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Resilient nations.

**PROJECT DOCUMENT**

**[Cameroon]**

**Project Title:** Community Empowerment and Peace building in the Far North Region of Cameroon

**Project Number:**

**Implementing Partner:** JICA/Ministry of Agriculture and Rural Development, NGOs

**Start Date:** March 2017      **End Date:** March 2018      **PAC Meeting date:** February 2017

**Brief Description**

Boko Haram insurgency in Nigeria has caused 87,000 Nigerian refugees in Cameroon and 199,000 Cameroonians mainly affected by the crisis have become internally displaced persons (IDPs) in the Far North region of Cameroon based on the Humanitarian Needs Overview 2017. Evaluations reveal weak capacity of basic services such as health, education and water as well as very limited access to income generating activities, especially subsistence agriculture, livestock farming and small business in the affected regions like the Far North region. The Far North region is also the poorest region in the country (Poverty rate is 74.3% compared with 37.5% at national level). The recent violence led by Boko Haram has further deteriorated the economic structure of the region and increased people's vulnerability. In addition, radicalisation amongst youth has increased (about 4,000 young people having joined Boko Haram) with young people (esp. girls) being used as suicide bombers. Moreover, the recent arrival of refugees and IDPs in the Far North negatively influences pacific coexistence in the communities and is leading to distrust and conflicts over access to limited social service, natural resources and distribution (e.g. food and assistance) among religious groups, ethnicities, communities and refugees and IDPs.

The overall objective of the project is to contribute to early recovery, resilience and social cohesion of targeted local communities. The project also contributes to prevention of terrorism, violence and radicalisation. As mentioned above, the reason to join terrorist and/or radicalised groups like Boko Harm is not only ideological but also economical. Therefore, economic and social approaches will be taken. This project will contribute to UNDAF outcome as below.

UNDAF 2013-2017

Outcome 4 "By 2017, opportunities of decent employment and IGA, in particular for youth, women and vulnerable people and refugees, are increased"

Contributing Outcome (UNDAF/CPD, RPD or GPD):  
UNDAF 2013-2017 Outcome 4

Indicative Output(s):  
UNDAF 2013-2017 Output 4.3 and 4.4

<b>Total resources required:</b>	1,500,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	500,000
	<b>Donor:</b>	Japan 1,000,000
	<b>Government:</b>	n/a
	<b>In-Kind:</b>	n/a
<b>Unfunded:</b>	n/a	

Agreed by (signatures)<sup>1</sup>:

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<sup>1</sup> Note: Adjust signatures as needed

Government	UNDP	Implementing Partner
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

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## I. DEVELOPMENT CHALLENGE

Boko Haram insurgency in Nigeria has caused 87,000 Nigerian to seek refuge in Cameroon and displaced 199,000 Cameroonian internally in the Far North region of Cameroon based on the Humanitarian Needs Overview 2017<sup>2</sup>. An estimated 72% of internally displaced persons (IDPs) live in host communities. Evaluations reveal weak capacity of basic services such as health, education and water as well as very limited access to income generating activities, especially subsistence agriculture, livestock farming and small business, in affected regions like the Far North region<sup>3</sup>. Border trade with Nigeria has decreased, for instance most of goods and services passing through a certain cross-border point dropped to 97-99%<sup>4</sup>. Many people lost their land and material for livelihood to flee and livestock and valuable assets have been stolen by violent groups and local economy activities have been negatively affected.

The Far North region is the poorest region in the country (Poverty rate is 74.3% compared with 37.5% at national level<sup>5</sup>). Over 34% of the population in the Far North region are youth (15-34 years old) and underemployment amongst them is at an extremely high level of 83.9% (69% at national level). The recent violence led by Boko Haram has further deteriorated the economic structure of the region making many people in particular youth vulnerable to joining insurgent and violent groups such as Boko Haram. Taking advantage of young people's vulnerability and their dissatisfaction with the current economic situation, Boko Haram has been recruiting young people both boys and girls in various forms like criminal/illegal service suppliers and suicide bombers in extreme case. It is believed that Boko Haram engages in certain activities, for example, robbery, livestock rustling, kidnapping and even normal local business to finance itself and obtain necessary goods<sup>6</sup>. Therefore, being a member of Boko Haram does not necessarily mean they are fighters but simply engage in criminal activities. According to a Crisis Group Report, 4,000 Cameroonian have already joined Boko Haram being persuaded by roughly 2,000USD and a motorbike. The fact that Boko Haram recruits amongst all religious beliefs underlines that motives for joining are not mainly ideological but economical. To curb further recruitments, it is important to quickly offer appropriate economic opportunities to youth to offer alternatives.

