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PROJECT DOCUMENT

[Cameroon]

Project Title: Stabilization and prevention of violent extremism

Project Number: 00111416

Implementing Partner: UNDP

Start Date: January 2018 **End Date:** December 2020 **PAC Meeting date:** 25 May 2018

Brief Description

According to Humanitarian Needs Overview (HNO) 2018, Cameroon hosts 91,000 Nigerian refugees and 236,000 Internally Displaced Persons (IDPs) in the Far North region mainly due to armed conflicts. The Boko Haram crisis has affected local communities, worsening the existing economic and social vulnerability of the population, especially in the Far North region. This region is the poorest in the country (the poverty rate is 74.3% compared with 37.5% at national level¹). The recent violence led by Boko Haram has further deteriorated the economic structure of the region which is already suffering from extreme poverty and this has made many people vulnerable. The massive arrival and continuing displacement of refugees, returnees and IDPs in the Far North has negatively impacted the pacific coexistence between communities, due in particular to pressure on limited basic services, natural resources and distribution (e.g. food and assistance). Most of displaced persons will not return to their places of origin immediately. Local communities need to continue hosting them. Therefore, pacific coexistence and social cohesion are required.

In addition, to date, 3,500-4,000 Cameroonians are estimated to have joined Boko Haram, willingly or by force². UNDP conducted a study "Journey to Extremism in Africa" (2017) and includes respondents of Cameroon and Boko Haram. The study raises four influential factors to join violent extremist groups: Family circumstances, childhood happiness and education, Religious ideologies, Economic factors and State and citizenship. In addition, 71% of respondents indicated 'government action' as a push factor to join a violent extremist group and human right issues of security actors can serve as an accelerator of recruitment. To prevent violent extremism and conflicts among population including different religious groups, ethnicities, communities and status (refugees, returnees and IDPs), a holistic approach is demanded. Moreover, Boko Haram crisis is a regional issue of the Lake Chad Basin that cannot be addressed by only one country. As such, a Regional approach/strategy involving all the four countries around the Lake (Nigeria, Niger, Chad and Cameroon) in addition to a coordinated/harmonised national approach/strategy is crucial. Local communities and authorities receiving returnees from Nigeria have faced challenges to deal with them due to absence of clear guidance of the government and the central level.

The overall objective of the project is to strengthen the levers of peace and stability around the Lake Chad basin by addressing conflicts in general, and violent extremism in particular. The project will be implemented mainly in the areas of Far North region of Cameroon affected by the Lake Chad Basin crisis. Some activities will be implemented in Yaoundé (in particular, activities at national level) and around the Lake Chad Basin (Nigeria, Niger and Chad) to promote the involvement of authorities and the central level as well as a regional approach.



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¹ Institut National de la Statistique (INS), December 2015, « Quatrième enquête camerounaise auprès des ménages (ECAM4) : Tendances, profil et déterminants de la pauvreté au Cameroun entre 2001-2014 », Poverty line sets at 931 CFAF(1.42EUR)/day.

² International Crisis Group, 2016, Cameroon: Confronting Boko Haram (Report# 241/Africa)

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<p>Contributing Outcome (UNDAF/CPD, RPD or GPD):</p> <p>UNDAF 2018-2020, 4.1: By 2020, population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks.</p> <p>Indicative Output(s):</p> <ul style="list-style-type: none"> Output 1: Rule of law and security is strengthened in the Far North and relations are improved between state security agencies and local communities; Output 2: Members of extremist group are disengaged from extremist groups and reintegrated into communities; Output 3: At-risk youths and vulnerable people in selected communities benefit from livelihood initiatives; Output 4: Violent narratives and extremist propaganda are countered; Output 5: Communities and religious institutions are resilient to the effects of violent extremism (capacity to prevent and respond to violent extremism); Output 6: PVE & Stabilisation activities for the Far North of Cameroon formulated; coordinated with regional PVE & Stabilisation efforts, and with other local PVE-relevant and PVE-conducive interventions 	Total resources required:	15,000,000		
	Total resources allocated:	UNDP TRAC:		
		Donor: (Germany)	974,000	
		Donor: (Japan)	3,060,000	
		Government:		
	In-Kind:			
	Unfunded:	10,966,000		

Agreed by (signatures):

Government	UNDP
	
	
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Date: 02 AOUT 2018	Date: 10 AOUT 2018

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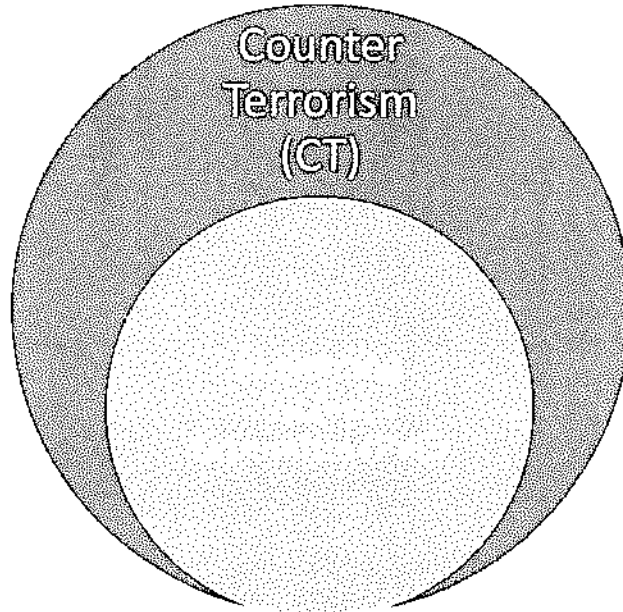
Glossary

