

United Nations Development Programme (UNDP)

Country: Cameroon



*Preventing Radicalization and Strengthening Early Recovery efforts of Women and Youth in Response to the Deteriorating Human Security Situation in the Far North of Cameroon*



Project Document

UNDP Proposal Japan Supplementary Budget 2016

December 2015

*Supplemental Budget 2016*

Project title	Preventing Radicalization and Strengthening Early Recovery efforts of Women and Youth in Response to the Deteriorating Human Security Situation in the Far North of Cameroon
Location	Maroua, Mora, Kousseri, Mokolo areas in the 3 departments (Mayo Sava, Mayo Tsanaga, Logone and Chari) most affected by Nigerian crisis and Boko Haram attacks in Cameroon.
Overall aim of project	Support concerted efforts towards countering radicalization in the Far North through empowerment and livelihoods opportunities for youths and women
Development Outcome to deliver	<b>Outcome statement 1:</b> Enhanced recovery from, and resilience to, socio-economic impacts of violent extremism <b>Outcome statement 2:</b> Radicalisation of youth prevented and communities' resilience to crisis and capacity to prevent and respond to violent extremism is increased
Expected outputs	<b>Output 1.1:</b> 500 IDPs and host community members (250 female and 250 male) benefit from rapid employment and stabilized income opportunities <b>Output 1.2:</b> 500 IDPs and host community members, especially youths and women affected by the crisis equipped with new technical and management skills <b>Output 1.3:</b> 500 youths (250 female and 250 male) involved in small scale business or inserted in the local economic tissue <b>Output 1.4:</b> 500 youth (50% female and 50% male) enhanced their economic recovery <b>Output 2.1:</b> 500 community members (religious leaders, teachers, parents, youth and children) have enhanced awareness and capacity to prevent and respond to radicalisation and violent extremism <b>Output 2.2:</b> 500 youth (250 female, 250 male) radicalized or in the process of being radicalized have been disengaged and reintegrated into their communities
Leading Organization	UNDP will play a coordinating role
Implementing partners	UNDP, UNFPA, FAO and JICA.
Beneficiaries	Direct beneficiaries: 3.000 people (women, youths, children, parents, religious leaders, IDPs and host community members)
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Programme Period:	2013-2017	Total Resources Required:	USD 2.100.000
Key results Area (Strategic Plan):		Total Allocated Resources:	SD 2.100.000
Atlas Award ID:		• Regular	_____
Start Date: ___ March 2016		• Other:	_____
End Date: ___ March 2017		Government of Japan	USD 2.100.000
PAC Meeting Date: _____		In-kind Contributions: JICA	USD 1.500
Management Arrangements: DIM			

#### Brief Description

The climate of violence and insecurity that is prevailing in the Far North of Cameroon is exacerbating the vulnerable conditions of the population who is disproportionately affected by years of poor socio-economic development and political marginalization, besides food insecurity and malnutrition caused by successive climate-related shocks such as droughts and floods. The current situation is dramatically affecting women and youth, who not only compose a significant part of the population in the region, but are also among the most vulnerable and susceptible to socioeconomic marginalization which, in turn, is fostering radicalization and violent extremism.

This project focuses on Maroua, Mora, Kousseri, Mokoio areas in the 3 departments (Mayo Sava, Mayo Tsanaga, Logone and Chari) most affected by the Nigerian crisis and Boko Haram attacks in Cameroon. It aims at preventing radicalization and strengthening early recovery efforts of women and youth, and channelling their potential as positive agents of change, peace and (post-) conflict recovery by developing economic opportunities for them through livelihood, income-generating and productive activities that can potentially contribute to tackle critical issues such as food insecurity and malnutrition, among others, which are on the rise in the Far North Region.

The project is aligned with and strives to support and complement the Cameroonian Government's efforts to address radicalization in the country. It is in line with a wider strategy developed by UNDP, and is part of a four-year regional initiative aiming at preventing and responding to violent extremism in Africa, through a development approach<sup>1</sup> with which it shares most of its objectives, while contributing to its outcomes. It borrows from its methodological framework, using part of its intertwined processes, such as strengthening socioeconomic conditions, disengagement and reintegration strategies through a development perspective, resilient and cohesive communities and gender-specific engagements that consider the different impacts of violent extremism on men, women, boys and girls, which are not only shared by, but also key contextualized components of the current project proposal presented to the Government of Japan for funding.

<sup>1</sup> See UNDP (2015) Preventing and Responding to Violent Extremism in Africa: A Development Approach  
<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Local%20Governance/UNDP-RBA-Preventing-Extremism-2015.pdf>

## I. SITUATION ANALYSIS

The Far North of Cameroon, which is bordered by Nigeria in the west, Chad in the east, and Cameroon North Region in the south, has a population of 3,993,007 occupying a territory of 34,263 km<sup>2</sup>, i.e., 18% of the overall population (22,179,707 inhabitants) of the country is living on 7% of its territory (made up of 466,050 km<sup>2</sup> of continental land), making the Far North the second most populated region, after the Centre.<sup>2</sup> It has a Sudano-Sahelian climate (on the northern part) and Sudano-Sahelian dry tropical climate (from the centre to the south), which is characterized by recurring dry spells, with a rainy season normally occurring between July and September. The region and its inhabitants are particularly vulnerable to climate change and changes in weather patterns. Recurring natural disasters such as droughts and floods –which tend to increase in frequency and severity with climate change–, together with volatility of markets that are resulting, constantly push many households and communities of the Far North into chronic vulnerability.<sup>3</sup>

The Far North is also highly vulnerable in terms of poverty incidence and poor socioeconomic progress compared to the rest of the country, a situation that is further threatening the human security of the region. The results of the national households surveys (ECAM 2 and ECAM 3) carried out in 2001 and 2007 respectively show that while the national average of poverty rate had decreased by 0,3% between 2001 (40.2%) and 2007 (39.9%), the Far North has seen its poverty incidence, i.e., the percentage of people living below the poverty line (CFAF 738 or USD 1.25 per day), increasing by almost 10% (56.3% - 65.9% or 2 persons out of 3) during the same period, as a result of the successive shocks such as droughts and floods and the very limited income opportunities offered to the active population.<sup>4</sup> Furthermore, the poverty gap ratio measuring the depth of poverty considering the distance separating the poor from the poverty line has deepened, going from 18.8% to 24.6%, during the same period of time.<sup>5</sup>

While being an important region for production (and consumption) of cereals –principally sorghum and millet, the Far North faces a chronic food deficit owing to its vulnerability to climatic fluctuations, not to mention the pachyderms, insect (locusts) and granivorous birds invasions occurring on a regular basis.<sup>6</sup> This is now being exacerbated by the deteriorating security situation that prevails with Boko Haram's incursions that have increased in terms of frequency