In the Far North region, while 33% of population are Christian, 42% are Muslim (Christian 68% and Muslim 21% in Cameroon). Due to higher percentage of Muslim population, the region could be more vulnerable to ideological legitimization created by Boko Haram. Moreover, it is said that Cameroon is composed of more than 200 ethnic groups and they realise relatively pacific cohabitation. However, Muslim is stigmatised as proximity to Boko Haram and recent massive arrival of refugees and IDPs in the Far North negatively influences pacific coexistence in the communities and is leading to distrust and conflicts over access to limited basic services, natural resources and distribution (e.g. food and assistance) among religious groups, ethnicities, communities and refugees and IDPs. Certain small conflicts concerning agro-pastoral, space for

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<sup>2</sup> 2017 Aperçu des besoins humanitaires Cameroun (HNO), OCHA

<sup>3</sup> Idem

<sup>4</sup> "Border Stunting and Shriveling of Human and Merchandise on the Nigeria-Cameroon Passage of Banki and Limani", Mark Bolack Funteh in "Effets économiques et sociaux des attaques de Boko Haram dans l'Extrême-Nord du Cameroun", 2014

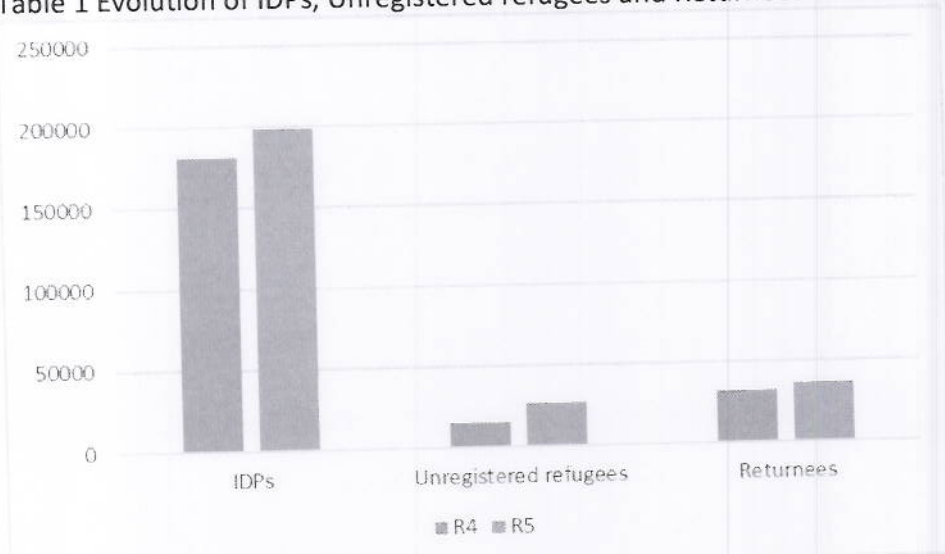
<sup>5</sup> Institut National de la Statistique (INS), December 2015, « Quatrième enquête camerounaise auprès des ménages (ECAM4): Tendances, profil et déterminants de la pauvreté au Cameroun entre 2001-2014 »

<sup>6</sup> "Terrorist financing in West and Central Africa", 2016 Financial Action Task Force

cultivation and commerce, water, robbery of livestock have been observed<sup>7</sup>. Before becoming crucial and violent conflicts, it is important to promote social cohesion and pacific coexistence among the communities.

The military interventions of the national forces of Nigeria and Cameroon and the Multinational Joint Task Force against Boko Haram had been hoped to bring a significant decrease of incidents if not even an end to the crisis. However, Boko Haram attacks have continued in the Far North region and consequently the numbers of IDPs, unregistered refugees and returnees have increased according to the recent Displacement Tracking Matrix.

Table 1 Evolution of IDPs, Unregistered refugees and Returnees in the Far North region



Source: IOM, Displacement Tracking Matrix Round 4 and 5

A return of IDPs is not imminent as many are traumatised (46%), fear the absence of armed forces in the area of origin (12%)<sup>8</sup> and feel relatively secure in their place of current settlement (18%).

## II. STRATEGY

The overall objective of the project is to contribute to early recovery, resilience and social cohesion of targeted local communities. The project is aligned on UNDP Strategic Plan 2014–2017, UNDAF 2013-2017 and Country Programme 2013-2017. The project also contributes to prevention of terrorism, violence and radicalisation. As mentioned above, the reason to join terrorist and/or radicalised groups like Boko Harm is not only ideological but also economical. Therefore, economic and social approaches will be taken.

3x6 approach developed by UNDP will be utilised to encourage youth employment. The approach is based on traditional components of employment generation and livelihoods promotion, including generating immediate income, injecting capital into local economy, and providing opportunities for diversified livelihoods. This is the best practice model for early recovery, particularly for livelihoods and economic recovery in crisis and post-crisis contexts. The approach supports vulnerable people in the crisis for more sustainable livelihood opportunities through

<sup>7</sup> "Conflicts et Mécanismes de Résolution des crises à l'Extrême-Nord du Cameroun", 2015, UNDP/UNESCO

