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**UNDP/JAPAN SAHEL PROGRAMME**

**BORDER MANAGEMENT & BORDER COMMUNITIES PROJECT**

**INTERIM PROGRESS REPORT**

**IN SUPPORT OF A NO-COST EXTENSION REQUEST**

**31st March 2016**

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**1. INTRODUCTION**

This interim progress report has been prepared to support a request for a one year no-cost extension to the Go. Japan-funded Border Management & Border Communities project, which is implemented under the umbrella of the overarching UNDP Sahel Programme.

The Report covers changes to the project environment since the project was formulated in the final quarter of 2014, and provides an overview of implementation capacities established for project delivery. It then provides a status summary in regard to each activity of the project, both for the responsible Regional Office in Dakar, and for the five UNDP Country Offices of the G5 Sahel. The summary outlines what work has been completed to date, what activities remain to be delivered, and when implementation is planned. Annex I of this Report is a one-page GANTT chart which provides an overview of the re-phased delivery schedule for the duration of the requested no-cost extension.

The final section of the Report offers a series of observations gleaned from project implementation to date, and makes a number of recommendations as to how project implementation can be improved or expedited in the months ahead.

Annexes to the Report bring together key project documentation to date, for ease of reference, and to allow interested parties to take a more detailed look at the methodology and outputs of the project to date.

**2. CHANGES IN PROJECT ENVIRONMENT**

The security situation in the Sahel remains of immediate concern to G5 Sahel Governments and to the international community. Insecurity, particularly in border regions, is undermining development progress everywhere, and reversing development gains in areas that have slipped beyond effective Government control. The case to focus attention and resources on border areas in order to increase resilience and counter further deterioration in the security and development situation remains compelling. The rationale for the Japan/UNDP Border Management & Border Communities project is as strong as when it was first formulated and agreed.

Specific changes to the project environment need to be noted, however, particularly in the three Sahel sub-regions targeted by the project.

The Boko Haram conflict has mutated considerably since project formulation. Following military interventions of Chad, Niger and Cameroon, including within Nigeria itself, and subsequent establishment of the multi-national force with Nigeria and Benin, all three countries have become direct targets of terrorist attack.

The deterioration in the security situation has led military authorities to enforce effective closure of the borders with Nigeria in many places, with the result that local cross-border trade has all but collapsed. In Niger, the negative economic impact has been exacerbated by security bans on motorcycles, commonly used as taxis, but misused for terrorist attacks; on Lake Chad fishing, and on the pepper trade (although restrictions on the latter have since been rescinded).

Military forces have also been accused of human rights abuses against the local population, although these have been denied in most instances. It is of concern, however, that the robust nature of the security response may undermine local confidence in military forces, previously held in high esteem, and may even act as a recruiting sergeant for Boko Haram[[1]](#footnote-1). In addition, the influx of refugees across borders, and the displacement of indigenous populations living close to the borders, has put significant pressure on local authorities, who lack capacities and resources to respond adequately. The UN system has stepped up humanitarian assistance in project areas in order to meet emergency needs, and in both Chad and Niger, the Border Management & Border Communities project is being fully integrated into the wider UNDP response.

In the Liptako-Gourma ‘triangle’, encompassing southern Mali, south-western Niger and northern Burkina Faso, the security situation remains very volatile and local populations vulnerable to a number of direct security threats. The presence of new terrorist groups was reported in the second half of 2015, and connected with deadly attacks on Western-style hotels in Bamako and Ouagadougou. The area remains a main route for irregular migration from sub-Saharan Africa to the trafficking hub of Agadez in Niger, and northwards to Libya and Europe. Criminality impacts upon local populations differently, mainly in the form of livestock rustling and armed banditry, often blamed on young men returned from fighting in Mali, bored and unemployed, and still in possession of military weapons. Both the local population and refugees from the conflict in Mali are suffering from food insecurity – WFP launched an appeal for emergency support mid -March 2016.

Local authorities in Gao (Mali), Dori (Burkina Faso), and Tillaberi (Niger) have welcomed the Border Management & Border Communities project, and particularly the idea of establishing cross-border dialogue in regard to common security and development concerns.