Counter violent extremism (CVE) and Prevent violent extremism (PVE)	The Counter Terrorism agenda has evolved over the past decade into a broader strategic approach that incorporates non-military responses aimed at disrupting the activities of violent extremist groups and preventing their expansion, while also addressing the enabling environments in which violent extremism flourishes. Some degree of definitional ambiguity is again commonly accepted. Multilateral, regional and national CVE and PVE initiatives have emerged, often including strategic communications, media, education and community policing activities, but with different approaches apparent across agencies. A distinction can usefully be drawn between CVE, which is focused on countering the activities of existing violent extremists, and PVE, which is focused on preventing the further spread of violent extremism. However, in practice, initiatives will frequently work on both aspects, with a combined approach. Given the overall priority of limiting the further spread of violent extremism through prevention, UNDP Africa's organizational focus is on PVE, noting that CVE-type objectives may be incorporated within overall prevention-focused programming.	UNDP (2017) Journey to Extremism in Africa
Demobilization (a part of DDR)	The formal and controlled discharge of active combatants from armed forces or other armed groups. The first stage of demobilization may extend from the processing of individual combatants in temporary centres to the massing of troops in camps designated for this purpose (cantonment sites, encampments, assembly areas or barracks). The second stage of demobilization encompasses the support package provided to the demobilized, which is called reinsertion.	UN General Assembly Report of the Secretary-General on Disarmament, Demobilisation and Reintegration (2006)
Disarmament (a part of DDR)	The collection, documentation, control and disposal of small arms, ammunition, explosives and light and heavy weapons of combatants and often also of the civilian population. Disarmament also includes the development of responsible arms management programmes.	UN General Assembly Report of the Secretary-General on Disarmament, Demobilisation and Reintegration (2006)
Disarmament, Demobilisation and Reintegration (DDR)	The integrated DDR standards are divided into 26 modules and are divided into five levels: (a) Level one provides an introduction to the standards and a glossary; (b) Level two sets out the strategic concepts of an integrated approach to disarmament, demobilization and reintegration in a peacekeeping context; (c) Level three elaborates on the planning and implementation structures used at Headquarters and in the field; (d) Level four provides considerations, options and tools for undertaking disarmament, demobilization and reintegration operations; (e) Level five covers the United Nations approach to critical cross-cutting issues, such as gender, youth and children associated with the fighting forces, cross-border movements, food assistance, HIV/AIDS and health.	UN General Assembly Report of the Secretary-General on Disarmament, Demobilisation and Reintegration (2006)
Radicalisation	The concept of radicalization is increasingly recognized as unsatisfactory in its explanatory power regarding violent extremism, given that a large number of individuals may hold 'radical' views without moving from there to perpetrate violent acts. This study focuses on recruitment (defined in its broadest sense to include informal and even self-initiated processes), rather than radicalization, noting that while the latter is often a pre-condition for the former, this may not always be the case.	UNDP (2017) Journey to Extremism in Africa
Reinsertion (a part of DDR: Reinsertion is part of	The assistance offered to ex-combatants during demobilization but prior to the longer-term process of reintegration. Reinsertion is a form of transitional assistance to help cover the basic needs of ex-combatants	UN General Assembly Report of the Secretary-General on Disarmament,

the demobilization phase)	and their families and can include transitional safety allowances, food, clothes, shelter, medical services, short-term education, training, employment and tools. While reintegration is a long-term, continuous social and economic process of development, reinsertion is short-term material and/or financial assistance to meet immediate needs, and can last up to one year.	Demobilisation and Reintegration (2006)
Reintegration (a part of DDR)	The process by which ex-combatants acquire civilian status and gain sustainable employment and income. Reintegration is essentially a social and economic process with an open time-frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility, and often necessitates long-term external assistance.	UN General Assembly Report of the Secretary-General on Disarmament, Demobilisation and Reintegration (2006)
Stabilization	Stabilisation is a time bound, localised, integrated programme of activities in areas cleared and held through military action intended to create confidence in, and provide support to, an ongoing, peace process internationally recognised through a Security Council mandate while laying the building blocks for longer-term peacebuilding and development by delivering a peace dividend to local communities and seeking to extend legitimate political authority	Stabilisation: An Independent Stock-Taking and Possible Elements for a Corporate Approach for UNDP (2017)
Terrorism	As with violent extremism, there is no universally accepted definition of terrorism. At the political level, this reflects the difficulty in agreeing on a basis for determining when the use of violence (directed at whom, by whom and for what ends) is legitimate. Further, acts of terrorism are often a tactic committed as part of a larger agenda (military or geopolitical). The United Nations describes terrorism as: 'Criminal acts intended or calculated to provoke a state of terror in the general public.'	UNDP (2017) Journey to Extremism in Africa
Violent extremism	Universally accepted definitions of violent extremism are elusive. The 2015 United Nations Plan for of Action on Preventing Violent Extremism states: The present Plan of Action [...] considers and addresses violent extremism as, and when, conducive to terrorism. Violent extremism is a diverse phenomenon, without clear definition. It is neither new nor exclusive to any region, nationality or system of belief. Nevertheless, in recent years, terrorist groups such as ISIL, Al-Qaida and Boko Haram have shaped our image of violent extremism and the debate on how to address this threat. These groups' message of intolerance – religious, cultural, social – has had drastic consequences for many regions of the world.	UNDP (2017) Journey to Extremism in Africa

Concepts of Prevention of Violent Extremism (PVE) and peacebuilding

Relation between Counter Terrorism (CT) and Preventing Violent Extremism (PVE) based on UN Global Counter-Terrorism Strategy- and Plan of Action to Prevent Violent Extremism