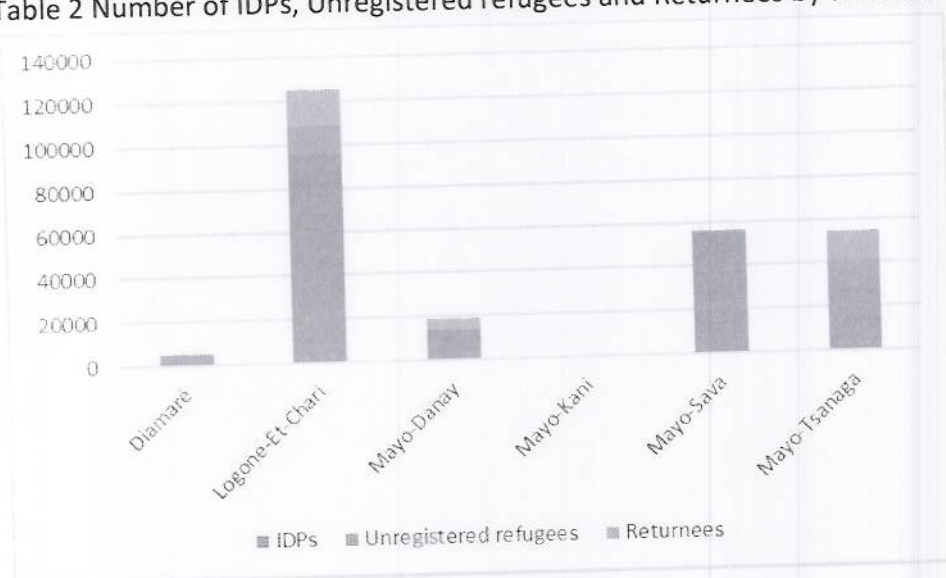
<sup>8</sup> "Second IDPs Return Intention Survey in the Far North Region of Cameroon", 2016, IOM

three main steps: cash for work, vocational training and set-up/follow-up of small business. In Cameroon, it has been implemented with international and national NGOs since 2016 and its evaluation has not been conducted due to an on-going project. However, during dialogues with youths, positive feedback to the approach has been heard and so it continues to be implemented in this project. Livestock and food markets as community infrastructure have been constructed or rehabilitated by the previous projects. This revitalises local economy through offering commercial and gathering place for local people and beneficiaries of income generating activities.

Concerning social aspect, many observed conflicts are about access to land and natural resources. While general social cohesion and pacific coexistence continue to be promoted, this specific issue will be dealt with in the project. In the previous projects, mainly UNDP organised activities such as youth forum and talk/debate and capacity reinforcement training but this project will support more existing facilities and organisations such as youth centres and the platform for social cohesion to organise activities in order to promote their ownership. The challenge of social cohesion and prevention of radicalisation and extreme violence is how to measure the impact of activities because the impact is not visible and measurable like economic activities and it could take longer time to influence people. However, UNDP has implemented social cohesion activities for two years in the Far North region and it is time to conduct survey on perception of extreme violence among people to monitor the situation.

Logone and Chari division in the Far North region is hosting over 48% of IDPs. Rapid Multisector Evaluation<sup>9</sup> found that the division has been heavily affected by Boko Haram crisis and 62% of needs for humanitarian assistance is in the division. Based on the high concentration of IDPs and host communities, Logone and Chari division is identified as principal intervention zone of the project.

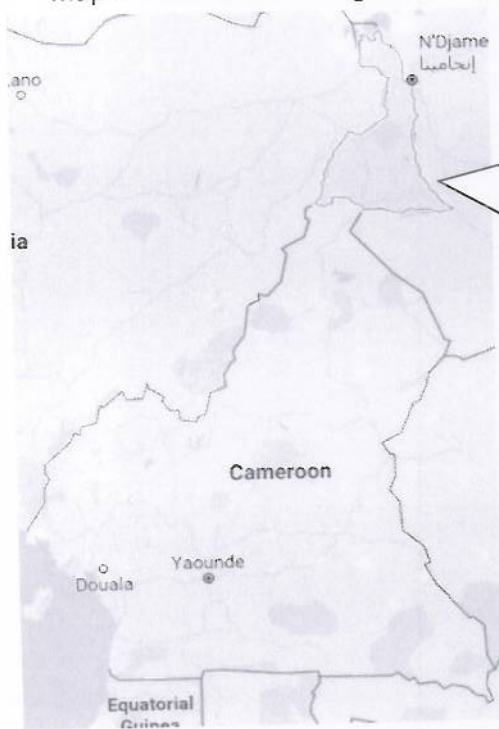
Table 2 Number of IDPs, Unregistered refugees and Returnees by divisions of the Far North region