<sup>2</sup> BUCREP (2015) 11 juillet 2015: Journée Mondiale de la Population : Les populations vulnérables dans les situations d'urgence (Regard sur les régions affectées par les situations d'urgence au Cameroun), Bureau Central des Recensements et des Études de Population (Central Bureau of the Census and Population Studies), pp.7-8. Available at <http://www.bucrep.cm/index.php/fr/ressources-et-documentations/telechargement/category/70-jmp-2015#>

<sup>3</sup> (BUCREP, 2015) 11 juillet 2015: Journée Mondiale de la Population - Les populations vulnérables dans les situations d'urgence (Regard sur les régions affectées par les situations d'urgence au Cameroun), Bureau Central des Recensements et des Études de population. <http://www.bucrep.cm/index.php/fr/ressources-et-documentations/telechargement/category/70-jmp-2015#>

<sup>4</sup> UNDP (2008) Country Report of Progress in Achieving the Mille(n)num Development Goals, pp. 6-7. Available at <http://planipolis.iiep.unesco.org/upload/Cameroon/CameroonMDG2008.pdf>

<sup>5</sup> A closer look at the disaggregated figures reveals a situation even more worrisome in rural areas in the Far North, where the poverty rate has increased by 13.6% (rising from 59% to 72.6%) and the poverty gap ratio has increased by 7.3% (20% - 27.3%), while the situation was significantly improving in urban areas of the region with a poverty rate having decreased by 13.6% (from 34.3% to 20.7%) and a poverty gap index having declined by 3.7% (from 9.7% to 6%) between 2001 and 2007. See UNDP (2010), *idem*, p. 6.

<sup>6</sup> MINEPAT (2008). Autosuffisance et sécurité alimentaire au Cameroun : Une analyse basée sur la flambée des prix des produits alimentaires de première nécessité, pp. 12-13. Available at [http://www.minepat.gov.cm/index.php/fr/modules-menu/doc\\_download/133-autosuffisance-et-securite-alimentaires-au-cameroun-2008](http://www.minepat.gov.cm/index.php/fr/modules-menu/doc_download/133-autosuffisance-et-securite-alimentaires-au-cameroun-2008)

and level of violence over the last few months. The emergency food security assessment (EFSA) carried out in the Far North region by the World Food Programme in June 2015 confirmed that the insecurity in the Far North Region was significantly responsible for the 41,000-ton food deficit by preventing farmers to access their agricultural parcels (27%), besides delays in field preparation (9%) and below-normal rainfall (50%). The same report sounded the alarm about the 22% of the local population and 32% of IDPs in the Far North Region having exhausted their food stocks, and the increased proportion of households relying on humanitarian assistance between 2014 (6%) and 2015 (33%). Also of concern, the IDPs making the most vulnerable group, with 44% facing food insecurity —nearly 1 out of 5 IDPs (18%) are facing severe food insecurity, and where 75% are engaged in negative coping strategies such as the reduction of non-food essential expenses, sale of productive assets and taking their children out of school (“crisis strategies”: 33%).<sup>7</sup>

Adding to this, the heavy influx of refugees from Nigeria (56, 400), IDPs (81,700) and IDP/returnees (36,000)<sup>8</sup> caused by the deteriorating security situation is also putting more pressure on host communities of the Far North region, who are already disproportionately affected by years of poor socio-economic development and political marginalization. Overall, there are several negative impacts on key sectors of the local economy, the environment, food security, nutrition and social basic services creating socio-economic tensions, which are undermining social cohesion and security. Besides the obvious impact on food security, the closing of the Cameroon - Nigeria border due to Boko Haram makes it difficult not only for food but also other goods to circulate between the two countries as it is usually the case. This has, of course, made a major impact, which is felt in the region and beyond, as it paralyzes the whole economic activity that takes place along the transnational road connecting N'Djamena to Douala, not to mention the resulting reduced border customs revenue putting further pressure on local authorities' capacities for minimal service delivery. It is dramatically affecting youth, who compose more than 30% of the population in the Far North.<sup>9</sup> Indeed, the closure of the border between Cameroon and Nigeria has left youth with virtually no livelihoods as it even restricts illicit commerce of fuel, drugs, manufactured goods and spare parts on which youth normally rely on to survive, as an alternative to the already very few opportunities offered to them by the formal sector. Paradoxically, however, Boko Haram's strategy of making things worse, i.e., exacerbating people's suffering by deepening their pre-existing conditions of widespread poverty and hardship is not necessarily turning them against the terrorist group. It is, actually, rather contributing to fuel further radicalization within communities, especially refugees, IDPs and youth, who are particularly targeted for recruitment by Boko Haram.

It is thus not surprising to note that so much difficulty and so much hardship occurring for so long in the Far North region is fuelling communal tensions, inter-religious clashes, intra-religious power struggles and fundamentalism emergence on which Boko Haram's insurgency is capitalizing since 2013.

Recently, Boko Haram's incursions, which have become more frequent along the Nigeria-Cameroon border, with an acute intensification of violence, especially within Nigeria, have further increased the number of population

<sup>7</sup> WFP, PNSA (2015), Évaluation de la sécurité alimentaire de l'Extrême-Nord du Cameroun Juin 2015. Available at: [https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/assessments/rapport\\_nutriti\\_on\\_unicef\\_smart2014\\_final\\_bd.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/assessments/rapport_nutriti_on_unicef_smart2014_final_bd.pdf); GIEWS (2015) Country Brief: Cameroon - 18 August 2015. Available at: <http://www.fao.org/giews/countrybrief/country.jsp?code=CMR>

<sup>8</sup> Cameroon: HUMANITARIAN Snapshot (as of 31 July 2015) [https://www.humanitarianresponse.info/en/system/files/documents/files/cmr\\_snapshot\\_31july2015.pdf](https://www.humanitarianresponse.info/en/system/files/documents/files/cmr_snapshot_31july2015.pdf)