Peacebuilding and Stabilisation

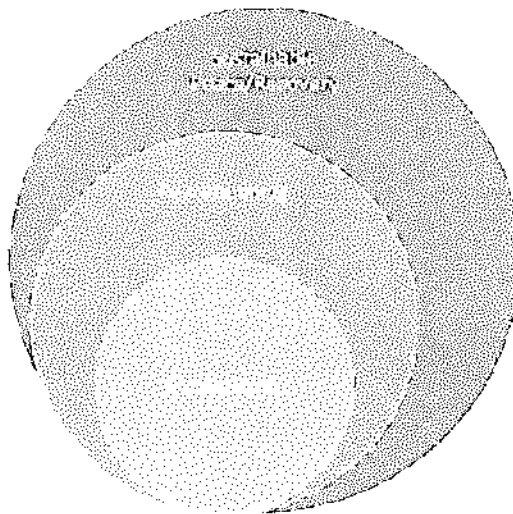


Figure 3: Stabilisation as an activity undertaken simultaneously with broader peacebuilding initiatives

UNDP Stabilisation (2017), p. 29

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Elements of an Operational Framework for Stabilisation

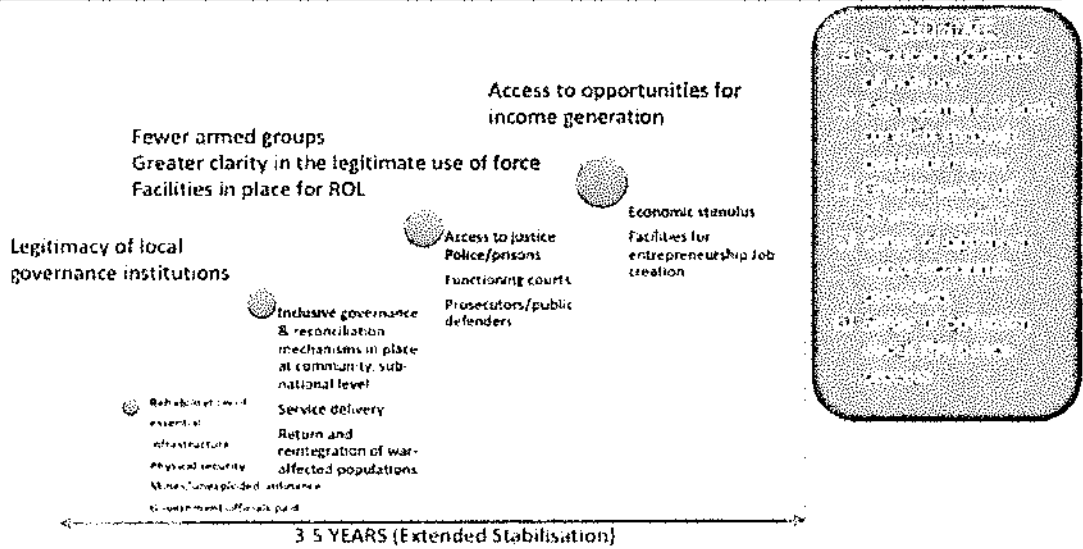


Figure 4. Elements of Change Associated with Stabilisation

UNDP Stabilisation (2017), p. 30

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I. DEVELOPMENT CHALLENGE

Regional Context

Since 2011, Lake Chad has emerged as an epicentre of violent extremism in the form of Boko Haram and associated armed groups. A more muscular security response from the Nigerian Government, combined with coordinated military action through the Multinational Joint Task Force (MNJTF), has been largely successful in degrading Boko Haram's capacity to maintain control of territory in which it operates. It has not, however, managed to halt asymmetric attacks against soft, civilian targets, and does not aspire to address the complex factors that gave rise to the insurgency, and which has sustained it for so long.

High levels of poverty, illiteracy, youth unemployment and degraded or destroyed infrastructure, poor governance and corruption are some of the critical factors sustaining Boko Haram. The conflict has also led to relocation of significant numbers of refugees and internally displaced persons at the same time as severe restrictions in freedom of movement, affecting a great deal of economic activity, including, *inter alia*, the use of motor taxis, the trade in certain types of food and fuel, access to some fishing areas of Lake Chad, and the operation of markets in more remote villages and towns. Commerce-related infrastructure and cross-border trade have likewise been adversely affected, further constraining local economies and livelihoods while driving up the cost of basic commodities.

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

In February 2017, the Oslo Humanitarian Conference on Nigeria and the Lake Chad Region established a consultative group to ensure humanitarian operations are complemented by comprehensive regional stabilisation efforts, in line with the analysis and conclusions of the World Humanitarian Summit³.

Preparation and implementation of a stabilisation strategy for Lake Chad will be led by the Lake Chad Basin Commission (LCBC), supported by the African Union (AU). The LCBC has adopted an increasingly important role in sub-regional security matters and has emerged as a key diplomatic venue for sub-regional response to the insecurity caused by Boko Haram.

The transition from the military-heavy footprint to medium to long-term stabilization is contingent on a coherent acceleration and completion by the LCBC Member States, together with all stakeholders, of the second Phase of the MNJTF mandate as highlighted in the Strategic Concept of Operations of the Force, namely to "*facilitate the implementation of overall stabilization programmes by the LCBC Member States and Benin in the affected areas, including the full restoration of state authority and the return of IDPs and refugees*". The regional dimension of stabilization efforts is understood as key to the success of national programmes in this regard.

³ The need to move effectively from humanitarian assistance to sustainable human development in areas of crisis was identified as Core Priority 4 of the Agenda for Humanity adopted by the World Humanitarian Summit (2016). Core Priority 4 responds to widespread calls laid out in the UN Secretary General's *One Humanity: Shared Responsibility* report for 'new ways of working' to respond to the needs of people in crisis, which working activity to move people out of crisis and onto a path toward the achievement of the SDGs. It calls for shared context analyses and a common framework to guide all partner's interventions in a given context.