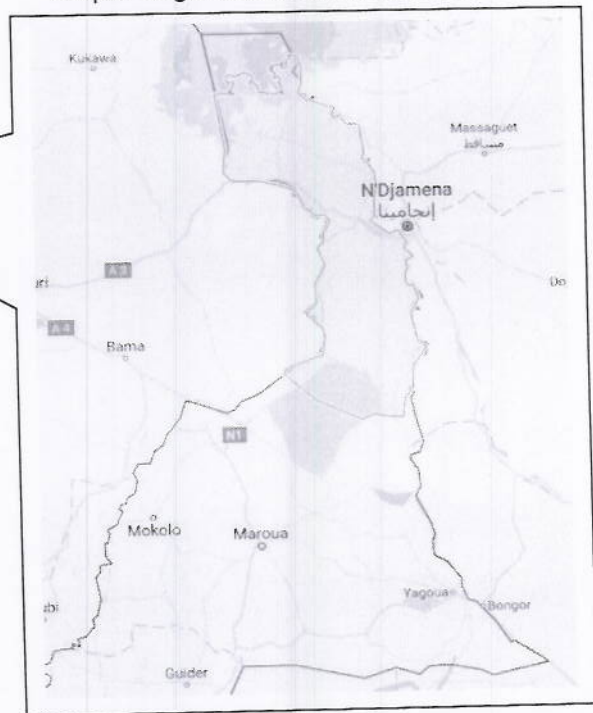
Source: IOM, Displacement Tracking Matrix Round 5

<sup>9</sup> "Evaluation multi sectorielle rapide, Département du Logone et Chari, Extrême Nord, Cameroun 01-07 Juin 2016"

Map1: The Far North region



Map2: Logone and Chari division



### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

To tackle challenge of economic aspect, two outputs and three indicators are set.

**Output 1.1:** Reinforced youths' capacity to sustainably generate income

**Indicator 1.1.a:** Number of youth who start a business

Baseline: 0, Target: 300 youths (150 females and 150 males from IDPs and host communities)

**Indicator 1.1.b:** Number of community infrastructures rehabilitated and/or constructed

Baseline: 0, Target: 2

In this output, 3x6 approach plans to be implemented. Beneficiaries will be engaged in Cash for work with cross-cutting theme training to get revenue injection and have vocational training (specific profession and business skills). Then beneficiaries will start business by utilising revenue and skills obtained. Rehabilitation/construction of community infrastructures such as markets will contribute to revitalisation of local economy and offer market place for the beneficiaries of 3x6 approach.

**Output 1.2:** Improved agricultural capacity

**Indicator 1.2.a:** Number of youth benefit from capacity building of rice production

Baseline: 0, Target: 280 (140 females and 140 males from IDPs and host communities)

Agriculture is the main source of employment in Cameroon (around 60%) and agriculture is the main livelihood sector (over 30%) among IDPs before and during displacement. In this output, beneficiaries will reinforce agricultural capacity with support of agricultural technical staff, distribution production inputs and better post-harvest processing.

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To tackle challenge of social aspect, two outputs and four indicators are set.

**Output 2.1:** Enhanced peaceful coexistence among communities

**Indicator 2.1.a:** Number of youth centres and sports facilities rehabilitated and/or equipped

Baseline: 0, Target: 3

**Indicator 2.1.b:** Number of people who are aware of risk of extreme violence

Baseline: 0, Target: 200 (100 females and 100 males)

In the output, youth centres will be rehabilitated and equipped to organise sessions on non-violence, religious tolerance and community dialogue. Sport infrastructure will be also rehabilitated with equipment to create recreation and social cohesion space for youth. The social cohesion platform was established by the previous project and its action plan has been proposed. Based on the action plan, certain activities of the platform will be supported. Through training for koranic school teachers, capacity to prevent extreme violence in Muslim community will be reinforced. Furthermore, to prevent extreme violence, survey on perception of extreme violence will be conducted and based on the survey, early warning system to monitor will be established in collaboration with a local university.

**Output 2.2:** Improved resolution skills of communities for land conflict and other potential conflict issues involving IDPs/returnees/refugees and local communities

**Indicator 2.2.a:** Existence of database of conflicts/tensions over natural resources and land

Baseline: No, Target: Yes

**Indicator 2.2.b:** Number of resolutions over natural resource conflict handled in a peaceful manner according to established management rules

Baseline: 0, Target: 10

Current and potential tensions over natural resources such as water, wood and land among IDPs, refugees, returnees and local communities could lead to crucial conflicts in the future. To solve the tensions, database of conflicts and tensions over natural resources will be created and a plan on their management will be elaborated. Then at local community level, awareness campaign about the solution proposed by the plan will be organised.

As mentioned above, the project is aligned on UNDP Strategic Plan 2014–2017, UNDAF 2013-2017 and Country Programme 2013-2017 and contribute to UNDP Strategic Plan Outcome 5 “Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change” and Outcome 6 “Early recovery and rapid return to sustainable development pathways are achieved in post conflict and post disaster settings”, UNDAF Outcome 4 “By 2017, opportunities of decent employment and IGA, in particular for youth, women and vulnerable people and refugees, are increased”.

### ***Resources Required to Achieve the Expected Results***

A project team with an international expert, a national expert, an administrative and financial officer and two drivers is essential and two national experts in specific issues like gender and communication will contribute to further inclusive project management. Accumulated expertise of JICA in Cameroon will be utilised and NGOs at grass-root level is necessary for 3x6 approach. Partnership with social cohesion platform and local university is important for sustainability of activities.