The border area between Mali and Mauritania, in the region Bassikounou – Timbuktu, is heavily controlled by security forces on the Mauritanian side. Tensions remain high between local communities and the Malian refugee population, accommodated in large camps. One issue is that many refugees have moved with their livestock, their main asset, but lack of animal vaccination has led to livestock diseases being introduced into Mauritanian herds. Recent drought has exacerbated the situation, leading to competition amongst pastoralists for scarce water resources.

The Malian side of the same border is effectively outside of Government control currently. A Malian border post was overrun by Al Qaeda in May 2015. Security forces in Mali withdrew to main towns and cities with the signing of the 2015 peace agreement. Jihadist groups regularly place improved explosive devices (IEDs) on the main roads in and around Timbuktu, targeting MINUSMA convoys. The Border Management & Border Communities project will work to support pastoralism on the Mauritanian side of the border, in order to decrease tensions between resident and refugee populations in regard to livestock disease and access to services.

**3. PROJECT IMPLEMENTATION ARRANGEMENTS**

Oversight and technical assistance

The Border Management & Border Communities project was launched in March 2015.

A lead consultant, Mr Philip Peirce, was contracted from end April to end December 2015, and again from end February to date, in order to provide substantive inputs to the project. Mr Peirce has considerably experience working for UNDP on border management in the Europe and CIS region, and established contacts with donors in this sector. Mr Peirce was responsible for formulation of the Border Management & Border Communities project for the UNDP Sahel Programme.

UNDP decided to strengthen its capacity within the Dakar sub regional office in order to address more effectively the scale and complexity of its Sahel portfolio, which entails policy, programme and coordination aspects. UNDP fulfils a leading role under the UN Integrated Strategy as chair of the Regional Working Group on Governance and co-chair of the NY based Inter Agency Task Force on the Sahel (IATF Sahel).

Enhancing regional coherence and collaboration

A sub-project proposal was written and negotiated with the International Centre for Migration Policy Development (ICMPD) in May 2015, for provision of services relating to technical aspects of border management. Funds were passed to ICMPD for implementation of the proposal under Letter of Agreement, following receipt of DIM authorisation from HQ in November 2015. The Letter of Agreement and sub-project proposal from ICMPD is appended to this report as Annex II.

A “Basic Agreement for Transferring Contributions from One UN Agency to Another for the Purpose of Programmatic Activities” was signed by UNDP and UN Women in September 2015 and is appended to this report as Annex III. The Basic Agreement passes project implementation responsibilities, with accompanying budget, to UN Women for the study on women’s informal cross-border trade in the Sahel, for trainings in border management and gender issues, and for provision of inputs into the project Knowledge Management Platform (KMP).

The two aforementioned agreements with UNW and ICMPD at region level will further ensure coherence and a regional implementation dynamic, emphasizing cross fertilization and mutual support between country offices, as well as a regional level strategic approach. The main focus of the UN Women work is a study of informal cross-border trade, in which women play a disproportionately significant role. The trade in goods across multiple borders requires a regional perspective to assess its systemic importance to economics, food security, and gender relations in the Sahel as a whole. Maximising the benefits of improving border management requires a cross-border and regional approach to achieve consistency of practice and harmonisation of documents and standard operating procedures. ICMPD prepared the 2009 “*Guidelines on Integrated Border Management (IBM) in European Commission External Cooperation*”. As a Member State-based inter-Governmental organisation in its own right, ICMPD is able to deploy border management experts from serving European Government administrations to ensure quality and credibility of technical expertise.

A coordination meeting was held in Dakar on 2nd-3rd July 2015, bringing together Country Office Focal Points for the UNDP Sahel Programme with Regional management, the Lead Consultant, and representatives of ICMPD and UN Women. The meeting reviewed implementation arrangements, modulated proposed Terms of Reference for project staff, and established outline agreement on dates for assessment missions to each country by ICMPD experts and the Lead Consultant.

Visibility

With regard to the key matter of donor visibility, UNDP staff, institutional project partners and project consultants have acknowledged funding support of the Government of Japan on all appropriate occasions.