In this context, the LCBC and the AUC hosted a Regional Stabilization conference, "Supporting the development of a framework for a Regional Stabilization Strategy for areas affected by Boko Haram" from 2 to 4 November 2017 in N'Djamena, Chad. One of the key outcomes of the conference was the adoption of major principles and recommendations that will reinforce the development and implementation of the regional stabilization strategy according to the following pillars:

- Disarmament, Demobilization, Reintegration, Repatriation and Resettlement (DDRRR) of disengaged Boko Haram fighters.
- Resettlement of IDPs and Refugees
- Enhancement of local capabilities and consolidating resilience (Governance, Rule of law and Reconciliation)
- Socio-Economic Revitalization of the region
- Gender issues
- Education
- Prevention of violent extremism

In addition to its national programming in Nigeria, Niger, Chad and Cameroon, UNDP's regional response to the Boko Haram crisis is currently provided through two channels:

1. A 6m Euro sub-regional project for the four Lake Chad countries, funded by Go. Germany in support of recommendations of the Oslo Consultative Group, and implemented out of Nigeria CO. A further 14m Euro is earmarked for similar initiatives if the first tranche can be successfully delivered in 2018. The project aims to:

- a) Develop and launch a common, regional approach to stabilization between the four countries of the Lake Chad Basin, including cross-border processes of reconciliation and prevention of violent extremism;
- b) Promote regional stabilization through strengthening of community security, local governance and peace building / reconciliation in 20 critical border communities; and
- c) Support reintegration of former CJTF, vigilantes and BH fighters into crisis-affected communities of the Lake Chad Basin.

In addition to the development of the Regional Plan, Go. Germany is also supporting UNDP efforts to strengthen community security, local governance and peacebuilding in 20 critical border communities around Lake Chad. Community safety plans will be prepared in an inclusive and participatory manner. Ten new Peace Committees will be established on a national and a cross-border basis⁴. The project will support the reintegration of former CJTF, vigilantes, and ex-Boko Haram fighters and supporters into crisis-affected communities. The Cameroon-specific activities of the Go. German project are included in the project outlined herein.

2. The Addis-based RBA Regional Programme, which is implementing the "*Winning the Peace*" sub-regional project for Lake Chad as part of its overall Programme, "Preventing and Responding to Violent Extremism in Africa: A Development Approach", and which will:

- a) Deploy a P5 Advisor attached to the LCBC to organise technical inputs to the implementation of the AU-LCBC Stabilisation Plan, while managing the sub-regional project;

⁴ The Perception Studies highlight public confidence in the potential role that traditional forms of conflict resolution can play in addressing the crisis. 70.5% of respondents in Nigeria expressed their belief that traditional forms of conflict resolution have a major role to play in mitigating insurgency and violent extremism in the north-east.

- b) Fund an ECCAS-ECOWAS Conference to endorse and support the AU-LCBC Stabilisation Plan once drafted;
- c) Develop a PVE Action Plan for the sub-region, building upon and supporting Country Office initiatives from the regional level, through technical assistance and resource mobilisation for implementation of national as well as regional activities;
- d) Work with local and international media in all Lake Chad countries to disseminate news and facilitate public debate in regard to the stabilisation strategy to be adopted; anticipated prospects and processes for normalisation and development.⁵
- e) Promote resumption of informal cross-border trade between the LCB countries as a regional contribution to restoration of livelihoods and increased food security;
- f) Establish a knowledge management for regional sharing of information and good practice in regard to PVE programming.

The central premise of the UNDP Regional Programme for *Preventing and Responding to Violent Extremism in Africa* – in line with the Secretary General's *Plan of Action on Prevention of Violent Extremism* – is that Government security responses alone will be insufficient to address the phenomenon of violent extremism, and that the nature of the drivers and enablers of the phenomenon requires that a developmental approach be taken. The Programme is supporting the development of ECOWAS strategy and capacities on PVE as well as national strategies and implementation capacities in all four Lake Chad countries.

In addition to lessons learnt in the implementation of the Programme to date, a major study, *Journey to Extremism in Africa*, presents the largest set of primary data on the drivers and incentives of joining violent extremist groups, as expressed by recruits to the continent's deadliest groups themselves.⁶ The study set out to empirically explore the biographic profiles and personal perspectives of Africans who have been both radicalized and recruited by violent extremist groups in order to shed further light on what shapes vulnerability to recruitment. Findings of *The Journey to Extremism* have supported taking a development approach to preventing and responding to violent extremism and inform all related UNDP programming.

National Context

Cameroon is a lower-middle income country with a population of 23.3 million people and is situated in Central Africa. The country has had different cultures, ethnicities and tribes for centuries. The political and social situation in Cameroon has remained relatively stable since the independence. However, instability in neighbouring countries, such as crises in Central African Republic and Nigeria, has an impact on the social and economic situation in Cameroon and raised concerns about possible sources of instability in the country.

Boko Haram, a violent extremist group based in the northern Nigeria, made the first attack in Cameroonian territory in October 2014, leading to 60,000 persons becoming internally displaced persons (IDPs) in the Far North region by December 2014. In January 2015, 35,000 Nigerian fled to Cameroon and in July 2015 the first suicide attack was mounted in the country. The security situation has not yet been stabilised. According to UN Department of Safety and Security (UNDSS), in 2017, 221 terrorism incidents and 5 armed conflict incidents were registered and most of them occurred in the Far North region. The attack with two suicide bomb explosions by women in Waza in Logone et Chari division at night of 12-13 July was one of the severest cases of terrorism in 2017

⁵ Another clear finding of the Perceptions Study in Nigeria was the dearth of information available to local communities in regard to the security situation, national and international responses, as well as relative trust in media, particularly from Western sources

⁶ The study was launched in September 2017. Full details at <http://journey-to-extremism.undp.org/>

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with 16 persons killed and 41 persons got injured. According to Humanitarian Needs Overview (HNO) 2018, Cameroon hosts 91,000 Nigerian refugees and 241 030 IDPs are observed in the Far North region mainly due to the crisis.