### ***Partnerships***

The project is not a joint project with other UN agencies but UNDP will collaborate and coordinate activities with them to achieve synergy. Especially with UNHCR, UNDP has been discussing the bridge between humanitarian action and Early Recovery/Sustainable development.

The project will be implemented by UNDP in collaboration with the JICA. Expertise of JICA will be utilised for agriculture and youth employment. JICA has accumulated a strong technical expertise on rice production. In the previous project, UNDP has already worked with JICA in rice production and based on positive feedback from beneficiaries, the collaboration with JICA rice production project will be continued. New collaboration with JICA will be attempted in business management. JICA has also gained experience in capacity transfer of Japanese enterprises' business management such as KAIZEN (improvement in Japanese). Business management including KAIZEN philosophy will be transferred to some beneficiaries in youth employment activity. This collaboration with JICA will contribute to Humanitarian-Development nexus. Moreover, discussion with Japanese private company, e.g. Makita, is on-going for potential collaboration to boost youth employment.

UNDP will work with international and national NGOs to implement the 3x6 approach activity as the previous project. In particular, UNDP has already been working with Plan International Cameroon for 3x6 approach activities in the previous project. Plan has an expertise of early recovery and youth employment and it brought additional resources to the activities to maximise their impact. Thus, the partnership with Plan could be pursued. Social cohesion platform and local university are partners for social cohesion activities as well as certain stakeholders like religious and traditional leaders, local authorities and the government. In particular, religious authorities are key stakeholders. Assuming that prevention of and combat with extreme violence and radicalisation pass through religious actors, UNDP will strengthen activities for Koranic school actors, religious leaders for their contribution to educating youth.

### ***Risks and Assumptions***

The Far North region, in particular Logone and Chari division located closed to Borno State in Nigeria, is the most threatened area by Boko Haram. Achieving the results and even implementing activities will highly depend on the security situation. Regular assessment of the security situation will be done in order to anticipate serious threats. Communication with UNDSS and local and regional authorities will be assured. Based on the assessment, necessary adjustments will be made.

3x6 approach requires from beneficiaries to open an account in a financial institution for the payments and to save some cash for vocational trainings and start-up of business. However, many of them may not have an ID as required by banks for account opening procedure. This might cause delay of entire 3x6 approach activities and/or it could take time to receive money for beneficiaries. Necessary advocacy measure will be taken to facilitate obtaining ID.

### ***Stakeholder Engagement***

Main stakeholders are governmental entities (the Ministry of Economy, Planning and Regional Development (MINEPAT), the Ministry of Livestock, Fisheries and Animal Industries (MINEPIA), the Ministry of Agriculture and Rural Development (MINADER), the Ministry of Youth Affairs and Civic Education (MINJEC)), local authorities (municipalities, sous-préfet, préfet) and religious and



traditional leaders. To identify beneficiaries, initial selection criteria will be proposed by the project and meetings and/or missions will be organised in participative and inclusive manner with them. They will be invited for certain project activities such as the opening of training and workshop and inauguration ceremonies.

### ***Knowledge***

Surveys on perception of extreme violence trend among population will be conducted and its result will be published. Database of conflicts/tensions over natural resources and land will be created and shared for further use.

### ***Sustainability and Scaling Up***

The activities will be implemented with MINEPIA, MINADER, MINJEC, the social cohesion platform, the local university and NGOs. Knowledge and capacity will be transferred to them as much as possible during the project to maintain sustainability.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

To maximise the project impact with available resources overall intervention will concentrate on the division with the highest need for humanitarian assistance, Logone and Chari. To create synergy effects of different activities implemented by different partners of the project, a coordination meeting will be organised at two levels, at country office (Yaoundé) and at field office (Maroua or Kousseri). Use for cross sector and cross partner exchanges will be made of the regular meetings of the Early Recovery sector group. Project team members will participate in the Early Recover sector group meetings to coordinate activities and obtain good practice and lessons learnt in similar activities of different projects.

### ***Project Management***

Project team members will be assigned to two project offices at capital and field levels, Yaoundé and Maroua or Kousseri. The project management team will be led by an international staff (Project Manager) well equipped in project management, resource mobilisation and communication with a National Expert, a Finance and Administrative Assistant (FAA) and drivers as project support under supervision of an international staff (Senior Project Manager). 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 financed by Japan, 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. 3% of the total budget financed by Japan will be allocated to global monitoring, reporting and coordination and the project budget financed by UNDP Funding Window will contribute to direct project costing and two National Experts (Gender and Communication) at the Country office.

For any balance financed by Japan at the end of the project, the country office shall consult with the local Embassy of Japan (EoJ) on its use. The interest income generated by Japanese funding will be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund. A final narrative report will be prepared in a manner to correspond to the activities in the Result Framework and be submitted to the local EoJ

within three months after the project end date. A final financial report will be prepared and be submitted to the local EoJ within a year after the project end date.