The Ambassador of Japan to Mali was invited to give welcoming remarks to the Opening Session of the high-level Bamako Conference for Border Management & Border Communities, drawing attention to generous Japanese support to security and development in the Sahel.

All outputs of the project to date have been branded with the logo of the flag of Japan, including agenda and papers for the Bamako Conference, the ICMPD Assessment Report, the Knowledge Management Platform etc..

Managing security challenges

The initial project duration has witnessed significant deterioration in security conditions and in particular acceleration in the spread of violence over the last few months. The scale and frequency of terrorist and other armed attacks has increased significantly, reflecting growing interconnectedness between epicentres of crisis (south Libya, north Mali, Lake Chad, CAR), as well as a broader and deeper wave of radicalization across the region. Religion is clearly not the only vehicle for discontent, as deeper analysis indicates a more complex set of interrelated and mutually aggravating causes and motivations; in many cases strong linkages with transnational criminal and terrorist networks are apparent. In addition volatile and changing alliances render structural and effective responses even harder.

In depth analysis also highlights that generic terrorist threats should be considered substantial in the whole Sahel region, where the competition between AQIM and IS affiliated cells is likely to prompt terrorist groups to plan spectacular operations, possibly resulting in mass casualties. As a consequence of these trends the whole region is now at risk as:

* The spill-over of the Islamic State in West Africa (formerly Boko Haram) has led to broader instability and spectacular attacks both in border regions such as Diffa in Niger as well as in capital cities such as N’Djamena central markets (Chad);
* Hostile asymmetric attacks and violent criminal activities remained high in northern Mali for instance, often leading to collateral damages to civilian and aid workers. As a result of tense security situation, incidents occurred and are expected in border areas between Mali and Niger, Burkina Faso and Mauritania; persistent presence of AQIM affiliated militants is reported on the later.
* The dramatic hostage taking in Ouagadougou confirmed the widespread terrorist threat not only throughout the region but also within national territories. A few months earlier the al-Mourabitoune group targeted for instance a police station in Samorogouan close to the Malian border, 450 West of Ouagadougou.

These are just a few examples of incidents that impacted project implementation, in particular field activities fostering community human security through local initiatives (Act. C2); these represent 70% of the budget. Security permanent threats resulted in delays through postponement of missions and the need to invest additional time to build trust and confidence with authorities at all levels but also planning external/international TA (Act. A1 to A3, C1 and C3).

In order to respond effectively to these changing circumstances UNDP offices (in line with UN Country Teams) in the five countries have reviewed and strengthened security measures, sometimes suspended field and/or external mission. Offices have therefore adapted project implementation through the choice of specific locations and implementation partners in order to ensure activities on the ground will be delivered in the additional time that is requested through the no-cost extension.

It should be noted that all the ground work has been done and a higher level of trust and confidence established through initial capacity needs assessments, hence closer dialogue, but also at the occasion of the recent international conference held in Bamako, Mali, on Border Management and Border Communities. Authorities at all levels have been involved through national delegations that included Ministers and directors in charge of borders and security. The project also gained additional legitimacy and traction among the broader partnership on border areas, which is essential to enhance our collective contribution to stability.

**4. ACTIVITY PROGRESS & FORWARD PLANNING**

***DELIVERY RATES***

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Proj ID** | **Country** | **Amount transferred to UNDP** | **Expenditures as at March 23, 2016** | **Commitments** | **GMS Collected** | **Total expenditures+ commitments + GMS collected** | **%** | **Balance** |
| 95010 | Regional | 1 463 150,00 | 645 066,20 | 139 595,64 | 0,00 | 784 661,84 | 54% | 678 488,16 |
| 95094 | Burkina | 467 370,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0% | 467 370,00 |
| 95095 | Mali | 467 370,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0% | 467 370,00 |
| 95096 | Mauritania | 359 370,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0% | 359 370,00 |
| 95097 | Niger | 575 370,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0% | 575 370,00 |
| 95098 | Chad | 467 370,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0% | 467 370,00 |
|  | TOTAL | $3 800 000 | **645 066,20** | **139 595,64** | **0,00** | **784 661,84** |  | **3 015 338,16** |

The figures in the table above don’t actually reflect the important preparatory work that has been done as will be outlined in the rest of this section dedicated to regional and country levels activities progress review and forward planning. This preparatory work at regional level materialized in agreements with strategic partners (ICMPD and UNW) that led to engagement of substantial resources.