The Far North Region has a population of approximately 4.3 million, with adolescents and youth accounting for 35.2 % and approximately 1.5 million individuals⁷. This region is the poorest in the country (the poverty rate is 74.3% compared with 37.5% at national level⁸). According to the National Statistics Institute (INS), the underemployment rate in the Far North region is 86.3% compared to 70.6% at national level⁹. This situation concerns mainly young people of 15-34 years old (84.8%) and women (91%).

The recent violence led by Boko Haram has further degraded the economic structure and social basic infrastructures of the region which is already suffering from extreme poverty and this has made many people vulnerable. The massive arrival and continuing displacement of refugees, returnees and IDPs in the Far North has negatively impacted the pacific coexistence between communities, due in particular to pressure on limited basic services, natural resources and distribution (e.g. food and assistance). IOM Displacement Tracking Matrix (DTM) Round 12 (November-December 2017) reveals that 76% of displaced persons has been displaced before 2016 and only 23% of IDPs and out-of-camp refugees expressed the wish to return. It is unlikely that most of displaced persons would return immediately. Because of actual insecurity in some villages bordering Nigeria (e.g. Tourou, Ashgashia, Zhelevet, Kerawa, Mblame, Sagme). The communities need to continue hosting them and pacific coexistence and social cohesion are required in these communities.

In addition, 3,500-4,000 Cameroonians are estimated to have joined Boko Haram willingly or by force¹⁰. More than 600 Cameroonians enrolled by Boko Haram have returned from Nigeria. The first group (about 400 persons) arrived in Mozogo in February 2017 and they were kept for ten months for investigations reasons. At the end, all of them were transferred to IDPs camp in Zamai in November 2017. Other groups (about 200 persons) arrived in Kolofata and Mora in November 2017 and were sent to the camp of MNJTF in Mora. After a screening process by the Government, some of them have continuously been kept in the camp and others (mainly women and children) have been authorized to return to their communities. This returning process comes in a context of call for surrender launched by the authorities, but there is no clear strategy of the judicial process for ex-Boko Haram. At present, only applicable law for ex-Boko Haram is the anti-terrorist law and its sentence would be the death penalty. Therefore, the anti-terrorist law needs to be amended based on a national plan of the prevention of violent extremism as recommended by the General Assembly of the United Nations in 2015. However, there is no national plan of the prevention of violent extremism. Furthermore, there is no plan of reintegration of ex-Boko Haram and victims of Boko Haram (e.g. the kidnapped). To prevent re-joining in violent extremist groups and promote reconciliation, the Government needs to develop a national strategy/approach for them.

Since 2015, UNDP Cameroon has implemented number of projects in the Far North region thanks to the financial support of the Government of Japan. These projects aimed at addressing the specific needs of the PVE with specific focus on the fight against the Islamic sect of Boko Haram. Through these projects, 104 youth at-risk of radicalization were identified and reintegrated into their community; 1,750 youth and adolescents were sensitized on the "living together", violent extremism and tolerance in school's milieu. This contributed to significant disengagement of young people from

⁷ Projections Population Cible Institut National de la Statistique (INS), 2016

⁸ Institut National de la Statistique (INS), December 2015, « Quatrième enquête camerounaise auprès des ménages (ECAM4) : Tendances, profil et déterminants de la pauvreté au Cameroun entre 2001-2014 », Poverty line sets at 931 CFAF(1.42EUR)/day.

⁹ INS, Annuaire statistique du Cameroun (édition 2015)

¹⁰ Recovery and peace consolidation Strategy 2018-2022,

joining the Islamic sect. The projects supported nearly 1,000 youth through temporary employment opportunities which subsequently favored their insertion to economic tissues in their localities, thus, reducing their risk of vulnerability while empowering them financially. Besides, the projects equipped around 75 Qur'anic teachers with skills on how to identify young people at risk and on prevention of violent extremism. They are now able to identify the real needs of youth that would prevent them from joining Boko Haram.

Despite these achievements, considerable efforts still need to be made to significantly reduce the risks of radicalization and ensure stabilization in these affected localities. The present project will make a significant contribution to peacebuilding in the Far North and will lead in an inclusive way to its stabilization. The lesson learned from UNDP experience to date is that, though the impact of the small scale projects is visible in the field, it is import to recognise that in face of a growing need of reconstruction and new challenges such as returns, former fighters, women status, vigilante committees and cross borders issues, a strong and ambitious project such as the project herein is necessary to affect positively more beneficiaries and to bring tangible changes in the communities by restructuring and integrating small scale projects.

The project herein comprises a multi-dimensional response to the issue of violent extremism in the Far North of Cameroon, which builds upon the success of current national programming and integrates and coordinates the national elements of UNDP two regional projects for stabilization and PVE in the Boko Haram-affected areas around Lake Chad.

II. STRATEGY

The overall objective of the project is to strengthen the levers of peace and stability around the Lake Chad by addressing conflicts in general, and violent extremism in particular. The need to focus efforts at the community level, the inevitable reality of resource limitations, and the 'pilot' nature of many initiatives in the relatively new sector of P/CVE assistance, all argue for a target area approach, with a clear framework for monitoring and evaluation, and timeline for potential scaling-up and/or replicating activities elsewhere.

Targets

The project will target mainly vulnerable young people and women among host populations, IDPs, returnees and refugees. In details, firstly, the project targets those who are 'at-risk' of radicalization and processes associated with violent extremism, as well as those suffering from the consequences of violent extremism, including at-risk youth, marginalised populations such as minority tribes/clans, IDPs and refugees, those living in ungoverned spaces, women and children. Secondly, the project also targets those who have already been radicalized and/or who are part of extremist groups, including 'foot soldiers', recruiters, funders, advocates, facilitators and indirect supporters of various kinds.