Concerning visibility of the donor, Japan, its support will be mentioned in various press releases, ceremonies and social media such as Facebook and Twitter. The logo of Japan will be utilised for banners and signboards of the project for events and infrastructures. There is potential engagement of Japanese staff as a project member.

## V. RESULTS FRAMEWORK<sup>10</sup>

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

UNDAF 2013-2017  
Outcome 4 "By 2017, opportunities of decent employment and IGA, in particular for youth, women and vulnerable people and refugees, are increased"

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

Indicator 5.10: Proportion of vulnerable population (women, youth, disables persons, IDPs, elderly) of the 07 municipalities affected by economic shocks (production decrease) having preserved their income levels  
Baseline: To determine, Target (2017): (baseline + 20%)

### Applicable Output(s) from the UNDP Strategic Plan:

Output 5.6. Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes  
Output 6.1. From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women  
Output 6.4. Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development

Project title and Atlas Project Number: Community Empowerment and Peace building in the Far North Region of Cameroon (Atlas#)

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year		
<b>Output 1.1</b> Reinforced youths' capacity to sustainably generate income	<b>1.1.a</b> Number of youth who start a business	Activity report	0	2016	300 (150 females, 150 males)	
	<b>1.1.b</b> Number of basic infrastructures rehabilitated and/or constructed	Activity report	0	2016	2	

<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>11</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

## VI. MONITORING AND EVALUATION

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

Monitoring Plan		Expected Action	Partners (if joint)	Cost (if any)
<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>		
<b>Track results progress</b>	Progress data against the results indicators in the RF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator	TBC	20,000
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	TBC	
<b>Learn</b>	Knowledge, good practices, testimonies, success stories and lessons learned will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Monthly	TBC	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	TBC	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Monthly	TBC	
<b>Project Report</b>	A progress report will be presented to the	Mid-term and at	TBC	

	<p>Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>the end of the project (final report)</p>	<p>and different report template will be available.</p>	
<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Monthly, Semester and annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	<p>TBC</p>

**Evaluation Plan<sup>12</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
<p>N/A</p>						

<sup>12</sup> Optional, if needed

**VII. WORK PLAN** 1314

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 (Apr-Jun)	Q2 (July-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)		Funding Source	Budget Description	Amount
<b>Output 1.1</b> <i>Reinforced youths' capacity to sustainably generate income</i>	1.1.1: Conduct labour based technology (LBT) activities, such as public/community infrastructures (3x6 approach)	-	130,000	-	-	NGOs	Japan	72600 Grant	(330 x 300 persons) 99,000
	1.1.2 Provide life skill trainings (cross-cutting themes, e.g. citizenship, HIV/AIDS, corruption) for selected youth centres (3x6 approach)	-	20,000	-	-	NGOs	Japan	72600 Grant	(66 x 300 persons) 19,800
	1.1.3: Organise vocational training and business management sessions (3x6 approach)	-	-	40,000	-	NGOs	Japan	75700 Training, Workshop and Confer	(265 x 12wk) 3,180
	1.1.4: Promote small scale businesses by youth, to enable their entry into commercial markets (3x6 approach)	-	-	-	50,000	NGOs	Japan	72600 Grant	(200 x 300 persons) 60,000

<sup>13</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>14</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.1.5 Rehabilitate/construct community infrastructures	-	72,963	72,963	72,963	-	UNDP	Japan	72100 Contractual Services-Companies	76,946
	<b>Sub-Total for Output 1.1</b>								<b>Japan: 296,926 UNDP-FW: 100,000</b>	<b>396,926</b>
<b>Output 1.2</b> <i>Improved agriculture capacity</i>	1.2.1: Install processing units	-	14,600	-	-	-	MINADER (JICA, PRODERIP)	Japan	72300 Materials & Goods	(4,867 x 3 units) 14,601
	1.2.2: Train public agricultural services and technical staff of partners on rice production technique	8,200	-	-	-	-	MINADER (JICA, PRODERIP)	Japan	75700 Training, Workshop and Confer	(training x 1) 8,200
	1.2.3: Provide tools and improved production inputs to producers	6,700	-	-	-	-	MINADER (JICA, PRODERIP)	Japan	72300 Materials & Goods	6,700
	1.2.4: Follow up agriculture producers in the field	10,250	10,250	-	-	-	MINADER (JICA, PRODERIP)	Japan	71600 Travel	20,499
	<b>Sub-Total for Output 1.2</b>								<b>Japan: 50,000 UNDP-FW: 0</b>	<b>50,000</b>
	<b>Sub-Total for Output 1</b>								<b>Japan: 346,926 UNDP-FW: 100,000</b>	<b>446,926</b>
<b>Output 2.1</b> <i>Enhanced peaceful coexistence among communities</i>	2.1.1 Rehabilitate and equip youth centres offering trainings on peace building and recreation activities	100,000	-	-	-	-	UNDP/MINJEC	Japan	72100 Contractual Services-Companies	(50,000 x 2 centres) 100,000
	2.1.2 Organise sessions on non-violence, religious tolerance and community dialogue	-	50,000	-	-	-	UNDP/MINJEC	Japan	75700 Training, Workshop and Confer	(5,000 x 10 sessions) 50,000
	2.1.3 Support peace building initiatives emerged at the community level	-	10,000	-	-	-	UNDP	Japan	75700 Training, Workshop and Confer	(2,000 x 5 initiatives) 10,000
	2.1.4: Rehabilitate sports infrastructures and provide sport equipment to youth in vulnerable areas	-	25,000	-	-	-	NGOs	UNDP Funding Window	72600 Grant	25,000
	<b>Sub-Total for Output 2.1</b>									