***DAKAR REGIONAL OFFICE***

**Activity A.1 *Organise 2 x Study Tours to familiarise senior decision-makers with modern border management models, potentially to EU, Japan and/or African nations (total 50 anticipated beneficiaries, 25 per Study Tour).***

The activity will be organised and complete d by the International Centre for Migration Policy Development (ICMPD), partner to UNDP in the implementation of the Border Management & Border Communities project.

The first Study Tour will take place 2nd-6th of May 2016, to Latvia. An agenda and Terms of Reference for the Study Tour are appended to this Report as Annex IV. Logistical arrangements are currently being finalised with UNDP Country Offices, proposed participants from beneficiary Agencies of the G5 Sahel countries, and Latvian authorities hosting the delegations.

The second Study Tour has been scheduled for 19th-25th September. Destinations are still under discussion with the administrations of potential host countries.

**Activity A.2 *Organise participatory forum at regional level to involve civil society and private sector in border management development (minimum 10 participants per country).***

As a result of consultation with Governments and UNDP Country Offices during initial project missions, it was agreed that the activity should take the form of a high-level conference on border management and border communities, to be organised in collaboration with, and under the auspices of, the Sahel G5.

The Conference was held on 10-11th March 2016 in Bamako, Mali, with senior representations from all Sahel countries and from African think-tanks and institutions, in addition to participation of Mr Abdoulaye Mar Dieye, UNDP Bureau Director and UN Assistant Secretary General for Africa. His Opening Speech, along with an agenda and participants list for the Conference, is appended to this Report as Annex V.

Following two days of plenary presentations and working group discussions, the Conference adopted a statement in regard to the issue of Border Management & Border Communities in the Sahel, the Bamako Declaration. The G5 Permanent Secretary expressed satisfaction with the proceedings and the outcome, and travelled to Dakar 23rd-25th May for follow-up meetings.

The meetings led to preparation of a draft G5 Plan of Action, to accompany the Bamako Declaration. The Action Plan will be finalised in April 2016, and will serve as the basis for a partnership with the G5 in regard to implementation of the Go. Japan-funded project, Border Management for Stability & Human Security in the Sahel, formulated as follow-up to the Border Management & Border Communities project. Both documents, the Bamako Declaration and the Plan of Action, are appended to this Report as Annex VI.

**Activity A.3 *Provide TA to the drafting of border management policy papers, bilateral agreements, and primary/secondary legislation in each country, on an on-going basis***

This activity was initiated with the preparation of an overarching assessment of the current state of border management in the G5 Sahel countries, undertaken by ICMPD experts. The assessment was conducted as a desk review supported by field visits of experts to all five countries between September – December 2015, in which interviews were conducted with the key border management Agencies and other relevant stakeholders.

The Assessment Report includes recommendations for follow-up work to be undertaken, including provision of technical assistance, and is currently under review by the beneficiaries prior to finalisation and dissemination. Technical assistance to each country will be provided during the period May to November 2016.

The draft Assessment Report is appended to this document as Annex VII.

**Activity A.4 *Conduct Regional Study Tour for 15 x Border Delegates***

The Regional Study Tour is proposed to take place in Mauritania, and has been scheduled for 17th-21st October 2016. An agenda and Terms of Reference for the study are subject to ongoing discussion with Mauritanian authorities, and will be finalised for dissemination to proposed participants by end June 2016.

