

and subject to PBSO's approval and subject to availability of funds in the PBF account

Any other existing funding for the project (amount and source):

Project total budget: USD 1,498,000

<b>PBF 1<sup>st</sup> tranche: 70%</b>	<b>PBF 2<sup>nd</sup> tranche*: 30%</b>	<b>__ tranche</b>	<b>__ tranche</b>
Recipient:	Recipient	XXXX: \$ XXXXXX	XXXX: \$ XXXXXX
UNDP: \$ 426,000	UNDP: \$ 183,900	XXXX: \$ XXXXXX	XXXX: \$ XXXXXX
UN Women: \$ 312,000	UN Women: \$ 134,190	XXXX: \$ XXXXXX	XXXX: \$ XXXXXX
UNESCO: \$ 309,000	UNESCO: \$ 132,910	Total:	Total:
Total: \$ 1,047,000	Total: \$ 451,000		

**Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:**

The political agenda of Cameroon foresees general elections between 2018 and 2019. These are the senatorial and presidential (2018), legislative, municipal and regional (2019) elections. Because of humanitarian and sociopolitical crises in the country, it is possible that the country experience an escalation of violence in the main regions identified by the project. This could impact other regions, if preventive and accompanying measures are not taken.

The project "**capacities in support of peaceful electoral processes and social cohesion in Cameroon**" aims to set up a conducive peaceful environment before, during and after the electoral process, while ensuring that women, youth and vulnerable groups benefit from better protection in this context and are sufficiently involved in the governance and peace dialogue bodies at national, regional and local levels.

**Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists:**

This project is based on national priorities jointly defined with the Government in the 2018-2020 UNDAF. It takes into account the new developments according to the crisis in the South-West and North-West regions of the country and the next elections scheduled in October 2018 and 2019. It was also prepared further to a request for UN electoral support from the Government, and a subsequent UN electoral needs assessment mission (NAM) deployed in July 2017 to identify areas of support.

The project has been developed in collaboration with Government entities (Ministry of Economy and Planning, Ministry of Youth and Civic Education, Ministry of Basic Education, Ministry of Communication, State Secretariat for Defense, General Delegation to National Security); in addition to Elections Cameroon, and national NGOs (based on communities consultations in the field). The National Commission for the Promotion of Multilateralism and Bilingualism has also been informed of the project and is awaiting feedback from President Biya on how it can cooperate with the UN on, inter alia, conflict prevention and conflict resolution capacity building.

**Project Gender Marker score: 2**

**Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: 35 %**

**Project Risk Marker score: 1<sup>3</sup>**

**Select PBF Focus Areas which best summarizes the focus of the project (select ONLY one):**

**(2.3) Conflict prevention/management.**

<sup>3</sup> Risk marker 0 = low risk to achieving outcomes; Risk marker 1 = medium risk to achieving outcomes; Risk marker 2 = high risk to achieving outcomes

If applicable, UNDAF outcome(s) to which the project contributes:

**UNDAF Outcome 1.2: By 2020, women, youth, children, and vulnerable people benefit from increased effective and sustainable social protection measures to reduce inequalities and violence.**

**UNDAF Outcome 4.1: By 2020, populations (particularly vulnerable groups) in targeted intervention areas are more resilient to environmental, social and economic shocks.**

If applicable, Sustainable Development Goal to which the project contributes:

**Goal 5: Achieve gender equality and empower all women and girls**

**Goal 10: Reduce inequalities in countries and from one country to another**

**Goal 16: Promote the development of peaceful and inclusive societies for sustainable development, ensure access to justice for all, and establish effective, accountable and inclusive institutions at all levels**

Type of submission:

New project

Project amendment

If it is a project amendment, select all changes that apply and provide a brief justification:

Extension of duration:  Additional duration in months:

Change of project outcome/ scope:

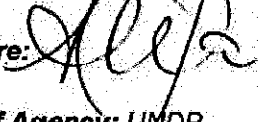


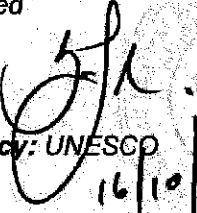
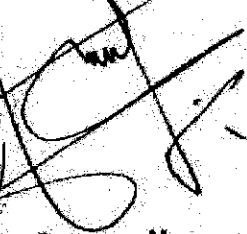

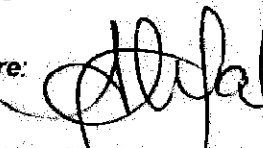

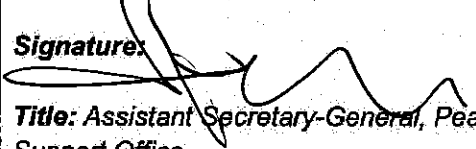
Change of budget allocation between outcomes or budget categories of more than 15%:

Additional PBF budget:  Additional amount by recipient organization:  
USD XXXXX

Brief justification for amendment:

*Note: If this is an amendment, show any changes to the project document in RED colour or TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.*

**PROJECT SIGNATURES:**

<p><b>Recipient Organization(s)<sup>4</sup></b></p> <p><b>1. Name of Representative:</b> Mrs. Allegra Maria Del Pilar Bai...</p> <p><b>Signature:</b> </p> <p><b>Name of Agency:</b> UNDP <b>Date &amp; Seal:</b> 16 OCT 2018</p>  <p><b>2. Name of Representative:</b> Mr. Adama Moussa</p> <p><b>Signature:</b> </p> <p><b>Name of Agency:</b> UN Women <b>Date &amp; Seal:</b> 16 OCT 2018</p> <p><b>3. Name of Representative:</b> Mr. Salah Khaled</p> <p><b>Signature:</b> </p> <p><b>Name of Agency:</b> UNESCO <b>Date &amp; Seal:</b> 16/10/2018</p>	<p><b>Representative of National Authorities</b></p> <p><b>Name of Government Counterpart:</b> H.E. Alamine Ousmane Mey</p> <p><b>Signature:</b> </p> <p><b>Title:</b> Minister of Economy, Planning and Regional Development <b>Date &amp; Seal:</b></p>  <p><b>Alamine Ousmane Mey</b></p>
<p><b>Head of UN Country Team</b></p> <p><b>Name of Representative:</b> Mrs. Allegra Maria Del Pilar Bai...</p> <p><b>Signature:</b> </p> <p><b>Title:</b> UN Resident Coordinator <b>Date &amp; Seal:</b> 16 OCT 2018</p> 	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p><b>Name of Representative:</b></p> <p><b>Signature:</b> </p> <p><b>Title:</b> Assistant Secretary-General, Peacebuilding Support Office <b>Date &amp; Seal:</b> 17/10/2018</p>

<sup>4</sup> Please include a separate signature block for each direct recipient organization under this project.

## I. PEACEBUILDING CONTEXT AND RATIONALE FOR PBF SUPPORT:

### A- CONFLICT ANALYSIS FINDINGS AND BACKGROUND

1. Cameroon has experienced political and economic stability for decades and continue to play a key role in Central Africa's regional integration. However, over the last five years, the impact of three crises have started to affect Cameroon's peace: i.e. Boko Haram in the Far-North; the Central African Republic crisis in the East, and more recently the situation in the country's North-West and South-West regions.

2. A joint context analysis concerning Northern and East Cameroon conducted in 2017 by the Government of Cameroon with the World Bank, UN and EU<sup>5</sup> concluded, *inter alia*, that marginalization<sup>6</sup> of the four regions in question, and a "lack of inclusion", were among the "key drivers of structural vulnerability". Indeed, as the Government has been investing much of its resources and energy to fight insurgencies and respond to humanitarian needs, Cameroon's populations in the affected areas have had to wait because resources budgeted are insufficient to tackle all the needs of the populations. Already under economic duress, they have seen their demands for improved services, job opportunities and infrastructure unmet.

3. A similar sense of disenfranchisement, albeit in a different historic context, has come to the fore more explicitly in the North-West and South-West, where peaceful demonstrations against vulnerability of populations turned violent in 2016. With violence increasing in frequency since mid-2017, the situation has now triggered the establishment of several opposition actors: a group that asks for improved governance based on *de facto* decentralization; a secessionist movement with an armed wing that insists on an independent State; a federalist movement; and a variety of seemingly uncontrolled armed elements who have been targeting Government forces and civilians, controlling parts of the territory. The Government has alleged that the armed groups have killed "hundreds" of police and military, actual numbers are not public but are deemed much higher. The Government, for its part, has been criticized for carrying out an overly strong military response to the violence and invoked anti-terrorism laws to allow for measures similar to those used against Boko Haram.

4. Political and human rights actors, local media, international and national non-governmental Organizations and others have raised alarm about reports of grave violations of human rights and international humanitarian law by armed criminal elements and by the military. The Government has consistently indicated its commitment to ensuring that its security forces comply with human rights and other international legal obligations. On several occasions, the Government has announced its intention to investigate allegations of alleged wrongdoing on the part of its forces and indicated its commitment to ensuring that its forces are properly trained on human rights. The Government has also taken certain initial steps towards a possible dialogue and towards improved *de facto* decentralization in the regions. Despite this, as of current, many in the affected communities in the North-West and South-West remain convinced that the Government will genuinely address their concerns in the near future. In as much as security issues are admitted as a priority in the government agenda, the state, in collaboration with its development partners are committed to tackle the issue.

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<sup>5</sup> Done in partnership with MINEPAT in the context of Cameroon's new Recovery and Peace Consolidation Strategy for Northern and East Cameroon. (The Strategy's launch is expected later in 2018, launch format/day Government approval pending.)