Output 2.2 Improved resolution skills of communities for land conflict and other potential conflict issues involving IDPs/returnees/refugees and local communities	2.1.5: Strengthen capacities of platform on social cohesion (e.g. inter-religion, inter-community and pastoralists and agriculture producers)	-	99,000	-	-	UNDP	UNDP Funding Window	75700 Training, Workshop and Confer	79,000	
	2.1.6: Train koranic school teachers and students on preventing extreme violence	-	50,000	-	-	UNDP	UNDP Funding Window	75700 Training, Workshop and Confer	50,000	
	2.1.7: Conduct surveys on perception of extreme violence trend among population	-	40,000	-	-	Maroua university "Centre d'Etudes et de recherches en paix, sécurité et intégration/ENS	UNDP Funding Window	72600 Grant	40,000	
	2.1.8: Early warning system to monitor risk of extreme violence	-	55,000	-	-	Maroua university "Centre d'Etudes et de recherches en paix, sécurité et intégration/ENS/ & Platform	UNDP Funding Window	72600 Grant	45,000	
<b>Sub-Total for Output 2.1</b>										
Output 2.2 Improved resolution skills of communities for land conflict and other potential conflict issues involving IDPs/returnees/refugees and local communities	2.2.1: Create database of conflicts/tensions over natural resources and land	50,000	-	-	-	UNDP/Platform/ Maroua university "Centre d'Etudes et de recherches en paix, sécurité et intégration/ENS	UNDP Funding Window	72600 Grant	45,000	
	2.2.2: Elaborate a plan on natural resources management and land sharing among IDPs, returnees, refugees and local communities	20,000	-	-	-	UNDP/ Maroua university "Centre d'Etudes et de recherches en paix, sécurité et intégration/ENS	UNDP Funding Window	71300 Local Consultant	20,000	
	2.2.3: Organise outreach sessions on sharing of natural resources and land at community level	30,000	-	-	-	UNDP/Platform	UNDP Funding Window	75700 Training, Workshop and Confer	25,000	
<b>Sub-Total for Output 2.2</b>										
<b>Sub-Total for Output 2</b>										
Project management	Senior project manager (P5, 50%)							Japan	63300 Non-Recurrent Payroll	129,000
								Japan: 0 UNDP-FW: 90,000	Japan: 160,000 UNDP-FW: 329,000	90,000 489,000