<sup>9</sup> Considering youth as the population between 15 and 35, as defined by the African Union in 2006. See United Nations (definition of) Youth, available at <http://www.un.org/esa/socdev/documents/youth/fact-sheets/youth-definition.pdf>; BUCREP (2012), Projections démographiques, Bureau Central des Recensements et des Études de Population (Central Bureau of the Census and Population Studies), Yaounde, p. 47. Available at <http://www.bucrep.cm/index.php/fr/component/phocadownload/category/43-projections-dmographiques#>

displacements. As of 1 December 2015, 158,000 IDPs were living in strained conditions in the Far North with host families or occupying schools, and 56,400 refugees were living in camps or in families in the Far North region<sup>10</sup> besides 20,000 more families among local communities who have been identified as vulnerable by UNHCR in May 2015. The crisis led to deterioration of the economic structure, paralysing key sectors of the local economy in the region, adding to the enormous suffering already sustained by the local populations. In addition, apart from the intensified attacks along the border, Boko Haram has attacked the city of Maroua three times during the month of July 2015, creating a state of fear among the population. Suicide bombings attributed to Boko Haram, which have become commonplace as one of Boko Haram's *modus operandi*, use girls and teenage boys and, since recently, even children as suicide bombers. In front the threat of such an overwhelming level of violence and insecurity in the Far North region, the Cameroonian authorities are left with little choice but to focus their efforts on the military response, without having the ability to address root causes, like eradicating poverty, reducing disaster risk and vulnerability, promoting equality, including social equity, gender equality and women's empowerment, empowering youth, promoting peace and stability, protecting the environment and protecting fundamental human rights in such emergency situations. It thus become our responsibility to take action and support early recovery efforts to ease the socio-economic burden of the populations in the Far North and improve their living conditions through, for instance, the creation of income generating activities. Otherwise, those local communities will remain highly vulnerable and fragile, and women, girls and young men, who are among the most vulnerable and socially conscious and active segments of the population, run the risk of being easily mobilized and engage into criminal activities, conflicts or be recruited by extremist groups, such as Boko Haram.

Youth are characterized by a high learning capacity, strong dynamism, and entrepreneurial drive. The current climate of violence and insecurity that is prevailing in the Far North is however affecting their economic opportunities —which are amongst the most critical assets for peace in the communities of the region, as well as their capacity to attain a better quality of life. Therefore, it is imperative to protect those assets and channel youth's power and potential as positive agents of change, peace and (post-) conflict recovery by developing economic opportunities for youth through livelihood, income-generating and productive activities that can potentially contribute to tackle critical issues such as food insecurity and malnutrition, among others, which are on the rise in the Far North Region<sup>11</sup>. Doing so offers youth an alternative to lucrative criminal and terrorist activities that are within their grasp, and can only worsen the dire living conditions of their families, friends and communities.

Indeed, early recovery programs integrating livelihood, conflict prevention, income-generation activities (IGAs), labour based technologies (LBTs)<sup>12</sup>... are urgently needed more than ever. Otherwise, marginalisation, inequality and poverty at all levels will become important drivers of conflict in the region since lack of inclusive development generates instability, conflict and violence. In that regard, women and young people, especially from the IDPs and host communities, are faced with particular challenges when it comes to finding decent work, access to services, social protection, and opportunities to generate income. Those challenges increase their vulnerability to engaging in

<sup>10</sup> Cameroon: HUMANITARIAN Snapshot (as of 31 July 2015)

[https://www.humanitarianresponse.info/en/system/files/documents/files/cmr\\_snapshot\\_31july2015.pdf](https://www.humanitarianresponse.info/en/system/files/documents/files/cmr_snapshot_31july2015.pdf)

<sup>11</sup> A report published by the UNICEF in collaboration with the Ministry of Public Health of Cameroon (MINSANTE) revealed that the prevalence rate of global acute malnutrition (GAM) in the Far North Region of Cameroon increased from 8.6% in 2013 to 9% in 2014, i.e., nearing the alert threshold (GAM < 10%), compared to 6.7% and 5.2% in the North and Adamaoua regions respectively. UNICEF, Situation nutritionnelle au Cameroun (EN, NO, AD et Est) Enquête nutritionnelle SMART (Standardized Monitoring and Assessment of Relief and Transitions) 2014, available at

[https://www.humanitarianresponse.info/en/system/files/documents/files/presentation\\_cmr\\_efs\\_a\\_2015\\_finale.pdf](https://www.humanitarianresponse.info/en/system/files/documents/files/presentation_cmr_efs_a_2015_finale.pdf)

<sup>12</sup> Referred to as *haute intensité de main-d'oeuvre* (HIMO) in French

violence — including gender-based violence, terrorist networks and criminal gangs and trafficking, from which they are likely to become both victims and perpetrators.

To be effective, early recovery initiatives must offer meaningful income-generating opportunities that, beyond providing rapid income, support women and young people, who are amongst both the most vulnerable and the powerful agents of change, peace building and recovery, help them (re)build their own self-esteem, gain respect from, and earning their living honourably while contributing to the recovery of, their community. Those early recovery initiatives must be designed in such a way to channel youth's power and full potential by offering them economic opportunities through livelihood, income-generating and productive activities that can contribute to tackle issues that are critical for their community, like food insecurity and malnutrition, among others, thus proposing them an alternative model, which stands comparison with other lucrative activities that are offered to them by criminal and terrorist groups and that are detrimental to the well-being and security of their families, friends and communities. Finally, as early recovery is meant to bridge humanitarian assistance with the long-term perspective of sustainable development, those early recovery initiatives must give the opportunity to women, girls and young men not only to acquire livelihood-related technical aspects to enhance their productivity, but also the knowledge, tools, social skills and competences as well as the recognition and protection of their rights to fully participate in the governance of their community. Despite the urgency and the limited resources, the project is striving to integrate this longer-term development perspective, which is one of the very few options that can ensure the effectiveness and sustainability of our efforts towards de-radicalization.

Indeed, the United Nations, development partners, including NGOs and the donor community, have a crucial role to play in supporting national efforts for early recovery and ensure a linkages towards achieving sustainable development and prevent conflict through sound policies and programs for advancing social inclusion and local economic recovery. Japan has a long tradition of disaster risk management, including early warning systems, and of promoting disaster resilience as an important cornerstone of development. Japan has also been engaged in international peace and security, linking peace with development, with a particular focus on Africa since the early 1990s through TICAD. The Japanese Government has been a major contributor to the humanitarian assistance in Cameroon and is one of the most important actors in the development of the agricultural sector in the country. The funding of this program is aligned with Japan's established priorities in Cameroon and follows the guiding principles of its cooperation with and support provided to the Government of Cameroon.

## II. PROPOSED STRATEGY

The project has made different strategic choices, where gender equality plays a central role, taking into consideration that women, men, girls and boys are affected differently in times of crises. It particularly seeks to empower women and youth to enjoy the same rights and opportunities than other groups across all sectors of society, including economic participation.

Focussing on women and youth, whose recovery and resilience to multiple crises affecting the region will enable them to become key actors of the recovery and resilience building in their own communities. Beyond their sole economic recovery, the project uses capacity building as an instrument of empowerment, social integration and civic participation. The project is building upon concepts such as 'Active Citizenship' and women and youth's entrepreneurship, establishing mechanisms for youth to work together, building their entrepreneurial skills and ultimately equipping them with the tools that will allow them to become the drivers of change for peace and security.

At the same time, the project opted to regenerate and strengthen the local economies through revitalizing the local agriculture production, improving the value chain, expanding access to local markets, establishing microfinance mechanisms and rehabilitating local markets, thus accelerating the socio-economic recovery of ng the local communities and IDPs living in the Far North region, not to mention facilitating the Independence and integration of the latter group.