5. While it is difficult to confirm what is occurring in the regions in question - given the restricted access to the areas since early 2018 - the situation has not improved in the past months.
6. Women have a key role to play in finding solutions to the aforementioned problems. Especially in the North-West and South-West, with men feeling less secure to move around freely, highly skilled women are in charge of humanitarian work through non-profit organizations, often with church support. At the same time, within the groups who feel marginalized, women and youth aged below 35 (who make up 78 percent of the population) are particularly affected. Girls and women, already traumatized by the security situation, have reported an increase in rape, other gender-based violence, abuse and sexual exploitation. Their basic social services are weakened, such as education, health and the economy. Gains in reducing gender disparities, including maternal mortality, girl child enrollment and combating violence against women and girls, are all increasing. They destroy women's economic capacities and make them more vulnerable. The situation has also negatively impacted youth, host communities and it has caused significant internal displacement. Finally, the situation has had a systematic impact on the Cameroonian economy with the slowdown of economic activities in the North-West and South-West, as well as in the North; an increase in cross-border insecurity and social cohesion challenges.
7. As concern the political situation, the elections already held in Cameroon show a constant inequality regarding the participation of women in the various elections as voters, election officials, observers, but also and especially as candidates. The participation of the latter remains unsatisfactory despite the efforts made during the last elections. Although the 1996 Constitution enshrines the principle of non-discrimination and Article 151 of the Electoral Code addresses gender issues, the overall representativeness of women in decision-making at the national and local levels remains below international standards.
8. According to a survey held in September 2011 by the United Nations Center for Human Rights and Democracy in Central Africa, in the 2007 parliamentary and municipal elections in Cameroon, the electorate was composed of 5 million people including 35 % of women. The number of votes validly cast that year was about 3 million, of which 37% were women. However, during the 2011 presidential elections, the electoral roll numbered 7.5 million people, 48.8% of whom were women; an increase of 13.8 points and a near parity. In the 2018 presidential elections, the number of registered women has declined.
9. With regard to people elected, the representativeness of women has not always been so bright in the relatively more distant past. Between 1992 and 2012, the percentage of women in the various legislatures evolved sinusoidally. Between 1992 and 1997, out of the 180 parliamentarians elected to the National Assembly, there were only 23 women. That is a percentage of 12.8%. Then in the next legislature, this percentage dropped to 5.6%. That is 10 women out of 180; against 20 out of 180 in 2002 (11.1%); and 25 out of 180 between 2007 and 2012, around 13%. Out of a total of 10635 city councilors, only 1651 are women. Between 2007 and 2012, the percentage of women was 16%, and they held only 6% of places at the level of the municipal executive, a total of 22 women for 348 men. With the 2013 elections, the proportion of women has increased in the National Assembly, a rate of 31.1%, then 20% in the Senate, 8% in the local councils and about 11% in the Government. In the senatorial elections of March 2018, the number of women increased slightly, 26% of women.

10. In fact, women continue to face barriers to political participation and leadership. Some are direct and structural discrimination against women, such as laws and institutions that reduce the possibility of voting or running for political office. Others hinder in a more or less direct way women's participation in politics: inequalities in terms of training and access to education, reduced access to resources, unpaid care workload and lack of services adapted social norms, social norms and discriminatory traditional gender representations, etc.

#### **B- THE IMMINENT PEACE BUILDING CHALLENGE**

11. The combination of the aforementioned sense of deep disenfranchisement on the one hand, and the proliferation of armed groups who offer another alternative on the other, is of concern. This concern is particularly acute given that Cameroon has embarked on an electoral cycle, with Presidential elections scheduled for October 2018, and parliamentary and municipal (and theoretically also regional) elections expected in 2019.

12. The presidential elections are planned for 7 October, 2018, with the current president (who has been in power for the past 36 years) as one of nine candidates. Opposition candidates are also strengthening their voices, thus far individually, i.e. no significant alliances have been formed. As during the last presidential elections (2011), many Cameroonian privately express a lack of confidence in the electoral process, and it is not clear what the turnout will be. Moreover, the situation is increasingly different than 2011 with the ongoing violence in the North-West and South-West regions.

13. While the overall situation currently seems to be calm, with some tensions in certain parts of the country, it cannot be ruled out that the deep mistrust among certain segments of the population against Government or affiliated security forces, combined with a lack of political participation in the vote, may spark a stronger than usual expression of discontent in the weeks leading up to the presidential election, possibly after the results have been announced, or during the 2019 legislative and municipal elections, which some deem more sensitive than the presidential context. To prevent conflict, or to manage it in the best way possible, there is an urgent need for peacebuilding interventions in a variety of areas. These include the need to improve conflict prevention capacities, as well as conflict-management and resolution skills for the electoral commission (ELECAM), political parties, security forces, the media, and civil society, particularly groups who feel marginalized or excluded. The proposed project will focus on women and youth, to benefit from their strengths and ensure that their specific concerns are addressed in the most appropriate forum and manner.

#### Opportunities for women and youth engagement

14. In November 2017, Cameroon adopted its first ever 1325 National Action Plan for Women, Peace and Security which is aligned with the Country vision for 2035: "Cameroon, an emerging, democratic country which is united in its diversity». The strategic objectives of the plan is that: "By 2020, the commitments and indebtedness of Cameroon towards women, peace and security are realized through (a) The leadership and participation of women in the process of prevention and management of conflict and post-conflict situations, to construct peace and social cohesion; (b) The scrupulous observation of international humanitarian law and legal instruments for the protection of the rights of women and girls against sexual violence and gender based violence during periods of armed conflict; (c) A better integration of the gender dimension in emergency aid, during reconstruction in the course of, and after,

armed conflicts as well as in the management of the past; d) The strengthening of institutional mechanisms and the collection of quantitative and qualitative data on the consideration of gender in the domains of peace, security prevention and Resolution of conflicts. As an actor experienced in implementing programmes on this topic, the UN in Cameroon already has a comparative advantage in this area.

15. Gender equality is located at the heart of the Sustainable Development Agenda, with both a standalone Goal (5) dedicated to "achieve gender equality and empower all women and girls," as well as clear mainstreaming of gender equality issues across other goals, including those on poverty, health, education, economic participation, and inclusive institutions. Sustainable Development Goal (SDG) Target 5.5 – "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life" – affirms that women's political leadership is fundamental to achieving a peaceful and sustainable future. In addition, the African Union Agenda 2063 calls for the attainment of full gender parity, and for women to occupy 50 per cent of elected offices at state, regional and local levels, as well as 50 per cent of management positions in government and the private sector.

16. In an era of unprecedented threats to global peace and security, inclusive and representative leadership is vital, yet women represent a mere three percent of global peacekeepers, ten percent of UN police and less than three percent of signatories to peace agreements. This is despite evidence that shows women's participation in peace processes increases the probability of more sustainable peace agreements (that is, lasting at least 15 years) by 35 per cent. In short, increased women's political participation and leadership contributes to safer, more stable societies.

17. In Cameroon, the participation of women in decision making position has increased over the last ten years but it remains weak. There is a significant difference between the national and the local levels. While the national parliament counts 31, 1 percent of women, there are only 8 percent of women in local decentralized councils and less than 2 percent of women are represented in the leadership of political parties. Women's limited presence in decision-making at all levels in Cameroon is frequently subject to setbacks, and women remain significantly under-represented at the highest levels of political leadership.

18. The under-representation of women in decision-making is a major impediment to progress across all critical areas of concern of the Beijing Platform of Action. It is particularly stark in the areas of politics and public life, conflict resolution, economic decision-making, the media, and protection of the environment. UN Women has worked in Cameroon since 2012 with a range of stakeholders including women leaders and aspiring candidates, national parliament and parliamentarians, political parties, media, civil society organizations, and the Electoral Commission in coordination with UN partner Entities.

19. According to data from the National Institute of Statistics 2015, young people under 35 make up 78 percent of the population of Cameroon. In spite of their huge representation in the age pyramid and the composition of the Cameroonian population, the questions of inclusiveness and socio-economic integration, which are closely linked to the problem of civic engagement, continue to keep this youth out of participation mechanisms. This context has triggered debate on the question of "living together, and strongly challenges all dynamics of youth involvement in the development process of Cameroon.



20. Moreover, the negative accumulation of the aforementioned economic, social and political frustrations, combined with existing challenges in the country (Boko Haram in the north, refugees in eastern Cameroon and the violence in the North-West and South-West) has increased the use of violence among young people. Indeed, it is young people who are the main target of Boko Haram in the North, and it is mostly young people who are involved in the violence in the North-West and South-West regions.

21. Beyond these factors there are signs that political families and/or political parties are instrumentalizing their youth for political purposes. In short, the youth are a key factor in Cameroon's current socio-political climate and will have to play an important part in any solutions. It is urgent to provide the youth with conflict prevention, conflict resolution and communication skills to manage their role in conflict or potential future conflict.

#### Opportunities for UN engagement

22. In Cameroon, the United Nations supports the Government with the country's alignment with international standards of development. Due to the neutrality, legitimacy and credibility of the UN, partnerships with local actors serve as levers for developing relationships with other institutional partners.

23. With its international experience and the development of local approaches, the UN also has a comparative advantage in the field of humanitarian action. The UN System can collect and analyze data on risks and vulnerabilities, and propose interventions towards improving resilience capacities of populations exposed to shocks. This can be done through the development of warning signs, post-crisis recovery mechanisms and through the administration of coordinated and integrated emergency assistance necessary for the survival of conflict-affected populations.

24. UNDAF 2018-2020 aims at: "More resilient populations committed to inclusive and sustainable development". Specifically, based on the "Cameroon Vision 2035" and taking into account national priorities, its emerging challenges and the comparative advantages of the UN team, the partnership framework breaks down the strategic positioning of the UN System around the four pillars agreed with the Government for the period 2018-2020: Pillar 1. Development of decent employment opportunities and social inclusion; Pillar 2. Health and Nutrition; Pillar 3. Education and vocational training; Pillar 4. Resilience, Early Recovery and Food Security.

25. At the Government's request, the UN provides election-related capacity building and training to security forces in Cameroon. In July 2017, the UN deployed an electoral needs assessment mission, which recommended that the UN provide electoral support on (i) establishing a platform for dialogue and exchange of information between ELECAM and all political parties, (ii) institutional capacity development and communication for ELECAM staff, (iii) civic education, (iv) support to capacity building for women, youth participation, civil society, community dialogue and conflict prevention mechanisms; and (v) overall advocacy for a participative electoral reform. Through other channels, the Government has also confirmed that it is open to UN support to civil society through a focus on youth, women and other beneficiaries. The UN in Cameroon considers its work in these areas successful thus far, but its efforts have been limited due to limited funds available from the donor community.