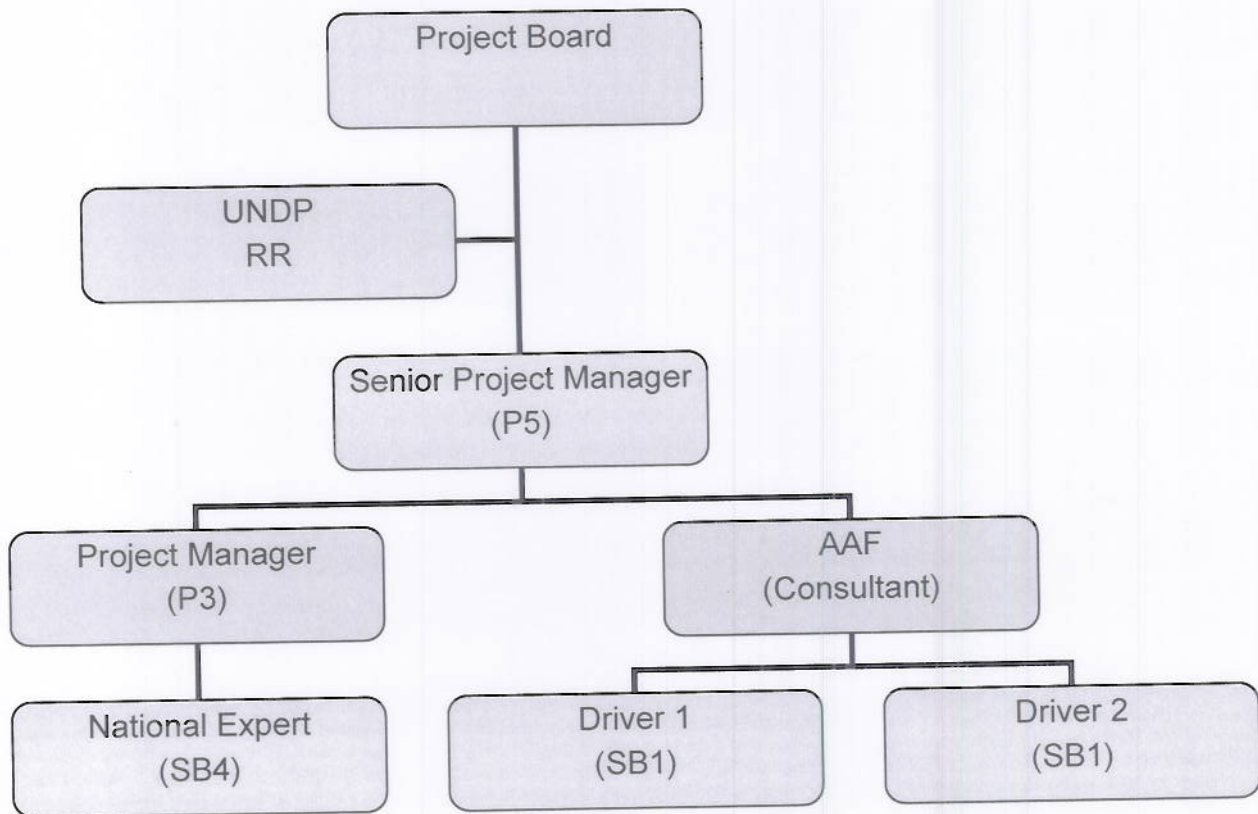


Project manager (P3)	48,750	48,750	48,750	48,750	48,750	48,750	48,750	Japan	63300 Non- Recurrent Payroll	195,000
National expert (SB4)	9,250	9,250	9,250	9,250	9,250	9,250	9,250	Japan	71400 Service Contract- Individuals	37,000
AAF (Consultant, 3 months)	8,000	-	-	-	-	-	-	Japan	71300 Local Consultant	8,000
Driver (SB1) x 2	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Japan	71400 Service Contract- Individuals	20,000
Travel (M&E/Security)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	UNDP Funding Window	71600 Travel	20,000
Communication	2,500	2,500	2,500	2,500	2,500	2,500	2,500	UNDP Funding Window	74200 Audio Visual Print Prod. Costs	10,000
Supplies	1,000	-	-	-	-	-	-	UNDP Funding Window	72500 Supplies	1,000
National expert (gender)	7,500	7,500	7,500	7,500	7,500	7,500	7,500	UNDP Funding Window	71400 Service Contract- Individuals	30,000
National expert (communication, 33%)	7,500	2,500	-	-	-	-	-	UNDP Funding Window	71400 Service Contract- Individuals	10,000
<b>Sub-Total for Project management</b>									Japan: 389,000 UNDP-FW: 71,000	460,000
<b>Total Output and Project management</b>									Japan: 895,926 UNDP-FW: 500,000	1,395,926
<b>Global monitoring reporting and coordination (3% of total budget for Japan)</b>									Japan: 30,000 UNDP-FW: 0	30,000
<b>General Management Support (8% of project budget for Japan)</b>									Japan: 74,074 UNDP-FW: 0	74,074
<b>TOTAL</b>									Japan: 1,000,000 UNDP-FW: 500,000	1,500,000

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented under the Direct Execution (DEX) modality by UNDP. The project governance structure will be led by Project Board (PB, i.e. steering committee). PB will be in charge of the main orientations of the project implementing. A project team will be accountable to PB and PB may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. The PB will comprise of MINEPAT and UNDP. Other UN agencies, MINADER, Embassy of Japan and JICA will participate as advisors to the PB. MINEPAT will co-chair as lead national counterpart along with UNDP RR. Quality Assurance role will be assured by UNDP toward ensuring the day to day implementation. The project assurance role supports PB by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. For Project Assurance, Monitoring and Evaluation will be independent from project implementing team.

UNDP will sign a Letter of Accord (LOA) with MINADER to implement agriculture activities collaborated with JICA project. UNDP will also sign a Standard Grant Agreement for Non-credit related activities with NGOs including Plan International Cameroon to implement 3x6 approach activities.



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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

### LEGAL CONTEXT STANDARD CLAUSES

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

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cameroon and UNDP, signed on 25<sup>th</sup> October 1991. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

### RISK MANAGEMENT STANDARD CLAUSES

#### Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>15</sup> [UNDP funds received pursuant to the Project Document]<sup>16</sup> 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.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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## X. ANNEXES

### 1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.  
*(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to*

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<sup>15</sup> To be used where UNDP is the Implementing Partner

<sup>16</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

*participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**

The Project document for Community Empowerment and Peace building in the Far North Region of Cameroon

**FOR UNDP**

**FOR MINISTRY OF ECONOMY, PLANNING AND REGIONAL DEVELOPMENT**

Signature: \_\_\_\_\_

Name: Félicité Tchibindat

Title: Resident Representative a.i.

Date: 06/03/2017



Signature: \_\_\_\_\_

Name: Louis Paul Motaze

Title: Minister of economy, planning and regional development

Date: \_\_\_\_\_