The project's strong position in favour of preventing and responding to radicalization and extreme violence through a development approach also integrates education, interreligious and intergenerational dialogue fostering peace as an important part in the recovery and rebuilding process of the affected communities. Enrolling IDP adolescents and youth in educational programmes will provide them with much of the social, health, educational and skills-building services they need, where education becomes a source of protection and psychosocial support that can nurture peace and stability. Youth Centres will be used as the platforms to sustain this program besides being used as venues for training and IT resource centres for trainees and women youth entrepreneurs trained through this project.

### Methodology

This project in the Far North is aligned with and strives to support and complement Cameroonian Government's efforts to address radicalization in the country. It is also in line with a wider strategy developed by UNDP, and is part of a four-year regional initiative aiming at preventing and responding to violent extremism in Africa, through a development approach<sup>13</sup> with which it shares a large part of its objectives and contributes to its outcomes. The regional initiative underlines the need to develop a better (common) understanding of the drivers and enablers of violent extremism, their multiplicity, complexity and specificity to their context, together with their religious, ideological, political, economic and historical dimensions, and different (individual, group, community, state, regional and transnational to global) levels. This initiative has also identified eight intertwined processes, which create a development pathway for preventing and addressing violent extremism. Among those, strengthening socioeconomic conditions, disengagement and reintegration strategies through a development perspective, resilient and cohesive communities and gender-specific engagements that considers the different impacts of violent extremism on men, women, boys and girls, which are not only shared by, but also key components of the current project proposal.

Beyond providing rapid employment and stabilized income opportunities to women and youth, this initiative has a longer term perspective, by preparing them not only to recover from, but also become more resilient to the multiple crises that affect their region so they become more autonomous and also in a position to play an active role in the sustainable recovery and development of their own communities. The project is taking UNDP's 3x6 programme approach, promoting sustainable livelihoods for vulnerable and crisis-affected groups, such as those affected by disasters or conflict. In particular, the approach supports the transition from emergency employment to more sustainable forms of livelihoods for vulnerable population groups during transition or in (post) crisis contexts (conflict and disaster), including crisis affected communities, displaced population groups (IDPs, returning refugees, ex-combatants), women and youth at risk. In line with the UNDP Strategic Plan 2014–2017, the 3x6 approach is based on traditional components of employment generation and livelihoods promotion, including generating immediate income, injecting capital into the local economy, and providing opportunities for diversified livelihoods. It is among the good-practice models for operationalizing the three-track approach<sup>14</sup> to support UNDP's delivery on early recovery, particularly for livelihoods and economic recovery in crisis and post-crisis contexts.

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<sup>13</sup> See UNDP (2015) Preventing and Responding to Violent Extremism in Africa: A Development Approach <http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Local%20Governance/UNDP-RBA-Preventing-Extremism-2015.pdf>

<sup>14</sup> The three-track approach sees disaster and/or conflict related crisis livelihood and economic recovery through 3 complementary steps: Livelihood stabilization ("Track A"); Local economic recovery for medium- to long-term employment, income generation, and reintegration ("Track B"); and Long-term employment creation and inclusive economic growth ("Track C"). Track A programming responds to the urgent needs of crisis-affected groups with interventions to help stabilize livelihoods. Track B programming focuses on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, and reintegration (where required). Track C programming focuses on long-term employment creation and inclusive economic growth. Interventions in Track C help to strengthen the national systems and policies that are needed in order to sustain the progress achieved in Tracks A and B. Interventions under the three tracks are complementary, and some of the



## Partnership Strategy

This project will be implemented by UNDP in collaboration with other UN agencies, namely the United Nations Population Fund (UNFPA) and the Food and Agriculture Organization (FAO) through collaborative arrangements, under the leadership of UNDP. Innovative partnerships are envisaged to bring together a wide range of partners besides UN agencies, seeking a wider participation of international aid agencies such as the Japan International Cooperation Agency (JICA), IGOs, the public administrations, local and international non-governmental organisation (NGOs), civil society organizations (CSOs), associations and cooperatives, traditional and religious leaders, local authorities, private sector and communities, with whom the project seeks to create as much as possible synergy and complementarity in the achievements of its intended outcomes.

Together with the FAO, JICA will play an important part as a technical counterpart for the implementation of the rice production. JICA has accumulated a strong technical expertise on rice production over the years, as well as the implementation of this practice in different parts of the world. For instance, JICA has been supporting the promotion of domestic rice production in Africa, and in the different regions of Cameroon in particular for nearly 10 years, supporting studies collecting basic information on the situation of rice production in the country and activities such as the first general meeting of "Coalition for African Rice Development (CARD)," where Cameroon was selected as a member of the first group of the CARD initiative, leading to the formulation of its "National Rice Development Strategy (NRDS)" thereafter. JICA has also accumulated a strong knowledge and expertise of rice production for environments that are affected by multiple climate-related shocks, such as droughts and floods, which will certainly play a key role in ensuring the success of the current project. Capitalizing on its strong expertise, JICA's in-kind contribution will to the project will particularly be around preparing and conducting of 2 seminars/trainings on dryland and/or paddy rice production for a selection of thirty or so *Zonal Extension Workers (ZEW)*, agricultural public services technicians, technical partners instructors and producers-trainers, who will then disseminate the knowledge among youth and farmers in the Far North.

Recently, UNDP and UNHCR have held discussions and drafted a Memorandum of Understanding (MoU) on the Nigeria and CAR situations and their impact on Cameroon. The draft MoU is aiming at increasing synergies, complementarity and coordination between humanitarian programmes and immediate, medium, early recovery and longer term resilience based development programmes, under the Refugee Response Resilience Plans and relevant national plans and processes. The project will build on this collaboration being established between the two organizations as a platform for information exchange, particularly in regard to the support it aims to provide to IDPs and host communities.

The project will provide capacity building to local authorities (prefects and sub-prefects), traditional and religious authorities to better understand the vulnerabilities, plan the response, tackle the crisis, contribute to the dialogue for Peace and constitute a solid basis for a peaceful coexistence and a brighter social and economic future of the region. It will also partner with the community leaders and parents to develop the knowledge and skills necessary to monitor their children's behaviours, recognise potentially harmful behaviours before they engage further into radicalization and, ultimately, preventing radicalization and violent extremism.

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activities in Tracks A, B, and C, such as skills training, are crosscutting. The programming content varies in adapting to different countries and contexts. See UNDP (2012) Livelihoods and economic recovery in crisis situation – Executive Summary.