## Ensuring national ownership – in line with national priorities and UN strategic frameworks

26. To address the aforementioned challenges with the required urgency, the UN Country Team in Cameroon proposes a peacebuilding project - as described further below - based on priorities identified by the Government in its Vision 2035; new Recovery and Peace Consolidation Strategy for Northern and Eastern Cameroon for 2018-2022; the strategic objectives for 2020 enshrined in its 1325 National Action Plan for Women, Peace and Security; and UN Security Council Resolution 2250 which calls for increased youth participation in promoting peace and security. Since 2010, Cameroon's National Development Strategy as outlined in its Growth and Employment Strategy Paper articulates the first phase of a long-term development vision with a shared ambition by all stakeholders to transform Cameroon into a fully democratic and emerging country, united in its diversity, by 2035.

27. The proposed project will also be implemented conform the principle of strong government ownership and leadership. Cameroon's Minister for Economy, Planning and Regional Development (MINEPAT) has expressed an interest in leading on the project's implementation. The project fits squarely with the UN political engagement strategy aimed to support and sustain Cameroon's long-standing peace, which is key for the entire sub-region.

28. UNDAF Outcome 1.2 states that "by 2020, women, youth, children, and vulnerable people benefit from increased effective and sustainable social protection measures to reduce inequalities and violence". In addition, UNDAF Outcome 4.1 states that "by 2020, populations (especially vulnerable groups) in target areas are more resilient to environmental, social, and economic shocks". The UN in Cameroon aims to support Government efforts to give institutions and people - be they individuals, households, local communities, vulnerable groups, or institutions - a better capacity to cope with economic and social shocks caused by crises, and to adapt and recover quickly without compromising their future in the medium- and long-term.

## **II- PROJECT CONTENT, STRATEGIC JUSTIFICATION AND IMPLEMENTATION STRATEGY**

### **A- BRIEF DESCRIPTION OF THE PROJECT CONTENT**

29. The present project is a contribution to creating a peaceful electoral environment through three main actions: (i) transparent and regular dialogue among key stakeholders; (ii) inclusion/involvement of women and youth groups, and (iii) training of security forces to be able to mitigate electoral violence. The project has been developed through a series of consultation meetings with various stakeholders from the Government and civil society organizations who will be directly involved in its implementation.

30. With the goal to contribute to a peaceful pre-electoral and post-electoral environment, the project focuses on (a) the reinforcement of the partnership and information sharing between ELECAM, political parties, media actors, CSOs and communities through the creation of functional concertation mechanisms including information sharing platforms and dialogue forums around electoral processes and the conduct of sensitization campaigns; (b) the empowerment of youth and women groups to effectively participate in decision making processes and contribute to the monitoring, prevention and mitigation of electoral related tensions, and (c) the capacity building of security forces to facilitate a peaceful electoral process and prevent and mitigate electoral related tensions. Major actions will include information sharing and dialogue mechanisms, capacity building, advocacy, early warning, mediation and mitigation of conflict before, during and after elections. While some actions will be at the national level, others will directly target communities where tensions are likely to increase with the upcoming electoral cycle.

31. The project will focus on women and youth involvement in national and local peacebuilding and prevention of electoral violence; broader participation of women as political actors at national and local levels, and engagement of electoral stakeholders in supporting peace and gender equality ahead of elections. The project will also pay attention to promoting peace and social cohesion by mobilizing communities to support a culture of dialogue, and by strengthening the capacity of national and local-level political institutions to fully integrate women's rights and gender equality principles for inclusive elections and sustained conflict-prevention in Cameroon over the electoral cycle.

## **PROJECT RESULT FRAMEWORK**

32. The short-term vision of the project is to achieve: "by 2020, a peaceful pre-electoral, electoral and post-electoral environment in Cameroon in which women, youth and other marginalized groups are better integrated into the electoral process, have better informed expectations of the electoral process, and have strengthened access to peaceful avenues available to resolve electoral disputes".

**33. Outcome 1: Reinforced partnership and information sharing between ELECAM, political parties, media actors, CSOs and target communities, who effectively contribute to the peaceful conduct of the electoral process.**

This result will be achieved through 2 outputs:

**Output 1.1:** ELECAM, political parties, media, CSOs and representatives of target communities are strengthened to create functional concertation mechanisms including information sharing platforms and dialogue forums around electoral processes.

**Output 1.2:** ELECAM, civil society and media actors are enabled to conduct sensitization campaigns that contribute to a peaceful electoral process.

**34. Outcome 2: Empowered youth and women groups effectively participate in decision making processes and contribute to the monitoring, prevention and mitigation of election-related tensions.**

This result will be achieved through 3 outputs:

**Output 2.1:** Women and youth groups are enabled to engage in local level decision-making structures to promote peace outcomes and social cohesion.

**Output 2.2:** Women and youth groups are supported to lead peace initiatives at local and community level to enhance understanding and engagement in the prevention and peaceful resolution of conflicts related to electoral tensions.

**Output 2.3:** Women and youth groups (with active participation of communities) are enabled to monitor conflicts risk factors particularly related to electoral violence.

**35. Outcome 3: Empowered security forces contribute to a peaceful electoral process, prevent and mitigate electoral related tensions.**

This result will be achieved through 3 outputs:

**Output 3.1:** ELECAM and the Government are able to develop an electoral security plan for 2018 and 2019 in accordance with international standards and rules of engagement (gender and age sensitive).

**Output 3.2:** Security forces (Gendarmerie and police) are able to use new capacities/knowledge/skills on peaceful conduct/their role in securing the process around the elections.

**Output 3.3:** Security forces (police and gendarmerie) are able to use new outreach and confidence building skills to strengthen relations with the target communities.

### **36. PROPOSED PROJECT THEORY OF CHANGE**

## Theory of Change PBF

A peaceful pre-electoral, electoral and post-electoral environment in Cameroon in which women, youth and other vulnerable groups are better integrated into the electoral process, have better informed expectations of the electoral process and strengthened access to peaceful avenues available to resolve electoral disputes.

<b>PROJECT TOC</b>	<p>If (i) a conducive electoral environment where women, youth, vulnerable groups and media is created and sustained between ELECAM and political parties, and between ELECAM and other stakeholders; If (ii) Empowered youth and women groups effectively participate, monitor and mitigate electoral violence and if (iii) there is enhanced capacities for the protection of community members (including women and children) and management of electoral violence; Then, there will be a peaceful pre-electoral, electoral and post-electoral environment in Cameroon in which women, youth and other vulnerable groups are better integrated into the electoral process, have better informed expectations of the electoral process and strengthened access to peaceful avenues available to resolve electoral disputes; Because, well capacitated key actors that better understand their own and each other's role and responsibilities in the electoral process will trust each other more and will be able to strengthen their relations which will create a more conducive environment for the elections.</p>		
<b>OUTCOME</b>	<p>Reinforced partnership and information sharing between ELECAM, political parties, media actors, CSOs and target communities effectively contribute to the peaceful conduct of the electoral process.</p>	<p>Empowered youth and women groups effectively participate in decision making processes and contribute to the monitoring, prevention and mitigation of electoral related tensions.</p>	<p>Empowered security forces contribute to a peaceful electoral process, prevent and mitigate electoral related tensions.</p>
<b>OUTPUTS</b>			

## PROJECT IMPLEMENTATION STRATEGY

### 1) Target groups and Beneficiaries:

The structures of the project are keys actors involved in peacebuilding activities: ELECAM (National level and 10 regional delegations), 30 political parties, 8 ministries, 25 NGO/CSO's, 50 community leaders, 10 media, 10 courts including constitutional council and supreme court, National Communication Council's, 25 Women and 25 Youth groups; 8 Standby platforms, 25 Security forces (Gendarmerie and Police) stations and 10 Medias.

The beneficiaries are women, girls, boys and men as follows :

	Female	Male	Total
Between 18-35	1700	1500	3200
35 years and older	1300	1000	2300
Total			5550

**NB: Electoral majority is 20 in Cameroon**

The beneficiaries by category are as follows:

Category	Number of people
ELECAM (Structure in charge of elections)	100
Other key electoral actors including Government	200
Women groups	800
Youth groups	600
Civil Society organizations	500
Political parties	800
Security forces (Gendarmerie and police)	500
Medias	50
Target communities including traditional and religious authorities	2000
Total	5550

**2) Geographical focus:**

The project has a national coverage and will be implemented in the 10 regions, mainly in 20 local councils according to some criteria:

N°	REGION	DIVISION	COUNCIL	REASONS FOR CHOICE /COMMENTS
1	CENTRE	MFOUNDI	YAOUNDE 3 & YAOUNDE 6	Yaoundé is the country's capital and the seat of most institutions that provide public services. The city has a heterogeneous and cosmopolitan population (more than 300 ethnic groups, Christians, Muslims) and has often been the focus of significant political rivalries. The local councils of Yaoundé 3 and 6 are teeming with a strong community of young people (students) and people from the North-West and South-West Regions of the country
		MBAM INOUBOU	MAKENENE	This is crossroads between the West and Centre regions; it is hyper cosmopolitan (Christians, Muslims,) and has witnessed political rivalries in the past.
2	EAST	LOM-ET-DJEREM	BERTOUA 2	Very cosmopolitan locality because of migratory flows from the CAR. Insecurity and organized crime are rampant. Weak representation of women and youth in decision making. Dynamic women and youth groups and structures that will enable to work together.
3	FAR-NORTH	DIAMARE	MAROUA 1 & GAZAWA	This region is the most populated in the country and has a heterogeneous / cosmopolitan population. This region knows severe pockets of insecurity and social unrest due to the repeated assaults of Boko Haram .Weak representation of women and youth in decision making. Dynamic women and youth groups and structures that will enable to work together.
4	LITTORAL	WOURI	DOUALA 4	These localities are bordered by the North-West and South-West.It is the region that receives most IDPs from the North-West and South-West regions
		MOUNGO	LOUM & MBANGA	
5	NORD-OUEST	MEZAM	SANTA & BAMENDA 1	The North-West region is inhabited by the English-speaking population. Social unrest and political demands are important including the escalation of violence. Weak representation of women and youth in decision making. Dynamic women and youth groups and structures that will enable to work together; The councils of de Santa and Bamenda 1 (main town) are cosmopolitan and more insecure than other parts of the area.
6	SUD-OUEST	FAKO	BUEA	The South-West region is also inhabited by the English-speaking population. Social unrest and political demands are important including the escalation of violence. Weak representation of women and youth in decision making. Dynamic women and youth groups and structures that will
		KOUBE MANEGOUMBA	NGUTI	