**Activity B.1 *Design & build online knowledge management platform; ensure regular updating and interactive tools for Community of Practice of minimum 600 practitioners/stakeholders globally***

The knowledge management platform (KMP) has been designed and built by ICMPD, as will be ready to go ‘live’ mid May 2016. The Platform ‘architecture’, and initial content already uploaded, can be accessed at the following web address:

<http://temp.duvinet.hu/sahel>

The idea of the KMP has met with a positive response from stakeholders to the Border Management & Border Communities project, and further development of the Platform technically, and in terms of content, is envisaged under the follow-up project, Border Management for Stability & Human Security in the Sahel. The Knowledge Management Strategy Concept Note for this project, and the technical Terms of Reference for the online Knowledge Management Platform, are appended to this Report as Annex VIII.

The United States Border Security Program has conducted a detailed mapping of border management projects in the Sahel, and has collated all information into a donor coordination matrix in Excel spread sheet format. It has been agreed that the KMP will provide a permanent ‘home’ for the matrix, and that the Sahel Programme will keep the matrix maintained as part of its ongoing work on border management in the region.

A dedicated consultancy (or international UNV position) is foreseen to ensure regular updating of material on the Platform, including the coordination matrix, as well as moderation of the online discussions and other inputs of the Community of Practice. This position will be established and filled in May/June 2016.

**Activity B.2 *Study prepared to measure and to evaluate informal cross-border trade, with a particular focus on the contribution of, and impact upon, women and children***

The activity is being implemented by UN Women, partners to UNDP in the implementation of the Border Management & Border Communities project.

The consultant undertaking the study has completed her research tour of the five G5 Sahel countries, and is expected to provide a detailed outline of the study by the end March, for UN Women and UNDP review and feedback. A first draft of the report is scheduled to be ready by end April 2016, and the final product shortly thereafter.

Terms of Reference for the Study consultancy are appended to this Report as Annex IX.

**Activity B.3 *Development of 3 x costed and coordinated action plans for sub-regions, and preparation of specific sub-project proposals for donor funding***

The Lead Consultant for the project undertook research for the preparation of the cross-border action plans during a series of missions made to Sahel countries between September and November 2015.

Following initial discussions between UNDP RBA Senior Management and representatives of the EU in Brussels, however, it was agreed that the action plans should be amalgamated into a single overarching proposal for submission to the EU’s Emergency Trust Fund for stability and addressing the root causes of irregular migration and displaced persons in Africa. The proposal submitted is appended to this Report as Annex X.

In addition to the ongoing resource mobilisation effort with the EU, the project is also in discussion with the US Border Security Program with a view to the funding of more detailed and comprehensive cross-border security and development plans, which will now be developed through consultative processes involving national authorities, local Governments and civil society under the follow-on project, Border Management for Stability and Human Security in the Sahel.

It is proposed to showcase the work of the project at the upcoming TICAD meetings, and to invite donors to announce funding in support of Japanese assistance to the Sahel within the TICAD framework (see Section 6, Recommendations).

***ACTIVITY PROGRESS & FORWARD PLANNING – UNDP COUNTRY OFFICES***

**Activity A.1 *Secure and facilitate participation of senior decision-makers in Regional Study Tours to EU, Japan and/or African nations (5x2 beneficiaries)***

This work is underway currently, in support of implementation of the first ICMPD Study Tour to Latvia, scheduled for 2nd-6th May 2016. Country Offices will provide DSA and flight tickets for participants, facilitate visa issuance by the Latvian Embassy in Cairo, and send a staff member to accompany and support the country delegation throughout the Study Tour.

The Country Offices will provide a similar service to participants of the second Study Tour, scheduled for 19th-25th September 2016.

**Activity A.2 *Organise participatory forums at national level to involve civil society and private sector in border management strategy for selected border region(s) (minimum 25 participants per country)***

This activity was originally scheduled to take place in each country during Spring-Summer 2015, having been conceived as an inception phase activity to kick-start interest and involvement of stakeholders in the Border Management & Border Communities project regionally.

Implementation was postponed, however, in order to allow Country Offices time to recruit project staff to organise this (and other) activities. Moreover, Country Offices requested specialised support to facilitate the forums technically, either through consultancy services to be organised and deployed by the Dakar Regional Office, or through ICMPD.