### III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

1. Improvement of the population resilience to climate change
  2. Improvement of revenue and access to basic socioeconomic services for the population in the Sahelian (northern) zone of Cameroon.
- Other expected outcome (specific to the project)

Outcome 1: Enhanced recovery from, and resilience to socio-economic impacts of violent extremism

Outcome 2: Radicalisation of youth prevented and communities' resilience to crisis and capacity to prevent and respond to violent extremism is increased.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

- Reduction in the number of the vulnerable people within the intervention zones (Baseline: data from 2012; Targets have not defined in CPD at that time)
- Rate of increase in revenues of producers (Baseline: data from 2012; Targets: 25%)

Applicable Key Result Area (from UNDP 2014-17 Strategic Plan):

Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

Partnership Strategy: This project is inspired by the "Delivering as One" initiative and proposes a multi-stakeholder partnership involving three implementing UN organizations (UNDP, UNFPA and FAO), international aid agencies such as the Japan International Cooperation Agency (JICA), as well as with public administrations, local and international non-governmental organisation (NGOs), civil society organizations (CSOs), associations and cooperatives, traditional and religious leaders, local private sector and local communities, with whom the project seeks to create as much as possible synergy and complementarity in the achievements of its intended outcomes.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p>Outcome statement 1: Enhanced recovery from, and resilience to, socio-economic impacts of violent extremism</p> <p>Output 1.1: IDPs and host community members benefited from rapid employment and stabilized income opportunities</p> <p>Baseline: 183,447 (69,372 Female; 114,075 male) unemployed youth in Far North (figures from 2005 + pop. growth rate in 2015, i.e. before crisis)</p>	<p>Act 1.1.1: Prepare and conduct inception meeting with key stakeholders</p> <p>Act 1.1.2: Conduct labour based technology (LBT) activities, such as low-skilled labour rehabilitation work on public/community infrastructure to provide quick income to face day to day needs to the vulnerable groups especially youth and women (3 months)</p> <p>Act 1.1.3: Conduct trainings sessions on cross-cutting issues, such as safe lifestyle, HIV/AIDS prevention, citizenship, peace and human rights, gender roles and equality.</p>	<p>UNDP with UN agencies, contracted civil society organizations, vendors</p>	<p>500</p> <p>50,000</p> <p>9,500</p>
<p>Indicator: Number of people who benefit from employment opportunities</p> <p>Target: 500 (250 female and 250 male)</p>			

<p><b>Output 1.2:</b> IDPs and host community members, especially youths and women affected by the crisis acquired new technical and management skills</p> <p><b>Indicator:</b> Number of IDP and host community members training using the newly acquired technical, IT, and/or management skills in their work/life</p> <p><b>Target:</b> 500 (250 female and 250 male)</p>	<p>cooperatively working together (conflict resolution, negotiated problem-solving techniques...), democratic principles and participation, rule of law, good governance, civil society....</p> <p>Act: 1.1.4: Conduct surveys on the promising areas of business</p>		<p>70,000</p> <p>Sub t: 70,000</p>
<p><b>Output 1.3:</b> Youth involved in small-scale business or inserted in the local economic tissue</p> <p><b>Indicator:</b> Number of people involved in small-scale businesses or inserted in local economic tissue</p> <p><b>Target:</b> 500 youths (250 female and 250 male)</p> <p><b>Indicator:</b> Number of infrastructure rehabilitated/constructed</p> <p><b>Target:</b> 5 (markets)</p>	<p>Act: 1.2.1: Develop a learning programme on specific areas of work, ICT and small-scale business management</p> <p>Act: 1.2.2: Conduct training sessions on specific technical, ICT and management concepts</p> <p>Act: 1.2.3: Develop basic tools/programmes for small scale business management that will be saved with course contents on electronic support (CD- ROM, USB key...) and/or could be accessed through Internet, smartphones (apps) and in existing Youth Centres or internet cafés</p>	<p>UNDP with UN agencies, contracted civil society organizations, vendors</p>	<p>50,000</p> <p>100,000</p> <p>Sub t: 150,000</p>
	<p>Act 1.3.1: Undertake small scale business activities such as building material production (sun-dried bricks, compressed earth blocks, concrete blocks and pavers...), excavation, concrete and masonry work, earthworks and landscaping, carpentry for community space/infrastructure (markets, playground and sport fields...), rehabilitation and/or building</p> <p>Act 1.3.2: Open individual saving bank accounts for/with beneficiaries</p> <p>Act 1.3.3: Connect beneficiaries with micro credit institutions to sustain their businesses</p> <p>Act 1.3.4: Rehabilitate/construct community infrastructures</p>	<p>UNDP with UN agencies, local banks national and international NGOs and micro-credit institutions, contracted civil society organizations, vendors</p>	<p>157,444</p> <p>20,000</p> <p>0</p> <p>200,000</p>

<p>Output 1.4 Youth enhanced their economic recovery</p> <p>Indicator: Number of people who benefited from training, technical support and equipment, tools and/or inputs</p> <p>Target: 100 youths (50 female and 50 male)</p>	<p>(using, as much as possible, small-scale low-skilled labour-based technology builders/contractors)</p> <p>Act. 1.4.1: Conduct need assessments on the capacity development of the (young) rice producers</p> <p>Act. 1.4.2: Identify producers' associations (agricultural, livestock...)</p> <p>Act. 1.4.3: Select Zonal Extension Workers (ZEW) (Agents de Vulgarisation de Zone - AVZ) Instructors, agricultural public services technicians and technical partners and producers to be trained</p> <p>Act. 1.4.4: Train Zonal Extension Workers (ZEW), agricultural public services technicians and technical partners, trainers/producers-trainers on dryland and/or paddy rice cultivation</p> <p>Act. 1.4.5: Build storage equipment (granaries) and install processing units and distribute improved production inputs (e.g., drought-resistant seeds and plant varieties)</p> <p>Act. 1.4.6: Conduct on-site vocational trainings on dryland and paddy rice cultivation for young (women and men) rice producers, farmers and to <i>Groupements</i></p> <p>Act. 1.4.7: Deliver short-term training/presentations, produce and distribute leaflets, radio broadcast material on advocacy/management and policy development targeting</p>	<p>UNDP with UN agencies (FAO), JICA's, local universities and training institutions, contracted civil society organizations, vendors</p>	<p>Sub 1 377 444</p> <p>0</p> <p>0</p> <p>0</p> <p>40,000</p> <p>50,000</p> <p>50,000</p> <p>10,000</p>
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<sup>5</sup> JICA's contribution is all in-kind contribution. It particularly involves Activity 1.4.4 (Train Zonal Extension Workers (ZEW), agricultural public services technicians and technical partners, trainers/producers-trainers at the PRODERIP Project Centre, in Yaoundé).