Intervention zones

Project activities will be focused on the Far North region of Cameroon, disproportionately affected by the Boko Haram crisis. Based on needs and specifications of communities, resources mobilized will be utilized for interventions in Logone et Chari (Blangoua, Fotokol, Makary, Logone Birni), Mayo-Sava (Kolofata, Mora) and Mayo-Tsanaga (Mozogo, Mokolo). Interventions zones of additional resources will be determined though consultations and needs of communities in the future.

Contributions and approaches

The Project is rooted in UNDP's overall commitment to achievement of the Sustainable Development Goals (Gs), many of which can help reduce the spread of violent extremism. The

central premise of the Programme is that Government security responses alone will be insufficient to address the phenomenon of violent extremism, and that the nature of the drivers and enablers of the phenomenon requires that a developmental approach be taken.

Such an approach must be inclusive and participatory; must be transparent, accountable, and rights-based; must be appropriately targeted, suitably informed, and collaborative, as well as subject to on-going processes for coordination, monitoring and evaluation, and programmatic adjustment.

A developmental approach to P/CVE must pay special attention to the following:

- i) **Do no Harm:** The first principle of any P/CVE intervention is Do No Harm. As such, the design and implementation of all project interventions will be carefully reviewed to ensure that they cannot inadvertently facilitate human rights violations, exacerbate divisions between institutions and communities, or worsen existing grievances.
- ii) **A “whole of society” approach:** The Project is predicated upon a “whole of society” approach, in line with the UN Secretary General’s Plan of Action, and as a prerequisite of UN and UNDP assistance. Violent extremism requires a response which inspires, rallies, and facilitates every citizen to contest it, through person-to-person contact, through peer group pressure, and through communal action. In each country all relevant stakeholders and actors – parliamentarians and traditional leaders, NGOs and CBOs, the media, academic institutions, the private sector and local communities – will be further mobilised and motivated, capacitated, informed and coordinated to play appropriate roles in the preparation and/or implementation of the national effort.
- iii) **The Rule of Law & the Primacy of Human Rights:** Both the UN and the EU promote a rule-of-law-based approach to violent extremism, which emphasises the importance of treating terrorism primarily as a criminal matter, and of building the capacity of actors within the criminal justice system ranging from police to prison officials.

A rights-based approach is essential to preventing and responding to violent extremism. Security responses that pay insufficient respect to human rights risk alienating stressed communities, feeding narratives of radicalisation, and undermining their own objectives. The Project will develop legal frameworks compliant with all international norms and standard; promote relations of trust and confidence between security providers and local communities; ensure human rights due diligence of all proposed interventions.

- iv) **A Focus on Youth:** Young people are considered the most ‘at risk’ of radicalisation and recruitment and form the majority of disengaging militants. UNDP’s *Journey to Extremism* research finds that in terms of age when recruited, 53% of the sample were between 17 and 26 years old. The important and positive contributions that young people can make and are making for the maintenance and promotion of peace and security in the world are recognized by the Security Council in Resolution 2250 on Youth, Peace and Security, unanimously adopted in December 2015. The project will ensure a strong focus on youth, both as beneficiaries of the Project, and as agents of it.
- v) **A Focus on Gender:** Women must be recognised as both victims and actors of violent extremism. The project recognises the need for more gender-specific assessment to inform the targeted programming and tools that are needed to address women ‘at risk’ of radicalisation as well as those wishing to disengage and reintegrate into society.

Women have an important role to play in peacebuilding and PVE efforts, as recognised by UN Security Council Resolutions 1325 (2000), 2122 (2013) and 2242 (2015) on Women, Peace

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& Security. The Project will advocate for enhanced participation of women in decision-making on security at all levels and will strive toward equal participation of women in all Project governance structures and consultative mechanisms.

In order to implement the pilot phase of the "New Way of Working" as per the recommendations of 2016 World Humanitarian Summit, UNDP will closely work with other UN agencies and humanitarian and development partners and especially UNDP and UNHCR will combine efforts to "transcend humanitarian-development nexus", aiming to "meet people's immediate humanitarian needs while reducing risk and vulnerability by working together towards collective outcomes" within the intervention zones.

Based on the national priorities defined in the National Strategy document for the Recovery and Peace Consolidation (RPC) in the Far North Region 2018-22 and in line with United Nations Development Assistance Framework (UNDAF) 2018-2020 namely Pillar 4 (Resilience, early recovery and food security), the project has been developed considering UNDP's comparative advantages on prevention of violent extremism as well as results and lessons learnt from previous projects.

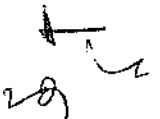
The project will contribute to the implementation of the Country Program Document (CPD) 2018-2020, namely Outcome 2: By 2020, populations (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks. The outcome of CPD is in line with Outcome 3 of the UNDP Strategic Plan (2018-2021) "Strengthen resilience to shocks and crises ». The will finally contribute to Early Recovery Objectives 2 and 3 of Humanitarian Response Plan (HRP) 2018 (ERO2: Strengthen Institutional, Community and Individual Capacity to Enhance Resilience, Promote Social Cohesion, and Strengthen prevention and risk management; ERO3: Promote sustainable empowerment of target populations through multi-sectoral and inclusive economic recovery activities that respect the environment).

Theory of change

This project is underpinned by the theory of change based on the formulation provided by UNDP Regional Programme for *Preventing and Responding to Violent Extremism in Africa*, and by the key findings and the two-layer implications of policy and programme mentioned in the UNDP's study (2017) "*The Journey to Extremism*" to promote peacebuilding and address violent extremism.