In recognition of this, the activity will now be implemented in conjunction with the provision of technical expertise by ICMPD (Regional Activity A.3 above), during the period May-November 2015. Country Offices will organise national forums during the TA missions. Wherever possible, the Lead Consultant for the project will also join the missions and participate in the forums.

**Activity A.3 *Support logistical organisation of 7 x national trainings for Border Delegates to be organised by ICMPD, and participation in regional Study Tour (up to 15 participants per training, 3 beneficiaries per Study Tour).***

This wording of this activity as 7 x national trainings does not correspond with the budget made available for it, and is recognised as an unfortunate typographical error. A first set of national trainings on Integrated Border Management (IBM) methodology will now be complimented by a Training of Trainers event in each country, introducing a more sustainable approach that will increase the number of ultimate beneficiaries of the activity. The Training-of-Trainers will focus on identification of stolen vehicles, vehicle inspection, and person profiling, and will combine desk study with practical field work in each country.

The following training schedule has been developed by ICMPD and shared with Country Offices and national counterparts:

IBM Trainings Training of Trainers

Chad 4th-8th April, 2016 5th – 9th September, 2016

Mali 18th-22nd April, 2016 25th – 29th July, 2016

Mauritania 18th-22nd April, 2016 8th – 12th August, 2016

Niger 16th- 20th May, 2016 22nd – 26th August, 2016

Burkina Faso 30th May – 3rd June 2016 11th-15th July, 2016

**Activity B.1 *Recruit, deploy and manage national rapporteur for regional Knowledge Management Platform, and ensure information flow to UNDP Dakar***

During the inception phase of the project, Country Offices requested that the position of national rapporteur to be created should not be restricted to supporting the regional Knowledge Management Platform, but should encompass a wider set of responsibilities in support of project implementation at national level. This was agreed, and the position of national rapporteur re-titled to become ‘Country Manager’. Country Managers have been recruited or appointed in all countries.

**Activity B.2 *Appoint and empower CO Focal Point to liaise with UNDP Dakar in regard to sub-project formulation and resource mobilisation***

Focal Points for previous phases of the UNDP Sahel Programme were all re-appointed by Country Offices in Spring 2015 to continue their liaison role with UNDP Dakar, with responsibilities extended to cover implementation of the Border Management and Border Communities project.

Focal Points (and Country Managers) worked with the Lead Consultant to the project to identify potential areas of future intervention, as part of the sub-project formulation and resource mobilisation process outlined in Activity B.3 above.

**Activity C.1 *Establish inclusive mechanisms for dialogue between Border Delegates and local communities as platform for grievances, early warning and early response***

Informal meetings of stakeholders were organised by UNDP Focal Points in all countries during missions undertaken by the Lead Consultant for the Border Management & Border Communities project. Missions took place during the period September – November 2015.

The meetings proved a useful tool to explain the purpose of the project, and to connect local stakeholders with Focal Points and newly-appointed Country Managers. In addition to providing a forum for discussion of border issues in the local area, in several cases the meetings also served to identify local initiatives that could ameliorate the situation, for funding under Activity C.2.

It is intended to organise more such meetings in each country during the implementation of the initiatives identified for funding, and at the end of the project in order to ensure community-level voices in the evaluation of project impact.

**Activity C.2 *Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security***

This activity is on-going. Country Offices are at various stages of procurement relating to support to the local initiatives identified. Further details will be provided in the full Progress Report to be provided end April. It is anticipated that this activity will be completed by end the end of the period of no-cost extension, in March 2017 as it represents about 70% of the budget.

**Activity C.3 *Provide 6 x trainings for selected Border Police units in human rights, refugee and asylum law, gender issues (15 beneficiaries per training)***

This activity was envisaged to be organised by three institutional partners to the Border Management & Border Communities project: ICMPD to conduct the trainings on human rights; UNHCR the trainings on refugee and asylum law; UN Women the trainings on gender issues.

During the inception phase of the project, it became apparent that UNHCR – along with several other organisations – were already providing trainings on refugee and asylum law to Border Agencies in the Sahel. It was therefore decided not to proceed with this element of the training, and to re-deploy resources to UN Women support to the Knowledge Management Platform instead.