	producers' associations		Sub t: 150,000
<b>Outcome statement 2: Radicalisation of youth prevented and communities' resilience to crisis and capacity to prevent and respond to violent extremism is increased</b>			
<b>Output 2.1: Community members (religious leaders, teachers, parents, youth and children) have enhanced awareness and skills and to prevent and respond to radicalisation and violent extremism</b>	Act. 2.1.1: Develop and deliver awareness and training sessions to religious leaders on preventing radicalisation through recognizing and managing 'at-risk' pupils' behaviours (in madrassas...)	UNDP with UN agencies (UNFPA), contracted civil society organizations, vendors	30,000
<b>Indicator: Number of religious leaders trained</b> Target: 50	Act. 2.1.2: Set up a dialogue framework on radicalisation and preventing measures		10,000
<b>Indicator: Number of youth participating in Dialogue on radicalisation prevention</b> Target: 500 people (250 female and 250 male)	Act. 2.1.3 Develop and test curricula to train madrassas teachers on identifying and cope with the different stages/levels of radicalization of their pupils Act. 2.1.4: Develop a series of life skills activities for youth schooling in madrassas Act.2.1.5: Develop personal development schemes targeting teenagers whose schools are closed, who have dropped out or are not enrolled in schools to provide them with basic providing notion of social responsibility, citizenship, human rights, gender equality, rule of law, communication, problem-solving and negotiation skills...		20,000
	Act. 2.1.6: Develop family relationship development programmes/schemes to equip parents and community leaders with the knowledge and skills to recognise 'at risk' behaviour in their children and empower them with the tools and ability to manage 'at-risk' children's behaviour		20,000
			Sub t: 120,000

<p><b>Output 2.2</b> Youth radicalized or in the process of being radicalized have been disengaged and reintegrated into their communities</p> <p><b>Indicator:</b> Number of teenagers and/or youth sensitized/ who have re-integrated their community (school and families)</p> <p><b>Target:</b> 500 (250 female 250 male) teenagers and/or youth sensitized;</p> <p><b>Target:</b> 100 (50 female and 50 male) teenagers and/or youth reintegrated their communities</p>	<p>Act 2.2.1: Identify radicalised youth and youth-at-risk in need of de-radicalisation assistance</p> <p>Act 2.2.2: Enrol the adolescents and youth in existing and new schools and madrassas, which are used for providing security, psychosocial support, and as a platform for dialogue for peace</p> <p>Act 2.2.3: Carry out awareness-raising outreach activities for (school and playground visits, production and distribution of leaflets, radio broadcasting...) children and teenagers</p>	<p>UNDP with UN agencies (UNFPA), contracted civil society organizations, vendors</p>	<p>25,000</p> <p>30,000</p> <p>20,000</p> <p><b>Sub t. 75,000</b></p>
<p><b>Project Management</b></p> <p>Personnel/Recruitment</p> <p>Office Space</p> <p>Travel</p> <p>Equipment</p> <p>Miscellaneous</p> <p>Security</p> <p>Audit</p>			<p>884,860</p> <p>20,000</p> <p>20,000</p> <p>10,000</p> <p>20,000,44</p> <p>25,000</p> <p>22,140</p> <p><b>Sub t. 1,002,000,44</b></p>
<p><b>Sub-total</b></p> <p><b>LNDP GMS (8%)</b></p>			<p><b>1,944,444,44</b></p> <p><b>155,555,56</b></p>
<p><b>TOTAL</b></p>			<p><b>2,100,000</b></p>

IV. ANNUAL WORK PLAN (AWP) YEAR: 2016

EXPECTED OUTCOMES	EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTIES	PLANNED BUDGET		
			Q1	Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount (USD)
Outcome 1 Enhanced recovery from and resilience to socio-economic impacts of violent extremism	Output 1.1: IDPs and host community members benefited from rapid employment and stabilized income opportunities	1.1.1: Inception meeting	Q1					UNDP	Government of Japan	74200/ Audio Visual & Print Prod. Costs	50
			Q2							Subtotal	500
Indicator: Number of people who benefit from employment opportunities	Target: 500 (250 female and 250 male)	1.1.2: Conduct labour based technology (LBT) activities, such as low-skilled labour rehabilitation work on public/community infrastructure to provide quick income to face day to day needs to the vulnerable groups especially youth and women (3 months)	Q1					UNDP	Government of Japan	71300/ International Consultant	20,000
			Q2							74200/ Audio Visual & Print Prod. Costs	10,000
			Q3							72700/ Hospitality & Catering	20,000
			Q4							Subtotal	50,000
		1.1.3: Conduct training sessions on cross cutting issues, such as safe lifestyle, HIV/AIDS prevention, citizenship,	Q1					UNDP	Government of Japan	72100/ Contractual Services- Companies	3,000
			Q2							74200/ Audio Visual & Print Prod. Costs	2,000

	peace and human rights, gender roles and equality, cooperatively working together (conflict resolution, negotiated problem-solving techniques...), democratic principles and participation, rule of law, good governance, civil society....								72700/Hospitality & Catering	4,500
	1.1.4: Conduct surveys on promising areas of business	X				UNDP	Government of Japan	71300/Local Consultant		8,000
								72700/Hospitality & Catering		2,000
								<b>Subtotal</b>		<b>10,000</b>
	<b>Subtotal Output 1.1</b>									
										<b>70,000</b>
<b>Output 1.2: IDPs and host community members, especially youths and women affected by the crisis equipped with new technical and management skills</b> <b>Indicator:</b>	1.2.1: Develop a learning programme on specific areas of work, ICT and small-scale business management	X				UNDP	In-kind contribution of UNDP			0
	1.2.2: Conduct training sessions on specific technical, ICT and management concepts		X			UNDP	Government of Japan	71300/Local Consultant		10,000
			X					74200/Audio Visual & Print Prod. Costs		2,000
								75700/Workshop		2,000



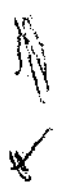
Number of IDP and host community members trained/using the newly acquired technical, IT, and/or management skills in their work/life Target : 500 (250 female and 250 male)	1.2.3: Develop basic tools/programmes for small scale business management that will be saved with course contents on electronic support (CD-ROM, USB key...) and/or could be accessed through internet, smartphones (apps) and in existing Youth Centres or Internet cafes						73100/ Rental & Maintenance- Premises	1,000
							72700/Hospitality & Catering	35,000
<b>Subtotal Output 1.2</b>							<b>Subtotal</b>	<b>50,000</b>
							75700/ Workshop	50,000
							72100/ Contractual Services- Companies	20,000
							73100/ Rental & Maintenance- Premises	2,000
							72700/ Hospitality & Catering	15,000
							74200/ Audio Visual & Print Prod. Costs	13,000
<b>Subtotal Output 1.2</b>							<b>Subtotal</b>	<b>100,000</b>
Output 1.3 Youth involved in small-scale business or inserted in the local economic tissue	1.3.1: Undertake small scale business activities such as building material production (sun-dried bricks, compressed earth blocks, concrete blocks and pavers...)						72100/Contractual Services- Companies	30,000
							72500/ Supplies	50,000
							72200/ Equipment and furniture	77,444