The project focuses on the immediate, underlying and root causes of radicalization and violent extremism in Cameroon. The immediate causes/enablers of radicalization and violent extremism include heightened perceptions of relative economic deprivation, increased dissemination of extremist narratives, easy access to weapons and sources of funding, weak governance/management of religious institutions, the absence/weak of local grievance mechanisms and a heightened sense of desperation and vulnerability amongst youth.

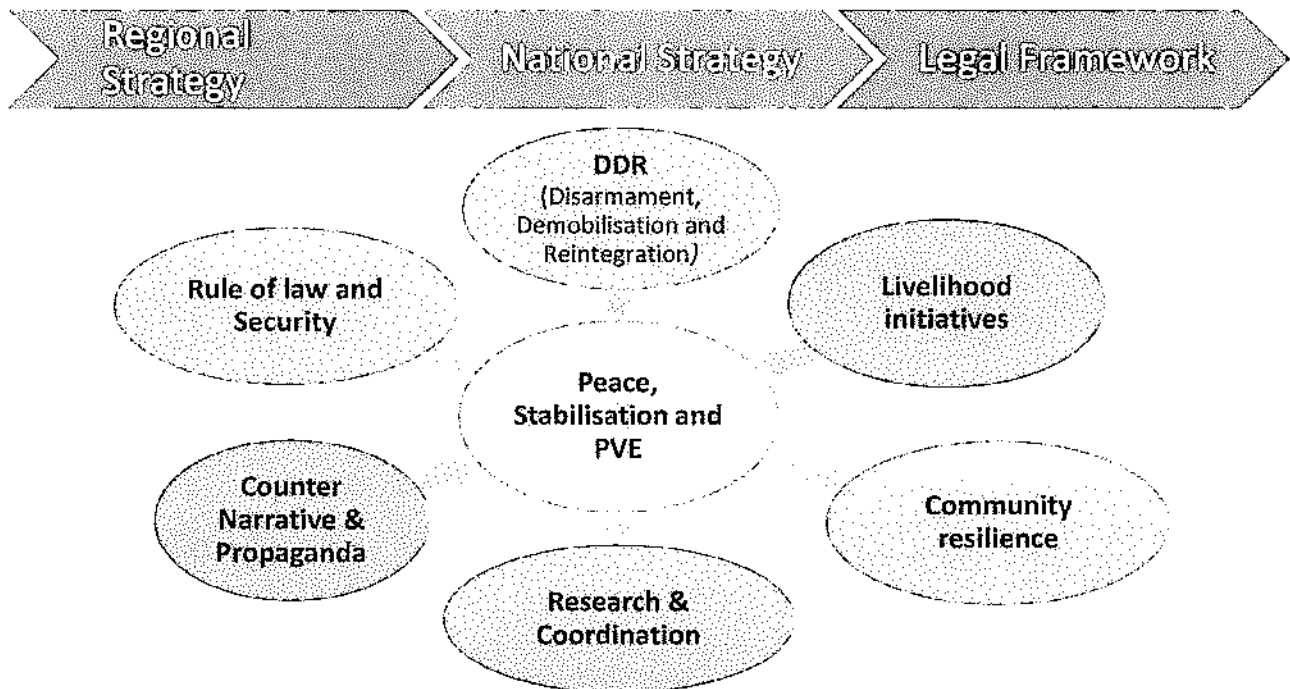
The underlying causes/enablers of radicalization and violent extremism include increasing resonance of polarising discourses, security-dominant/reactive approaches, loss of legitimacy of traditional structures, ungoverned spaces/spaces beyond the reach of government, growth of unregulated madrassas, low awareness of anti-radicalization practices, under-trained Imams and management boards, high levels of corruption, low levels of employment and livelihoods, repeated humanitarian/food crises, weak regional border management, weak government-society relations, low community conflict resolution capacity, weakened social cohesion, insufficient access to adequate education, alienation, weakened family structures, discrimination and violence towards women.



The root causes/enablers of radicalization and violent extremism include weak state capacity, inefficient governance and poor service delivery, high levels of societal divisions along ethnic or religious lines, exacerbated by elites and combined with low levels of trust, endemic sense of political and economic marginalisation, low levels of development/high levels of poverty, geo-political forces and sense of injustice/ inequality on the global scale and the divisive perception of a 'Western war on Islam'.

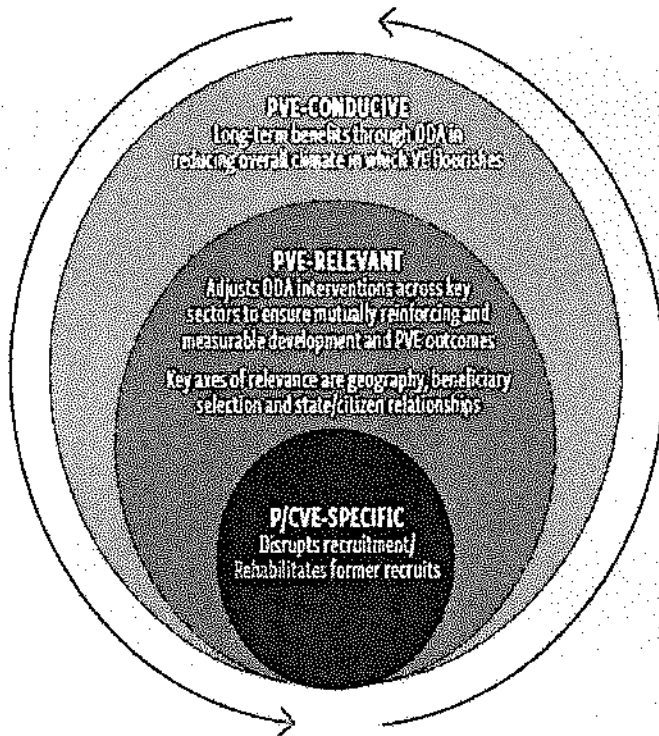
The project theory of change which maintains that there are seven inter-linked processes that create a development pathway for preventing and addressing the growth of violent extremism in any given country. These seven interlinked dynamics include effective rule of law and security, disengagement and reintegration strategies with a development lens, strengthened social-economic conditions, counter-narratives to extremist propaganda, resilient and cohesive communities. These five dynamics are shaped by two cross-cutting processes which can further improve the impact of these development processes. First, research, monitoring and evaluation, and knowledge management to inform and improve practice and promote impact and sustainability; second, coordination of assistance between the national and regional levels, and with other PVE-relevant and PVE-conducive activities of the UN system and other financial and technical partners to Government.