7	OUEST	BAMBOUTOUS	MBOUDA & BABAJOU	<p>enable to work together; The town of Buea is an university center and the most cosmopolitan and insecure of the region Nguti is the corridor that leads to the localities of Loum, Mbanga at Manjo. It has become a host community for IDPs.</p> <p>These are the bordering localities of the North-West and South-West: in addition, the most exposed ones who welcome the most of the nationals of the English-speaking regions in the region of the west. Weak representation of women and youth in decision making. Dynamic women and youth groups and structures that will enable to work together.</p>
		MENOUA	DSCHANG	
8	SUD	VALLEE DU NTEM	KYE-OSSI	<p>This is a crossroads location with Gabon, Congo, Equatorial Guinea that has often been the site of significant political rivalries and even post-election conflicts. Weak representation of women and youth in decision making. Dynamic women and youth groups and structures that will enable to work together.</p>
		MVILA	EBOLOWA	
9	NORD	BENOUE	GAROUA 1 <sup>ER</sup>	<p>In the mist of the septetion region of Cameroon, the North region headquarter presents a very heterogeneous population predominantly Peul, Bomoua, Haoussa and Laka. Migrants of the Regions of the Far North, South and West are also represented</p>
10	ADAMAOUA	VINA	NGAOUNDERE 1 <sup>ER</sup>	<p>Is a student city and very cosmopolite setting. In this population, there is a significant proportion of immigrants from the arid Far North Cameroon somewhat in search of more fertile land: these people are TOUPOURI, MASSA, MOUNDANG, MAFA, MADA, GUIZIGA etc. ... others peoples came from NIGER and NIGERIA in search of pastures: the BORORO and some Peuhls</p>

### 3) Implementation Strategies

In order to ensure the effective implementation of the project, the following strategies will be used:

**Groups 'organization:** the organization of grassroots groups will be an important pillar of the project. The project will have to work on setting up associations and networks, the aim being to make these structures real gateways for interventions. It will be necessary to strengthen their capacities and orient their interventions to allow the pooling of resources. Networks of women and youth' associations will be strengthened to be true partners of the Government with regard to the popular participation of these categories in the planning, implementation, evaluation of election initiatives at the national and local level. In order to develop synergies, networking will consist in linking the different local organizations with those at the national level and the regional level through platforms.

**Institutional strengthening of actors:** the project will strengthen civil society, political parties, ELECAM and Youth, among others. The local councils will be at the center of the interventions as infra-state structures, close to the populations. With the decentralization underway in the country, this approach has the advantage of guaranteeing the sustainability of the actions carried out and therefore of the results. The project will work to integrate targeted training in women's Empowerment Centers, multifunctional youth centers. In fact, the option will be not to create new structures, but to reinforce existing ones.



**Accompaniment training:** Training activities will be carried out as part of the project. The training and coaching approach for the development of skills during training, particularly through action learning methods and techniques will be preferred. Follow-up / support activities will be carried out with the groups throughout the project. The objective here is to provide young girls with skills enabling the end of the project to support themselves in a sustainable manner.

**Awareness / communication:** Awareness-raising activities will focus on awareness, but especially behavioral change in terms of perception of gender relations. One of the first strong actions will be, on the one hand, to mobilize women and youth for their involvement and contribution to the implementation of the project, on the other hand on specific themes such as gender equality, the fight against discrimination, and the use of basic social services the election process.... State institutions will play an important role at this level and partnerships will be established with community radios. Lobbying and advocacy actions with municipalities and multi-sectoral public and private actors will aim to improve gender mainstreaming in municipal development plans and budgets to promote equitable local development. Outreach activities will also focus on the promotion and protecting women's rights in the electoral context and preventing GBV. The focus will be on the different forms of violence in the electoral context and the need to denounce them. The messages will be developed with key stakeholders such as communities, opinion and religious leaders, men / boys and women / targets in a targeted way.

**Advocacy:** To ensure greater buy-in from decision makers and policies at the local, national and regional levels, targeted advocacy actions will be organized. These actions will be carried out either at the level of the institutions of the Republic like the Congress, the Senate, or at the level decentralized, in particular near the traditional leaders, religious, community and local elected officials.

**Research and documentation:** Research and documentation is a basic strategy in the implementation of the project. It is especially important to strengthen the documentation activities of good practices in the country. This information will be especially useful to establish the reference situation of the program and to contribute to fueling the communication strategy.

**Local, national and regional networking:** this strategy will consist in linking the different grassroots organizations with those at national level and the regional level through platforms, networks of young people, men, traditional leaders, etc.

**Involvement of men / youth and communicators:** special emphasis will be placed on involving men and young people in their strategic role in preventing gender-based violence. As such, they will be at the heart of the interventions and will ensure the success of ongoing initiatives.

#### **4) Development of Strategic Alliances:**

The project's implementation requires the establishment of strategic and sustainable partnerships to harmonize interventions in the field. The main partners identified in the project are:

**United Nations Agencies:** This project is part of the joint initiatives of the United Nations System. To do this, it will align with past and current actions and capitalize them to maximize their impact in this project. The agencies involved (UN Women, UNDP, UNESCO and for some key activities the Human Rights office and UNHCR) will pool their comparative advantages to work together towards a common outcome.

**Government:** The Government will lead implementation of the project. These are mainly Ministries in charge of Gender and Youth, ELECAM, the Ministry of Territorial Administration and MINEPAT. A division of tasks and responsibilities will better capitalize their added value. These national ministerial structures will be in charge of facilitating the implementation of the strategic aspects of the project.

**Decentralized communities:** As mentioned above, the province and the commune will be at the center of the implementation of the project. Also, in consultation with the Government in Yaoundé, partnerships will be developed with local communities in order to ensure better ownership and especially the sustainability of interventions. The project will therefore ensure that they can mobilize human and financial resources to ensure the maintenance of infrastructure and equipment.

**Technical and financial partners:** Several initiatives are underway by the technical and financial partners. This project will seek to capitalize them and take them into account in the performance system so as to harmonize approaches, results and above all in order to maximize the impact on target populations. The project will ensure alignment of technical and financial partners around expected changes in financial and technical support. The progress of the implementation of this project will be discussed during Multi-Partner Committee meetings in order to promote strategic partnerships.

**Providing structures:** the project will be partly operationalized by service providers (national and international non-governmental organizations, deconcentrated public structures, consultants and private companies, academic or research institutions, etc.) operating in the country and especially in the regions concerned. Their added value, the division of labor and the areas of intervention.

All the project will be built in 2 crosscutting issues. Gender and Human rights based approaches.

### **III- PROJECT MANAGEMENT AND COORDINATION**

#### **A- RECIPIENT ORGANIZATIONS AND IMPLEMENTING PARTNERS**

The project will be implemented under the overall coordination of the Resident Coordinator for UN and the Minister of Economy and Regional Planning at the Government side.

The three direct recipient organizations are: UNDP, UNWOMEN, and UNESCO. Besides, collaboration of OHCHR-CA will be requested on HRBA interventions.

UNDP supports countries to achieve the 2030 Agenda and the Sustainable Development Goals and related agreements. In line with the United Nations Development Assistance Framework, UNDP Cameroon focuses on helping the country build and share solutions in four main areas:

- Inclusive sustainable development
- Democratic governance and peace building
- Stabilisation and prevention of violent extremism

As a result of this, UNDP is supporting the country to address factors that drive violent extremism, engaging with leaders, women and youth as well as formal and traditional institutions to build community resilience and social cohesion.

The ongoing projects are focused on : Community Empowerment in the far North through Improving capacities of religious institutions to combat violent extremism; Reducing inter- and intra-religious tensions in target communities through dialogue and awareness-raising; Integrated Regional Stabilization of the Lake Chad Basin; Empowering Youths and Women for Peace,

Security and Resilience in the Far North of Cameroon; Providing seamless assistance for IDPs, out-of-camp refugees, returnees and host communities from humanitarian support to resilience building to socio-economic shocks in the Far North; National capacity building for peace building mission with the International School for Security Forces

As key results, 6 Cattle markets and 02 food markets built/rehabilitated in localities hard hit by the abuse of Boko Haram. This fostered peaceful intercultural and intercommunity coexistence, 6785 people, including 2501 women have found sustainable livelihoods. This improved the standards of living of 1257 households that lost their sources of income and assets during crises, 500 vulnerable young people including 200 girls who were sensitised on the consequences of radicalisation, helped in reducing the risk in their localities, 1300 young returnees, including 660 women, benefited from temporary employment and reintegrated into their localities.

UN Women in Cameroon is recognized for its national body of knowledge and expertise on gender equality and women's empowerment. With its strong network with women and civil society organizations through its field presence and its experience with catalyzing transformative change, UN Women is well positioned to provide comprehensive solutions for marginalized women and young women, together with partners with complementary mandates, experience and outreach. The new project will build on UN Women's track record in advancing Gender Equality and women's empowerment at the policy, national, state and local levels and its broad and deep outreach and partnership with civil society and community based organizations. This work will create an enabling environment and the requisite space to launch, grow learning opportunities and provide support to fostering greater political opportunities for marginalized women and young women. The project will in particular take advantage of UN Women's extensive experience with women's political participation to promote women's ability to a better representation in decision making.