Output 1.4 Youth enhanced their economic recovery	Indicator: Number of people who benefited from training, technical support and equipment, tools and/or inputs	1.4.1: Conduct need assessments on the capacity development of the (young) rice producers	X					UNDP/FAO/JICA	In-kind contribution of UNDP and partners			0
	Indicator: Number of people who benefited from training, technical support and equipment, tools and/or inputs	1.4.2: Identify producers' associations (agricultural, livestock...)	X					UNDP/FAO/JICA	In-kind contribution of UNDP and partners			0
Indicator: Number of storage and equipment built, processing units installed, tools distributed	Target: 100 youths (50 female and 50 male)	1.4.3: Select Zonal extension workers - ZEW (Agents de vulgarisation de Zone - AVZ)	X					UNDP/FAO	In-kind contribution of UNDP and partners			0
		1.4.4: Train Zonal Extension Workers (ZEW), agricultural public services technicians and technical partners	X					JICA's/UNDP/FAO	Government of Japan	71 600/ Travel and DSA 72700/ Hospitality and catering (provided by JICA)	40,000	0

The JICA's contribution is all in-kind contribution. It particularly involves Activity 1.4.4 (Train Zonal Extension Workers (ZEW), agricultural public services technicians and technical partners, trainers/producers-trainers at the PRODERIP Project Centre, in Yaoundé.

processing units installed; 50 collective toolkits distributed	trainers/producers- trainers are trained on dryland and/or paddy rice cultivation					FAO/Extension Workers (ZEM), agricultural public services	Government of Japan	Subtotal I 72300/ Contractual service companies 72500/ Supplies	40,000  45,000 5,000
1.4.5. Build storage equipment (granaries) and install processing units and distribute improved production inputs (e.g., drought-resistant seeds and plant varieties)					UNDP/FAO	Government of Japan	Subtotal	50,000	
1.4.6: Conduct on-site vocational trainings on dryland and paddy rice					FAO/Extension Workers (ZEM), agricultural public services	Government of Japan	72700/ Hospitality and catering 75100/ Workshop	20,000 29,500	



cultivation for young (women and men) rice producers, farmers and to Groups/units	1.4.7: Deliver short-term training/presentations, produce and distribute leaflets, radio broadcast material on advocacy/management and policy development targeting producers' associations	X X X X	technicians and technical partners trainers/produc- ers-trainers who have been previously trained by JICA	FAO/UNDP Government of Japan	72500/ Supplies 72210/ Contractual service companies	500     Subtotal  50,000
Subtotal Output 1.4						150,000



Outcome 2 Radicalisation of youth prevented and communities' resilience to crisis and capacity to prevent and respond to violent extremism is increased	Output 2.1: Community members (religious leaders, teachers, parents, youth and children) have enhanced awareness and skills to prevent and respond to radicalisation and violent extremism Indicator: Number of religious leaders trained Target: 50 Indicator: Number of youth participating in dialogue on radicalisation prevention Target: 500 people (250 female and 250 male)	2.1.1: Develop and deliver awareness and training sessions to religious leaders on preventing radicalisation through recognizing and managing 'at-risk' pupils' behaviours (in madrasahs...)	X	X	X	X	UNDP	Government of Japan	Subtotal	30,000
		2.1.2: Set up dialogue framework on radicalisation and preventing measures	X	X	X	X	UNDP	Government of Japan	71300/ Local consultant 75100/ Workshop Subtotal	8,000 2,000 10,000
		2.1.3: Develop (and test) curricula to train madrasah teachers on identifying and cope with the different stages/levels of radicalization of their pupils	X	X	X	X	UNDP	In-kind contribution of UNDP and partners	71300/ Local consultant 75100/ Workshop 74200/ Printing & publication Subtotal	15,000 3,000 2,000 20,000
		2.1.4: Develop a series of life skills activities for youth schooling in madrasahs	X	X	X	X	UNDP	Government of Japan	72300/ Contractual service companies 75100/ Workshop 72700/ Hospitality and catering Subtotal	14,000 2,000 2,000 20,000

Subtotal Output 2.1	2.1.5: Develop personal development schemes targeting teenagers whose schools are closed, have dropped out or are not enrolled in schools to provide them with basic providing notion of social responsibility, citizenship, human rights, gender equality, rule of law, communication, problem-solving and negotiation skills...	X	X	X	X	UNDP	Government of Japan	75100/ Workshop	3,000
								72300/ Contractual service companies	14,000
								72700/ Hospitality and catering	3,000
								Subtotal	20,000
								75100/ Workshop	5,000
								72300/ Contractual service companies	12,500
								72700/ Hospitality and catering	2,000
								72500/ Supplies	500
								Subtotal	20,000
								Subtotal	120,000
2.1.6: Develop family relationship development to equip parents and community leaders with the knowledge and skills to recognize 'at-risk' behaviour in their children and endow them with the tools and ability to manage 'at-risk' children's behaviour	X	X	X	X	UNDP	Government of Japan	75100/ Workshop	5,000	
							72300/ Contractual service companies	12,500	
							72700/ Hospitality and catering	2,000	
							72500/ Supplies	500	
							Subtotal	20,000	
							75100/ Workshop	5,000	
							72300/ Contractual service companies	12,500	
							72700/ Hospitality and catering	2,000	
							72500/ Supplies	500	
							Subtotal	20,000	
Subtotal	120,000								

Output 2.2 Youth radicalized or in the process of being radicalized have been disengaged and reintegrated into their communities	Indicator: Number of teenagers and/or youth sensitized/who have re-integrated their community	2.2.1: Identify radicalized youth and you-at-risk in need of de-radicalization assistance	X			UNDP/UNFPA	Government of Japan	72300/ Contractual service companies	20,000
								75100/ Workshop	5,000
								Subtotal	25,000
								72300/ Supplies	3,000
								72300/ Contractual service companies	10,000
								72700/ Hospitality and catering	2,000
								75100/ Workshop	5,000
								Subtotal	30,000
								72500/ Supplies	2,000
								75100/ Workshop	5,000
74200/ Printing & publication	2,000								
72300/ Contractual service companies	11,000								
Subtotal	20,000								
Subtotal Output 2.2									75,000
Project Management	Personal/Recruitment - Project Manager (P5)							63300/ Non-Recurent Payrol	257,771





		Audit					74100 Audit Fees	22,140
							Subtotal	117,140.44
Subtotal Project Management								1,002,000.44
<b>SUBTOTAL</b>								1,944,444.44
GMS (8%)								155,555.56
<b>GRAND TOTAL</b>								2,100,000

## V. RISKS AND ASSUMPTIONS

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

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

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

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

## VI. MANAGEMENT ARRANGEMENTS

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

Given the geographic spread of the project over the Far North territory and considering the need for particular expertise, collaborative arrangements will be established with other UN and international aid agencies, as mentioned in the AWP, which may already have local program presence on the ground, for undertaking specific activities.