Similarly, as noted in the ICMPD Assessment Report, a number of international organisations have moved to provide trainings on human rights. It was therefore decided to utilise ICMPD funds under this activity in further support of Training-of-Trainers under Activity A.3 above.

UN Women trainings on border management and gender issues will be delivered during May and June 2016, with precise dates for each country still to be finalised.

**5. Risk Analysis & Mitigation Measures**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Description** | **Type** | **Impact & Probability (1 = lowest, 5 = highest)** | **Countermeasures/ Management Response** |
| 1 | Deterioration of the security situation closes borders or threatens communities engaging with project | Environmental | Project activities could be completely stopped in the case of renewed violence.  P=4  I=4 | UNDP continues to monitor the situation on the ground to be able to respond to shifting situations. As required, resources can be moved between trans boundary areas selected. |
| 2 | Lack of political will/support | Political | Political exigencies, or gap between rhetoric and action, can delay implementation of project activities and/or reduce interest of technical-level interlocutors to engage with the project in a meaningful way.  P=1  I=4 | The risk of political obstruction of the project is very low. This is especially true given UNDP’s long-established presence in each of the countries concerned. To minimize the risk of political obstruction, UNDP must communicate transparently to relevant authorities about the aims and benefits of the project for the government and people of each country |
| 3 | Decision-makers and/or frontline staff benefiting from project activities move positions or are re-deployed | Operational | Rotation of key interlocutors can negate impact of study tours and trainings  P = 2  I = 4 | Regular interaction between project and counterparts should raise understanding of project efforts, and result in continuity of interlocutors for duration of project and immediate aftermath. |
| 4 | Limited capacity of COs in certain border regions limits their ability to effectively implement and monitor community-level interventions | Organisational | Limited field capacity or access restrictions could render the CO’s unable to deliver local-level outputs | |  | | --- | | Utilizing existing programme structures and working through local -based/traditional leaders/CSO’s, NGOs etc., will provide enhanced access and delivery capacity. | |
| 5 | Logistical challenges of trying to engage communities directly impedes project effectiveness | Operational | Implementation and monitoring rendered difficult/impossible to lack of access, security concerns, etc.  P=3  I=3 | Local partners (government institutions, CSO’s, traditional bodies) are engaged that have a proven track record of working in the designated areas |
| 6 | Implementation capacities of partners are weak | Operational | Project progress may be delayed and capacity constraints are likely given the context the project will be operating in.  P=4  I=4 | Activities should be planned accordingly and support given and capacity development provided where possible to implementing partners. |
| 7 | Short-time frame of project | Strategic | Projects with a development focus and short timelines risk yielding limited impact  P=2  I=3 | Given its direct alignment with regional and national initiatives and strategies, activities are well oriented to achieving substantial impact if planned and executed in timely fashion. |

**6. Conclusions**

6.1 Changes in the project environment have made the project even more relevant since it was originally formulated and agreed;

6.2 Project has gained significant support from G5 as an institution, and attracted interest of the donor community following the high-level Conference held in Bamako, March 2016;

6.3 Delivery is better at regional level than at Country Office level, reflecting relative newness of topic and of cross-border working for UNDP in the Sahel;

6.4 Project HR needs were under-estimated, particularly in regard to project management at regional level.

**7. Recommendations**

7.1 UNDP should move swiftly to establish the follow-on project, “Border Management for Stability & Human Security in the Sahel”, given the scale of the needs and relevance of the proposed response.

7.2 A side event to showcase the project could be considered for the upcoming TICAD meetings, and resource mobilisation effort geared to announce new donors coming on board the project in support of Japanese assistance to the Sahel within the TICAD framework.

7.3 A no-cost extension of the project should be considered, extending project duration until end March 2017.

7.4 The regional team should be augmented with a project manager to liaise between Dakar and Country Offices and ensure delivery schedule is maintained.

1. A Conference to discuss security and development issues for Lake Chad, including the need for a rights-based approach to counter-insurgency, has been included as an activity of the Go. Japan-funded project, Border Management for Stability & Human Security in the Sahel, which will be launched in April 2016. [↑](#footnote-ref-1)