Furthermore, the Project builds upon and expands UN Women's established expertise to address the urgent needs of women and young women in crisis through UN Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP) model. LEAP promotes resilience, restores dignity and provides durable solutions to refugees and displaced women, their families and communities, including SCE for marginalized and displaced women. In Cameroon, UN Women has established eight Women Cohesion Spaces in refugee camps and host communities that serve as safe havens and provide integrated services covering psychosocial support, peer support, counselling and referral services. These spaces provide sensitization, capacity building, and recreation for refugees, IDPs, former Boko Haram female hostages and vulnerable women from host communities. In these spaces, 21,790 received security and protection training. UN Women provides multisectorial services to refugees, IDPs and vulnerable host communities in northern Cameroon through an integrated service delivery, enhancing protection and empowerment of marginalized women and girls in humanitarian setting.

In connection with the project objectives, expected institutional and operational capacities of UN agencies involved in the project vis-à-vis their capacity to mobilize and get the most of major stakeholders, the UNESCO Regional Office for Central Africa in Yaoundé claims to be in possession of institutional, strategic and operational resources that will substantially serve the project success:

From an institutional stance, UNESCO houses two sectors / departments that continuously work with main beneficiaries of this PBF project, namely young people (for the Humanities and Social Sciences sector) and the media / national communication council (Communication and Information sector). This collaboration confers first-hand and grassroots anchor that could be treasurable for the project.

Likewise, investment of our organization on these issues with these targets has developed privileged relationships with ministries of Youth and civic education and social communications, which in turn have always given us their support.

As for being strategic, UNESCO keeps tie links and long term positive collaboration with relevant partners for this project such as the National Council of Communication, the National Youth Council, the National Union of Journalists, and the Pan-African Youth Network for the Culture of Peace (PAYNCoP) to help ensure full and effective geographical coverage.

Finally, at operational level, the network of 30 community radios set up under the leadership of UNESCO and functional for a while now would echo communication messages at the local level.

UNDP, UNWOMEN and UNESCO will sign Letters of Agreements with the Key public actors involved in the elections processes: ELECAM, MINAT, MINGENDER, MINJEC, MINEPAT, MINEDUB, MINCOM, MINPROFF, SED and DGSN.

Also, Project Cooperation Agreements will be signed with some NGOs having an expertise in elections processes after a capacity assessment: Sight-Savers, CAMYOSFOP, CERDOTOLA, CNJC, Horizon Femmes, Zenu Network, electoral networks CHRAPA, LUKMEF, More Women in Politics, RELEC and ROAD, PAYNCoP, MOHCAM, PAWED, Cameroonian human rights network organization (RECODH), the international school for security forces, the Cameroon youths and student for peace, Universities of Yaoundé II, Maroua, Buea, Bamenda...

## **B- PROJECT MANAGEMENT AND COORDINATION**

The project management committee is composed of 3 main bodies:

- **Steering committee:** Co-led by the MINEPAT/or Representative and the UN Resident Coordinator. It is composed of the 3 recipient agencies (UNDP, UN Women, and UNESCO), MINPROFF, MINJEC, ELECAM, MINAS, NCPBM, CNC...). The Steering committee is in charge of the strategic guidance of the project.
- **Technical committee:** Co-led by the UNDP Deputy Representative and the General Director of Cooperation at MINEPAT. It is composed of 4 heads of programs at UNDP, UN Women, UNESCO, OHRCD-CA, 2 focal points of MINEPAT, the Coordination Team, all the IPs). The technical committee is in charge of the adoption of annual work plans and the review of adoption of reports and technical advice for the good implementation of the project.
- **Coordination unit:** Led by UNDP. It is composed of the project Coordinator (UNDP), 2 projects Managers at UN Women and UNESCO, the focal point of the project at OHRCD-CA, the focal point of the project at MINEPAT and M&E specialists of each recipient agency. The Coordination group is in charge of implementation of activities in the field.

The project Coordinator at UNDP and the 2 project Managers at UN Women and UNESCO will be appointed for the project implementation for full time. The project will support 80% salary of the coordinator and 50% the 2 project managers at UN Women and UNESCO.

To scale up the results of the project, a common strategy on elections has been developed through UN agencies and technical and financial partners under the leadership of UNDP to support the ELECAM and other stakeholders in the organization of equitable, peaceful and inclusive elections and set up a cohesive environment in the country mainly in the regions affected by the conflict.

As concern the strategy of deployment, the recipient agencies will implement activities in line with the UN Programme Criticality. The strategy is to strengthen national capacities to ensure sustainability of the interventions. So the 3 agencies will use both direct and indirect implementation of activities. Some activities will be carried out by the staff of the agencies under the supervision of project managers, mainly at national level. In the other hand, agencies will sign LoA (Letters of Agreement) with government entities and PCAs (Project Cooperation Agreements) with local NGOs as they have some working experience with populations, mainly in conflicts areas.

UNDP has the lead and will coordinate the development of Annual Work Plans for the project, and ensure the preparation and consolidation of reports to PBF. Specific communication material will also be produced, and PBF's visibility always ensured throughout the project.

Common action and monitoring plans will be designed according to the project log frame. Joint activities will be carried out when possible to avoid duplication. UNDP will organize project coordination meetings each week and semester reviews of the AWP extended to partners including On Site Data Verification (OSDV) to check the progress of indicators (Mandatory and other missions). The M&E of recipient agencies will manage monitoring, research and evaluation activities.

**C- RISK MANAGEMENT** *(assess the level of risk for project success (low, medium and high) and provide a list of major project specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include any Do No Harm issues and project mitigation).*

RISK IDENTIFICATION							RISK TREATMENT	RISK MONITORING & REVIEW		
Enter a unique reference	Identify the relevant risk label (short form risk description)	Capture the potential event with enough detail to be understood in isolation	Describe the potential root causes of event occurring	Describe the main impact of risk event	Select: Contextual, Normative, Coordination, Programmatic, Normative, or Institutional	Probability of risk event occurring after considering control effectiveness	Potential impact of risk event considering control effectiveness	Product of column I and J after taking into account existing controls	State the planned action/s to treat or further mitigate the risk. Itemize this individually	Indicate who will be responsible for implementing mitigating action/s
1	Political uncertainty or Instability	As the political situation of the country is volatile in some regions, an impact on project and seriously compromise the ability of the country offices to implement activities			Contextual	3. Moderately likely	5. Critical	15	-Inform the RCO/GVT on the situation  - key decisions are to be taken by the UNCT based on the Criticality process - key activities on advocacy in the UN System and the international community will be implemented.	RCO
2	Civil unrest	The socio-political situation of the country could lead before, during or after next elections to disruptions in some areas of the country by group of people that may be violent (strength demonstrations, protests...)			Contextual	3. Moderately likely	3. Moderately likely	9	-Inform the RCO/GVT on the situation  - key decisions are to be taken by the UNCT based on the Criticality process - key activities on advocacy in the UN System and the International community will be implemented	Programme officers
3	Safety and security	The two situations described above could cause security risks that could impact safety and security of staff as well as communities which operate (kidnapping, attacks and murders eventually)			Contextual	2. Moderately likely	3. Moderately likely	6	-The agencies will implement activities in line with the UN Programme Criticality	Country Representatives
4	Partnership capacity	Due to vulnerable conditions of certain parts of the country, there could be a lack of adequate capacity of Civil Society Organizations and the government. As a result, project implementation is delayed due to the lack of available partnerships			Contextual	3. Moderately likely	5. Critical	15	- The Agencies will continue to make efforts to identify and select national implementing partners to support project implementation, on the basis of capacity assessment procedures -Also, capacity building and coaching plan for its partners.	-Head of programmes -Programme Officers

5	General security environment in targeted regions deteriorating	Lack of willingness: of the beneficiaries.	Contextual	3. Moderately likely	5. Critical	15	-Agencies will endeavour to implement a participatory approach to assure that the key stakeholders are in the driving seat during the implementing phase. This will encourage them to adhere to the activities.	-Head of programmes -Programme Officers
6	External communication	The current socio-political context could impact relationship between the Government and Technical and Financial partners including UN agencies. The extreme caution and sensitivity is making it difficult in the electoral context. Consequently, that could impact ability to influence key stakeholders and maintain visibility of the project	Normative and communication	3. Moderately likely	5. Critical	15	-The agencies will employ high political acumen, strengthen inter-agency alliances, reinforce communication with key government partners and involve them in strategic event -A strong advocacy and communication plan will be developed	Country Representatives
7	Coordination	As often occur, a lack of adequate coordination between UN Agencies in contributing in the implementation of the project including conflicts efforts could be a serious risk.	Normative and communication	3. Moderately likely	5. Critical	15	-The agencies will ensure an efficient implementation of the project in line with the DaO principles	-Head of programmes -Programme Officers
8	Project delivery	A failure in the execution of programmatic processes including complex internal government coordination, lack of resources to support overall project delivery could be a serious risk.	Programmatic	5. Very Likely	4. Severe	20	-The agencies will develop partnership with other national stakeholders to achieve results according to comparative advantages -The agencies will also seek support from their RO and HQ including south-south cooperation with other offices -Regarding the poverty level and high demand of income, beneficiaries may show some frustration. We will assure a clear communication from the beginning on what are the available means. This will be supported by a clear transparency and accountability in the management of the project.	RCO, Country Representatives PBF,

#### **D- MONITORING AND EVALUATION**

M&E system with baselines and indicators will be set, including regular reporting, monitoring of partner's activities and collection of documentary evidence. Regular coordination meetings with all implementing Agencies (UNDP, UNWOMEN and UNESCO) will be undertaken. A common database and baseline indicators will be designed. As per PBF guidelines reports will be compiled every six months (November and June) and lessons learnt will be regularly collected. In addition, an independent final evaluation of the project will be organized in a timely fashion with the allocated project budget.