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

The project governance structure will comprise of at the highest level, the Project Board (steering committee). The Project Board (PB) is the group responsible for making by consensus, strategic orientation and approves work plans. In order to ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Resident Representative. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans.

The PB will comprise of the Ministry of Economy, Planning and Regional Development (*Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire* – MINEPAT), Ministry of Territorial Administration and Decentralization (*Ministère de l'Administration Territoriale et de la Décentralisation du Cameroun* – MINATD) and UNDP. Other UN agencies, Embassy of Japan and JICA will participate as advisors to the PB.

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

Senior Project Manager: An international senior project manager will be recruited and be responsible for day-to-day management and decision-making for the project and will report directly to the UNDP Resident Representative. The International Project Manager has the authority to run the project on behalf of UNDP within the constraints laid down by the Board. The international Project Manager's prime responsibility is to ensure that the project produces the

results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. S/he will supervise the project team and national consultants and will ensure results orientation by implementing partners/UN agencies of selected activities.

The Project Manager will be assisted in her/his task by an Early Recovery Advisor, a Project Analyst, a Monitoring and Evaluation (M&E) Officer, two (2) National Experts, a Finance and Administrative Assistant (FAA) and two (2) drivers as project support.

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

Handling Procedures of interest income and unspent balance, as applicable to this project, will be handled in accordance to the terms, policies, and procedures of the Japan-UNDP partnership fund.

UNDP will submit quarterly progress reports as well as a final report upon project closure, including a financial report.

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



Diagram 1: Project Governance Arrangement

## VII. COMMUNICATION AND VISIBILITY STRATEGY

This project will have direct impact on 2,000 youth (young women and men), who will benefit from job opportunities, and de-radicalization activities, besides other 1,000 community members who will benefit indirectly and the ripple effect the project will create on the whole communities, including civil society organizations, the local authorities, religious leaders... Furthermore, it is foreseen that the project activities and the methodology used will eventually be replicated in other locations and even make a tremendous impact on legislation and policymaking processes affecting young people at national and subnational levels.

Based on the considerations mentioned above, it is crucial that the project develops a robust communication and visibility strategy, to disseminate the relevant information and help multiply its impacts not only in the communities involved but also to a wider audience. Therefore, at the inception of the project, the project's communication strategy will be further refined. However, the latter will at least contain the following:

- News releases presenting the project, and providing information such as events around the launching of the project and updated information on a regular basis, i.e., at least at midterm and at the end of the project;
- Quarterly project newsletters;
- A project leaflet;
- At least, three interviews or media related articles;
- At least, three presentations in national, regional/international seminars, workshops or conferences.

Full acknowledgement of the Government of Japan's contribution (as the donor but also as regard to technical advisory support and collaboration provided to the project by the Japanese Government through the Japan International Cooperation Agency (JICA), as well as the potential contribution of the Japanese private sector, if/as relevant, will be given in all communication products and any other relevant materials by mentioning the support provided, besides the display of relevant Japan Official Development Assistance (ODA) logos on all published documents related to the project. In addition to this, the UNDP Cameroon Country Office, will ensure that:

- All training courses, workshops, and policy dialogues will mention the support provided by the Government of Japan through the UNDP-Japan Partnership Fund;
- The Embassy of Japan will be invited to milestone events, such as the inauguration of community infrastructure (markets) built or rehabilitated through the project;
- On such occasions, a banner identifying the project, with logos of the partners and the donor will be displayed;
- All information, education and communication (IEC) materials produced (factsheets, T-shirts, videos...) by/for the project will mention the support provided by the Government of Japan and display relevant logos;
- Opportunities will be sought with the Embassy of Japan in Cameroon to involve the Embassy on various occasions as speakers to increase the visibility of Japanese support;
- Project success stories are disseminated through the websites of UNDP Tokyo Office, UNDP Cameroon and social media including twitter accounts of key UNDP representatives.

## VIII. MONITORING AND EVALUATION

Monitoring and evaluation will be realized in accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (2009) and updated guidance (2011).

The implementation of the project will be monitored quarterly, within the annual cycle, and at the end of the project, which has a one-year duration. Quarterly monitoring will be based on quarterly progress reports and quarterly financial reports.

The **Quarterly Progress Reports** will be presenting a results-focused technical narrative discussing the progress in the implementation and delivery of the project against the proposed plan, schedule and methodology. It will also strive to identify potential problems, risks or changes in the political, environmental and social situation that may have an impact on the project and, if so, propose some remedial measures that should be undertaken to capture lessons learned and organizational adaptive measures and processes during the period. The quarterly progress reports will be divided into the five sections detailed below:

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

The **Quarterly Financial Reports** will include an executive summary, a comparison between the planned budget and actual expenditure during the period accompanied by explanations/justifications of differences between the two, and will show cumulative expenditures since the beginning of implementation of the project.

An **Annual Review Report** shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Based on the above report, an **Annual Project Review**, i.e., a final assessment will be conducted.

Given the one year duration and size of the project, an audit as well as **final evaluation** of the project will be conducted. The project evaluation will take place within the first quarter following project period completion.

The final report will be submitted to the Government of Japan together with the financial report. Reports will include relevant photographs, and all media coverage articles and press releases.

## IX. EQUIPMENT

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

## X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the United Nations Development Programme (UNDP) and the Government of the Republic of Cameroon,<sup>17</sup> signed by the parties on 25 October 1991.

UNDP, as the Implementing Partner, shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP, as the Implementing Partner, shall:

<sup>17</sup> *Accord entre les Programme des Nations Unies pour le Développement (PNUD) et le Gouvernement de la République du Cameroun.*

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

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

In the event that significant changes are encountered or needed in the timing, scope of work and budget utilization due to particular circumstances, UNDP will consult with the Government of Japan, its Embassy in Cameroon or representatives prior to making any such changes. However, the UNDP Resident Representative in Cameroon is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has consulted the other signatories to the Project Document prior thereto, to assure that they have no objection to the proposed changes:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;

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

FOR UNDP

Signature: 

Name: Najat Rochdi

Title: Resident Representative

Date: 25/11/16

FOR MINISTRY OF ECONOMY, PLANNING AND REGIONAL DEVELOPMENT

Signature: 

Name: Louis Paul Motaze

Title: Minister of economy, planning and regional development

Date: 12 DEC 2016

  
 Copie confirm