**Monitoring:** The project management meetings, which will be held on a quarterly basis, will serve as an important monitoring mechanism for timely and effective implementation of the project. The management meetings will provide a regular forum to oversee implementation and ensure activities are on time with target and project is delivering expected outputs. A mid-term evaluation will take place halfway the implementation. This will be an internal evaluation conducted by the project team and agencies monitoring and evaluation experts. The report of the mid-term evaluation will constitute an important instrument for adjusting the implementation in the remaining period.

**Data collection:** Monitoring will be supported by collection and analysis of data by the M&E Specialists of relevant documentation such as quarterly reports. Implementing partners will prepare and submit quarterly progress reports for revision, compilation and submission to the Project Management Committee. At the outset of the project, the Project Coordination will ensure that all baseline data has been gathered and entered into the results framework. Where data gaps exist, the M&E Specialists will collectively launch a data collection exercise to obtain missing data within first three months of the project commencement. Similar data collection exercises will be conducted at midterm and at the conclusion of the project.

**Evaluation:** A mid-term review and final independent evaluation will be carried out. The aim of the midterm review is to determine if activities are on track with respect to outputs and showing early evidence that they will deliver expected outcomes. Where project delays are identified and/or results are not matching expectations, the midterm review will offer opportunity to recalibrate the implementation approach in order to get back on track. At the end of project implementation, a final independent evaluation will measure results achieved and impact in view of the final expected outcomes of the project. Monitoring and data collection activities noted above shall be timed to contribute to the midterm review and final evaluation.

#### **E- PROJECT EXIT STRATEGY/ SUSTAINABILITY**

The sustainability of the project is based on the idea on the one hand to strengthen the existing institutional framework. It will not be a question of creating new structures. For that, a cartography of the actors will be drawn up at the beginning of the project as well as an analysis. In addition, the gender-based approach, the human rights-based approach and the Live No One Behind principle will guide all project interventions. On a technical level, sustainability will be ensured by the establishment of sufficient capacities and adequate tools for the various stakeholders of the project so as to ensure a good grip of the national authorities and social dynamics existing at the end of the project. The local councils will be at the center of the interventions as infra-state structures, close to the populations. With the decentralization underway in the country, this approach has the advantage of guaranteeing the sustainability of the actions carried out and therefore of the results. The project will work to integrate targeted training in women's Empowerment Centers, multifunctional youth centers. In fact, the option will be not to create new structures, but to reinforce



existing ones. The groups and communities beneficiaries will be part of all the steps of the project (planning, implementation, monitoring, and evaluation).

## **PROJECT BUDGET**

### **Funds management**

The total project budget is **USD 1,498,000** for the 18 months of execution. The funds mobilized will be transferred to each agency recipient and managed according to the procedures of these organizations. Funds concerning management will be transferred to UNDP. As a result, a specific projects codes will be created in Atlas for better monitoring of this funding.

Fill out two tables in the Excel budget **Annex D**.

## **Annex A.1: Project Administrative arrangements for UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

### **AA Functions**

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially close a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters. );
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal

and external auditing procedures laid down

in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Semi-annual project progress report		Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report		Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides).	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist.
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it		PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

### Financial reporting and timeline

Timeline	Event
	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<b><i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i></b>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

	Voluntary Q2 expenses (January to June)
	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

### Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

### Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

**Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

**Accountability, transparency and reporting of the Recipient Non-United Nations Organization:**

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

**Reporting:**

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report		Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report		Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it		PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

## Financial reports and timeline

Timeline	Event
	Annual reporting – Report Q4 expenses ( of previous year)
	Report Q1 expenses ( )
	Report Q2 expenses ( )
31 October	Report Q3 expenses ( )
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

### **Ownership of Equipment, Supplies and Other Property**

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

### **Public Disclosure**

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent website (<http://www.mptf.undp.org>)

### **Final Project Audit for non-UN recipient organization projects**

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

### **Special Provisions regarding Financing of Terrorism**

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

**Non-UN recipient organization (NUNO) eligibility:**

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (NOTE: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)
- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (NOTE: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project<sup>6</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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<sup>6</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.



		<p>1.1.b: Number of consultation mechanisms created and functional  <i>Baseline: 0 in 2018</i>  <i>Target: 9 by 2020</i></p> <p>1.1.c: Percentage of people by sex and age who are consulted and/or can participate in local processes around elections  <i>Baseline: TBD in 2018</i>  <i>Target: 60 by 2020</i>  <i>(Women 50%, Men 50%, Youth 50%, Adults 50%)</i></p>	<p>8 by 2019</p> <p>1 in 2018  8 by 2019</p>	
	<p><b>Output 1.2:</b>  ELECAM, civil society and media actors are enabled to conduct sensitization campaigns that contribute to a peaceful electoral process.</p>	<p>1.2.a : Proportion of key actors able to conduct sensitization campaigns on peace  <i>Baseline: 20% in 2018</i>  <i>Target: 80% by 2020</i>  <i>(Women 30%, Youth 30%, Others 40%)</i></p> <p>1.2.b : Percentage of coverage of campaigns in targeted areas of intervention  <i>Baseline: TBD in 2018</i>  <i>Target: 80% by 2020</i></p> <p>1.2.c : Types of campaigns themes  <i>Baseline: TBD in 2018</i>  <i>Target: Conflict prevention and Resolution and peace keeping, International humanitarian law and the legal instruments of protection</i></p>	<p>20% in 2018  60% by 2019</p>	<p>Activities reports</p>



<p><b>Outcome 2: Empowered youth and women groups effectively participate in decision making processes and contribute to the monitoring, prevention and mitigation of electoral related tensions.</b></p>		<p>of the rights during conflicts, women's and youth rights, fight against discrimination and GBV</p>		<p>-Activities reports -Dialogue minutes</p>
	<p>Output 2.1: Women and youth groups are enabled to engage in local level decision making structures to promote peace outcomes and social cohesion.</p>	<p>2.a : Number of women and youth groups engaged in decision making structures at local levels Baseline: 0 in 2018 Target:400 by 2020 (Women 50%, Youth 50%)</p> <p>2.b : Number social cohesion, social capital, intergroup relationships and societal resilience initiatives engaged by women and youth in decision making structures at local levels Baseline: 0 in 2018 Target:100 by 2020 (Women 50%, Youth 50%)</p>	<p>100 in 2018 200 by 2019</p> <p>10 in 2018 75 by 2019</p>	<p>-Activities reports</p>
		<p>2.1.a : Proportion of women and youth groups trained able to develop and implement deployment plans Baseline: 0% in 2018 Target: 80% in 2020</p> <p>2.1.b : Proportion of youth and women integrating local decision-making institutions Baseline: TBD % in 2018 Target: 35% in 2020</p>	<p>20% in 2018 60% by 2019</p> <p>20% in 2018 30% by 2019</p>	<p>-Activities reports</p>

		Proportion of youth and women standing for elective positions in their constituencies <i>Baseline: TBD % in 2018</i> <i>Target: 35% in 2020</i>	20% in 2018 30% by 2019	
	Output 2.2: Women and youth groups supported to lead peace initiatives at local and community level to enhance understanding and engagement in the prevention and peaceful resolution of conflicts related to electoral tensions.	2.2.a: Number of peace initiatives led by women and youth groups local and community level <i>Baseline: 0 in 2018</i> <i>Target: 40 in 2020</i> (Women 50%, Youth 50%)  2.2.b : Percentage of S/GBV cases reported and supported by women and youth groups at the regional level. <i>baseline: TBD in 2018</i> <i>Target: 300 by 2020</i>	5 in 2018 15 in 2019  50 in 2018 250 by 2019	-Activities reports
	Output 2.3: Women and youth groups (with active participation of communities) are enabled to monitor conflicts risk factors particularly related to electoral violence.	2.3.a: Number of women and youth groups engaged in the monitoring of conflicts factors related to electoral violence  <i>Baseline: 0 in 2018</i> <i>Target: 100 in 2020</i> (Women 50%, Youth 50%)  2.3.b: Number of electoral cases documented and reported through the different women and youth groups platforms <i>Baseline: 0 in 2018</i> <i>Target: 50 in 2020</i>	100 in 2018 400 in 2019  15 in 2018 35 in 2019	-Activities reports

		2.3.c : Number of electoral related tensions cases relayed by women and youth groups at the regional level. <i>baseline: 0 (2018)</i> <i>Target: at least 40 (2020)</i>	30 by 2019	
<b>Outcome 3: Empowered Security forces contribute to a peaceful electoral process, prevent and mitigate electoral related tensions.</b>		3. a: General perception by population disaggregated by sex and age on security and safety in the targeted areas of the project. Baseline: TBD in 2018 Target: Good in 2020 (Women 50%, Youth 50%)	Good by 2019	-Activities reports
		3. b: Capacity of security forces to be present in targeted areas and protect populations. Baseline: TBD in 2018 Target: Very Good in 2020	Good by 2019	
	Output 3.1: ELECAM and the Government are able to develop an electoral security plan in accordance with international standards and rules of engagement (gender and age sensitive).	3.1.a: Existence of an electoral security plan in accordance with international standards and rules of engagement Baseline: No in 2018 Target: Yes in 2020	Yes in 2019	-Text of creation -Activities reports
	Output 3.2: Security forces (Gendarmerie and police) have increased their capacities/knowledge/skills on peaceful conduct/their role in securing the process around the elections.	3.2.a: Proportion of security forces trained able to handle security around elections Baseline: 0% in 2018 Target: 80% in 2020	300 in 2018 600 in 2019	-Activities reports -Survey reports

		<p>3.2. b: Reduction of electoral related tensions between security forces and population in the project target areas. Baseline: 2018 (TBD) Target: reduction of 20% in 2020</p> <p>3.3.a: Number of measures taken Baseline: 0 in 2018 Target: 10 in 2020</p> <p>3.3.b: Proportion of empowered security forces deployed to cover elections in the project target areas. Baseline: 0% in 2018 Target: 80% in 2020</p>	<p>-30% by 2019</p> <p>3 in 2018 7 in 2019</p> <p>40 % in 2018 75% by 2019</p>	<p>-Activities reports</p>
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**Annex C: Checklist of project implementation readiness**

Question	Yes	No	Comments
1. Have all implementing partners been identified?	Yes		
2. Have TORs for key project staff been finalized and ready to advertise?	Yes		
3. Have project sites been identified?	Yes		
4. Have local communities and government offices been consulted/ sensitized on the existence of project?	Yes		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	Yes		
6. Have beneficiary criteria been identified?	Yes		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	Yes		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	Yes		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		

**Annex D: MULTI-YEAR WORK PLAN. Detailed and UNDG budgets (attached Excel sheet)**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	SUB-ACTIVITIES	PLANNED ACTIVITIES BY QUARTER						RESPONSIBLE PARTY	SOURCE OF FUNDING	PLANNED BUDGET BY ACTIVITY		AMOUNT (USD)
			Q4 18	Q1 19	Q2 19	Q3 19	Q4 19	Q1 20			BUDGET DESCRIPTION	BREAKDOWN	
<p><b>Outcome 1: Reinforced partnership and information sharing between ELECAM, political parties, media actors, CSOs and target communities effectively contribute to the peaceful conduct of the electoral process.</b></p> <p><b>1.a: Percentage of satisfaction of the population disaggregated by sex and age on the inclusiveness and effectiveness of elections</b>  <i>Baseline: TBD in 2018</i>  <i>Target: 60% by 2020</i>  <i>(Women 50% Men 50%, Youth 50% Adults 50%)</i></p> <p><b>1b: Proportion of Electoral issues successfully handled by the consultation mechanisms</b>  <i>Baseline: 00 in 2018</i>  <i>Target: 40% in 2020</i></p>													
<p><b>Output 1.1: ELECAM, political parties, media, CSOs and representatives of target communities strengthened to create functional concertation mechanisms including information sharing platforms and dialogue forums around electoral processes.</b></p>	<p>1.1.1: Set up a platform for information sharing between ELECAM and political parties, and between ELECAM and other stakeholders (donors, NGOs, traditional and religious authorities, the public and the media).</p>	<p>1.1.1.1: Support ELECAM and keys actors in developing a consultation framework and related mechanisms for information sharing, consultation and the monitoring of electoral violence at national and regional level.</p>						UNDP/ UN WOMEN/ UNESCO	PBSO	71600/Travel	Venue DSA	30 000	
										75700/Training and Workshop	Didactic supplies Consultant Catering Communication		
		<p>1.1.1.2: provide logistic support to set-up the consultation framework/platform (Equipment etc...) at the regional levels.</p>						UNDP/ UNWOMEN/ UNESCO	PBSO	71600/TRAVEL	Venues DSA Didactic supplies Catering Consultant Communication	50 000	
<p><b>Indicator 1.1.a: Appreciation by people of the consultation mechanisms created and functional</b></p>	<p>1.1.2: support the operationalization of the consultation mechanism/platform</p>	<p>1.1.2.1: Organize Trainings for prominent leaders from across parties on electoral monitoring and mediation on regular basis</p>						UNWOMEN/ UNDP/ UNESCO	PBSO	75700/Training and Workshop	Venues DSA Didactic supplies Consultant Catering Communication	40 000	
								UNDP/	PBSO	71600/TRAVEL	DSA	40 000	

<p><i>Baseline: No in 2018</i> <i>Target: Yes by 2020</i></p> <p>Indicator 1.1.b: Number of consultation mechanisms created and functional <i>Baseline: 0 in 2018</i> <i>Target: 9 by 2020</i></p> <p>Indicator 1.1.c: Percentage of people by sex and age who are consulted and/or can participate in local processes around elections  <i>Baseline: TBD in 2018</i> <i>Target: 60 by 2020</i> <i>(Women 50% Men 50%, Youth 50% Adults 50%)</i>  <i>Target: 9 in 2020</i></p>	<p>1.1.2.2: Support the organization of 20 public dialogue forum (/ 2 per region) on peace building at the regional level to solve potential tension raised from electoral dispute</p>						UNWOMEN/ UNESCO		75700/Training and Workshop	<p>Communication</p> <p>Didactic supplies</p> <p>Catering</p> <p>Communication</p>	
	<p>1.1.2.3: Organize 5 interregional capacities building workshops on gender mainstreaming in the electoral processes and the implementation of gender equality provisions of the electoral code.</p>						UNWOMEN/ UNESCO/ UNDP	PBSO		<p>Venues</p> <p>DSA</p> <p>Didactic supplies</p> <p>Catering</p> <p>Consultant</p> <p>Communication</p>	30 000
	<p>1.1.2.4: Organize a capitalization and lessons learned workshops on sensitization campaigns</p>						UNDP/ UNWOMEN/ UNESCO	PBSO	75700/Training and Workshop	<p>Venues</p> <p>DSA</p> <p>Didactic supplies</p> <p>Catering</p> <p>Consultant</p> <p>Communication</p>	20 000
<b>Total Output 1.1</b>										<b>210 000</b>	

<p><b>Output 1.2 : ELECAM, civil society and media actors are enabled to conduct sensitization campaigns that contribute to a peaceful electoral processes.</b></p> <p><b>Indicator 1.2.a :</b> Proportion of key actors able to conduct sensitization campaigns on peace Baseline: 20% in 2018 Target: 80% by 2020 (Women 30%, Youth 30%, Others 40%)</p> <p><b>Indicator 1.2.b :</b> Percentage of coverage of campaigns in targeted areas of intervention Baseline: TBD in 2018 Target: 80% by 2020</p> <p><b>Indicator 1.2.c :</b> Types of campaigns themes Baseline: TBD in 2018</p>	<p>1.2.1: Strengthen the capacities of Key actors (ELECAM, CSO and Media) on sensitization campaign</p>	<p>1.2.1.1: Strengthen the National Communication Council's regulation on the monitoring of all media including gender indicators on elections and the barometer of diversity and inclusivity</p>						UNESCO/ UN WOMEN/UND P/	PBSO	75700/Training and Workshop	Venues	30 000	
												DSA Didactic supplies Catering Communication	
			<p>1.2.1.2: Support the production and dissemination of the monitoring report</p>						UNESCO/ UN WOMEN/UND P/	PBSO	71600/TRAVEL 75700/Training and Workshop	Venues	20 000
												DSA Didactic supplies Catering Communication	
	<p>1.2.2: Develop and disseminate sensitization tools</p>	<p>1.2.2.1: Produce the election materials: guide for media , the code of conduct, including information on gender sensitive election</p>						UNDP/UN WOMEN/UNE SCO/	PBSO	72400/Com & Audio Visual Equip	Services	30 000	
		<p>1.2.2.2 Support dissemination of the election materials: guide for media , the code of conduct, including information on gender sensitive election</p>						UN WOMEN/UNE SCO/UNDP	PBSO	72400/Com & Audio Visual Equip	Services	20 000	



Target: Conflict prevention and Resolution and peace keeping, International humanitarian law and the legal instruments of protection of the rights during conflicts, women's and youth rights, fight against discrimination and GBV	1.2.3 : provide assistance to key actors in the sensitization campaigns									
	1.2.3.1 : Training of media on peaceful coverage of elections, hate speech,					UNESCO UNDP/UN WOMEN/	PBSO	75700/workshop and training conf.	Training, Workshops and Confer	25 000
	1.2.3.2 : Support Elecarn to Disseminate and broadcast TV and radio spots on participation and management of electoral disputes					UNDP/UNESC O/ UN WOMEN	PBSO	72400/Audio-visual Com	72400/Audio-visual Com	25 000
<b>Total Output 1.2</b>										<b>150 000</b>
<b>Total Outcome 1</b>										<b>360 000</b>
<b>Outcome 2: Empowered youth and women groups effectively participate in decision making processes and contribute to the monitoring, prevention and mitigation of electoral related tensions.</b>										
Indicator 2.a : Number of women and youth groups engaged in decision making structures at local levels Baseline: 0 in 2016 Target 400 by 2020 (Woman 50%, Youth 50%)										
Indicator 2.b : Number social cohesion, social capital, intergroup relationships and societal resilience initiatives engaged by women and youth in decision making structures at local levels Baseline: 0 in 2016 Target 200 by 2020 (Woman 50%, Youth 50%)										
Output 2.1: Women and young people capacities are strengthened to engage in local level decision making	2.1.1 : Organize a regional workshop on women, mediation and electoral monitoring democratic processes, citizenship and human	carry out 8 training sessions				UNESCO/ UN WOMEN/ UNDP	PBSO	Workshops	Venues DSA Didactic supplies Catering	80 000

<b>structures to promote peace outcomes and social cohesion</b>  <b>Indicator 2.1.a :</b> <b>Proportion of women and Youth groups trained able to develop and implement deployment plans</b> <b>Baseline: 0% in 2018</b> <b>Target: 80% in 2020</b>  <b>Indicator 2.1.b :</b> <b>Proportion of youth and women integrating local decision-making institutions</b> <b>Baseline: TBD % in 2018</b> <b>Target: 35% in 2020</b>	rights education, conflict prevention/management, community identity, cultural diversity for social cohesion								Communication		
	<b>2.1.2</b> Regional workshops on Information Literacy and communication skills promoting peace and social cohesion, electoral monitoring for combating online hate speech and establishment of the early warning system/mechanism	Organization of 8 training sessions					UNESCO/ UN WOMEN/ UN	PBSO	Workshops	Venues DSA Didactic supplies Catering Communication	80 000
	<b>2.1.3</b> organization of a National forum of trained and constituted networks to ensure grassroots sustainability and embedness of lessons learned, best practices, knowledge sharing on Early Warning Mechanisms	Organization of 1 national forum					UNESCO/ UN WOMEN/ UNDP	PBSO	Workshops	Venues DSA Didactic supplies Catering Communication	80 000
<b>Total Output 2.1</b>										<b>240 000</b>	
<b>Output 2.2 :</b> Women and young people lead peace initiatives at local and community level to enhance understanding and engagement in the prevention and peaceful	<b>2.2.1 :</b> Support the organization of field sensitization outreach campaigns: peace caravans; "cafés genre"; dialogue spaces for youth and	Organization of outreach campaigns: TV and radio and online broadcast					UN WOMEN/ UNESCO/ UNDP	PBSO	Campaigns	Outreach equipment DSA	80 000

<p>resolution of conflicts related to electoral tensions</p> <p>Indicator 2.2.a: Number of peace initiatives led by women and youth groups local and community level Baseline: 0 in 2018 Target: 40 in 2020 (Women 50%, Youth 50%)</p> <p>Indicator 2.b : Percentage of S/GBV cases reported and supported by women and youth groups at the regional level. <i>baseline: TBD in 2018</i> <i>Target: 300 by 2020</i></p>	<p>women; local, traditional/religious leaders/parliament/ senate and intergenerational dialogue fora, exchange visits to conflict zone</p>										
	<p>2.2.2 Support trainings sessions and sensitization of peers Youth Ambassadors and women for Peace in their localities, including the use of community medias</p>	<p>Organization of 8 training sessions</p>					<p>UN WOMEN/ UNESCO/ UNDP</p>	<p>PBSO</p>	<p>Workshops</p>	<p>Venues</p> <p>DSA</p> <p>Didactic supplies</p> <p>Catering</p> <p>Communication</p>	<p>70 000</p>
	<p>2.2.3 : Disseminate peaceful online/ On-air outreach campaigns with messages on preventing violence in election at community level in French and English &amp; Local Languages</p>	<p>Organization of 8 outreach campaigns</p>					<p>UN WOMEN/ UNESCO/ UNDP</p>	<p>PBSO</p>	<p>Campaigns</p>	<p>Outreach equipment</p> <p>DSA</p>	<p>50 000</p>
	<p><b>Total Output 2.2</b></p>										<p><b>200 000</b></p>
<p>Output 2.3: Women and youth groups (with active participation of communities) are enabled to monitor conflicts risk factors particularly related to electoral violence</p>	<p>2.3.1 : Develop a standard of procedures for the functioning of the different platform of "veille" solutions that would constitute the early warning system and linked with national platforms</p>	<p>Develop a SOP</p>					<p>UN WOMEN/ UNESCO/ UNDP</p>	<p>PBSO</p>	<p>SOP</p>	<p>Contractual Services</p>	<p>20 000</p>

<p>Indicator 2.3.a: Number of women and youth groups engaged in the monitoring of conflicts factors related to electoral violence.</p>	<p>2.3.2 Organize regular exchange meetings with technical support to the different platforms between women groups and key stakeholders of the electoral process.</p>	<p>Organization of 100 meetings</p>		<p>UN WOMEN/ UNESCO/ UNDP</p>	<p>PBSO</p>	<p>Meetings</p>	<p>Didactic supplies</p>	<p>95 000</p>
<p>Baseline: 0 in 2018 Target: 100 in 2020 (Women 50%, Youth 50%)</p>	<p>2.3.3 : Produce and disseminate regular newsletters on activities of the project</p>	<p>Production of 6 newsletters corresponding to one every quarter and one for project closure numero</p>		<p>UNESCO/ UNDP/UN WOMEN/</p>	<p>PBSO</p>	<p>Communication</p>	<p>Editing</p>	<p>35 000</p>
<p>Indicator 2.3.b: Number of electoral cases documented and reported through the different women and youth groups platforms Baseline: 0 in 2018 Target: 50 in 2020</p>								
<p>Indicator 2.3.c: Number of electoral related tensions cases relayed by women and youth groups at the regional level. baseline: 0 (2018) Target: at least 40 (2020)</p>								
<p><b>Total Output 2.3</b></p>								<p><b>150 000</b></p>

Outcome 3: Empowered Security forces contribute to a peaceful electoral process, prevent and mitigate electoral related tensions												
Indicator 3.1: General perception by population disaggregated by sex and age on security and safety in the targeted areas of the project												
Baseline: TBD in 2018												
Target: Good in 2020 (Women 50%, Youth 50%)												
Indicator 3.3: Capacity of security forces to be present in targeted areas and protect populations												
Baseline: TBD in 2018												
Target: Very Good in 2020												
<b>Output 3.1: ELECAM and the government receive support to develop an electoral security plan in accordance with international standards and rules of engagement</b>  3.1.a: Existence of an electoral security plan in accordance with international standards and rules of engagement Baseline: No in 2018 Target: Yes in 2020	<b>Activity: 3.1.1:</b> Technical support to ELECAM and government stakeholders to develop an essential services training manual and training curricula for security personnel.	Development of a training manual and curricula						UNDP/UN WOMEN/ UNESCO/	PBSO	Manual	Consultant	30 000
	<b>Activity: 3.1.2:</b> Validation workshop of the elaborated security plan for elections including training manuals							UNDP/ UN WOMEN/ UNESCO/	PBSO	Manual	Consultant	30 000
<b>Total Output 3.1</b>											<b>60 000</b>	
<b>Output 3.2 : Security forces (Gendarmerie and police) receive training to increase their capacities/knowledge/ skills on peaceful conduct/their role in securing the process around the elections</b>	<b>3.2.1: Organize a Training Trainers (ToT) on the promotion and protection of Human rights including fight against electoral violence.</b>	Organization of a ToT on the manual and setting up of a critical mass of Expert inside security forces						UNDP/ UN WOMEN/ UNESCO	PBSO	Workshop	Venues	9000
			DSA									
			Didactic supplies									
			Consultant									
			Catering									
Communication												

<p>Indicator 3.2.a: Proportion of security forces trained able to handle security around elections Baseline: 0% in 2018 Target: 80% in 2020</p>	<p>3.2.2: Restitutions of Trainings to 150 police and 150 gendarmerie officers on preventing violence and securing electoral process</p>	<p>Train 300 security forces (police gendarmerie) in the role in securing the electoral context</p>	<p>UNDP/ UN WOMEN/ UNESCO</p>	<p>PBSO</p>	<p>Workshops</p>	<p>Venues DSA Didactic supplies Catering Consultant Communication</p>	<p>50 000</p>
<p>Indicator 3.2.b: Reduction of electoral related tensions between security forces and population in the project target areas. Baseline: 2018 (TBD) Target: reduction of 20% in 2020</p>	<p>3.2.3: Sensitize gendarmerie and police officers on the 2222 UN Security Council Resolution on the protection of media professionals.</p>	<p>Organization of sensitization campaigns towards security forces in the field on preventing violence in election and the 2222 UN Security Council Resolution</p>	<p>UN WOMEN/ UNDP/ UNESCO/ UNDP</p>	<p>PBSO</p>	<p>Gender desks</p>	<p>Equipment Supplies</p>	<p>20 000</p>
<p>Total Output 3.2</p>	<p>3.3.1: Support to the police and gendarmerie to convene 80 outreach activities on prevention of violence in elections;</p>	<p>Support to the police and gendarmerie to convene 80 outreach activities on prevention of violence in elections;</p>	<p>UNDP/UN WOMEN/ UNESCO</p>	<p>PBSO</p>	<p>Campaigns</p>	<p>Venues DSA Didactic supplies Catering Communication</p>	<p>18 000</p>
<p>Output 3.3: Outreach and trust building measures are taken to strengthen relations between security forces (police and gendarmerie) and the target communities</p>	<p>Indicator 3.3.a: Number of measures taken Baseline: 0 in 2018 Target: 10 in 2020</p>	<p>Support to the police and gendarmerie to convene 100 outreach activities on prevention of violence in elections</p>	<p>UNDP/UN WOMEN/ UNESCO</p>	<p>PBSO</p>	<p>Outreach activities</p>	<p>Venues DSA Didactic supplies Catering Consultant Communication</p>	<p>56 000</p>
<p>Total Output 3.2</p>	<p>3.3.1: Support to the police and gendarmerie to convene 80 outreach activities on prevention of violence in elections;</p>	<p>Support to the police and gendarmerie to convene 80 outreach activities on prevention of violence in elections;</p>	<p>UNDP/UN WOMEN/ UNESCO</p>	<p>PBSO</p>	<p>Outreach activities</p>	<p>Venues DSA Didactic supplies Catering Consultant Communication</p>	<p>97 000</p>

Indicator 3.3.b: Proportion of empowered security forces deployed to cover elections in the project target areas. Baseline: 0% in 2018 Target: 80% in 2020	3.3.2: Produce and disseminate communication tools on security forces and violence prevention in elections.	Production and dissemination of communication tools for 2000 security forces						UNDP/UN WOMEN/ UNESCO	PBSO	Tools	Contractual Services	20 000	
	Activity: 3.3.3: Technical support to ELECAM and other key stakeholders on prevention and mitigation of Violence alongside security forces	Data collection and analysis on types and incidence of VAWE; electoral cases managed							UN WOMEN/ UNESCO/ UNDP	PBSO	Data collection and analysis	Consultant	10 000
		Support development of code of conduct and regular exchange session with security forces											20 000
	<b>Total Output 3.3</b>												<b>106 000</b>
<b>Total Outcome 3</b>												<b>263 000</b>	
Coordination/ Management (All agencies)	Staffing	Salaries						UNDP/ UNESCO/ UN WOMEN	PBSO	International & Local staffs	1 CTP of the project and 2 Experts	80 000	
	Supervision missions	Supervision Missions									Travel	7 missions (1/Quarterly)	20 000
	Fuel and equipment maintenance	Fuel and equipment maintenance									Services	FF	10 000
	Supplies	Supplies									Supplies	FF	10 000
	Communication, documentation and reporting	Communication, documentation and reporting										Medias, Editing	10 000
	Evaluation	Evaluation									International and Local consultant	Fees and DSA	30 000
	Audit	Audit									International auditor	Fees and DSA	20 000
	<b>Total 4</b>												<b>187 000</b>
<b>Total</b>												<b>1 400 000</b>	
<b>GMS (7%)</b>												<b>98 000</b>	