Taken together, these elements form a comprehensive and inclusive development response to violent extremism., and the theory of change is further elaborated for each pathway under the relevant Output heading in Section III, Expected Results, below.



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FIGURE 6: FRAMEWORK FOR CLARIFYING RELEVANCE OF ODA TO PVE



It is assumed that UNDP, as well as other UN Agencies and international donors, will – wherever possible – establish a coordinated, area-based approach in the Far North of Cameroon, in support of implementation of the upcoming AU-LCBC stabilisation strategy for the Boko Haram affected areas of the Lake Chad basin. The parallel implementation of broader development programmes, and the concentration of Government and international efforts focused on livelihoods and social inclusion, should provide both a PVE conducive, and PVE relevant, environment in which to tackle the many and varied drivers and enablers of violent extremism likely to pertain in any given locale, and thus increase the likelihood of the Project herein achieving its specific and overall objectives.

UNDP *Journey to Extremism in Africa* (2017), p. 89

Such an approach should also prove the most cost-effective. No direct linkages between the project and other initiatives should be made or presented, however, so as to allay any concerns arising over the securitisation of UN assistance, and to mitigate potential risks to staff and implementing partners that might arise from such perceptions.

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III. RESULTS AND PARTNERSHIPS

Expected Results

Output 1 Rule of law and security is strengthened in the Far North and relations are improved between state security agencies and local communities.

A striking 71 percent of those interviewed for the *Journey to Extremism* study pointed to 'government action', including 'killing of a family member or friend' or 'arrest of a family member or friend', as the incident that prompted them to join. State security-actor conduct is revealed as a prominent accelerator of recruitment, rather than the reverse. Based on these findings, special attention will be paid to ensuring stabilisation and PVE interventions based on the rule of law and all applicable international, as well as special initiatives to build positive relations between security actors and local communities.

The project will reinforce capacity for stabilisation and development at local level. To promote effective, accountable and inclusive local governance, initiatives of national and local authorities will be supported and participation of CSOs, especially groups of youth and women, in local governance will be promoted.

National and local authorities in the Far North will be supported to prepare and implement a specific strategy for addressing issues relating to the availability of Small Arms & Light Weapons (SALW). The project will also support to design and implement a community-led weapons collection scheme, as a means to reduce their availability and use in violent extremism and/or conflicts over access to natural resources.

A rights-based approach to combating extremism is not just a moral imperative, but at the heart of smart counter-insurgency tactics. The project will support dialogue processes between local communities and state security providers in target areas of the project. Security providers will be provided with training to improve interaction with the general population, and women and youth in particular, and will be facilitated to engage in an inclusive and participatory process to assess and respond to community security needs to be identified in the envisaged Community Security Perception Studies (see Activity 6.1)

In collaboration with national authorities and local commanders, Standard Operating Procedures (SOPs) for police and other locally-deployed security providers will be reviewed, and training provided, in the light of feedback received via the Community Security Perception Studies to be undertaken (see Activity 6.1). The Project will strengthen the PVE dimension of community-based policing and will provide trainings on SGBV and human rights compliance to security Agencies. Particular attention will be paid to the needs of women, and to promoting their voice in decision-making on community security issues.

- Activity 1.1 Effective, accountable and inclusive local governance for stabilisation and development;
- Activity 1.2 Support to SALW strategy & weapons collection sub-project;
- Activity 1.3 Improve mutual trust between civilians and security through community dialogue forums and development of Community Safety Plans;
- Activity 1.4 Support to community-based policing SOPs & training curricula;
- Activity 1.5 Support to women's empowerment on security decision-making.

Output 2 Members of extremist group are disengaged from extremist groups and reintegrated into communities.

With the support of the UNDP Regional Programme, UN Counter-Terrorism Committee Executive Directorate (CTED), IOM and United Nations Office on Drugs and Crime (UNODC), an AU-LCBC workshop "*Towards a Regional Strategy for the Screening, Prosecution, Rehabilitation, and Reintegration of Boko Haram Associated Persons in the Lake Chad Basin Countries*" was held in April 2018 to move toward common terminology, analogous policy frameworks and harmonised procedures for the DDRRR Pillar of the envisaged AU-LCBC Stabilisation Strategy. It is vital to ensure that all international norms and standards are respected, not least in regard to human rights, and that the approach is harmonised across Lake Chad countries in order to guard against cross-border "amnesty arbitrage" by former combatants.

The project will support a follow-up Conference for Cameroon to be organized in conjunction with CTED, UNODC, and OCHCR, UNFPA and IOM to prepare a national policy framework and Standard Operating Procedures (SOPs) for managing the disengagement and reintegration of former combatants, which complies with all international standards and balances the twin imperatives of justice and reconciliation.

In conjunction with all relevant local and national authorities, the project will establish activities to support the rehabilitation and reintegration of former combatants into local communities. Boko Haram-associated persons considered as 'low-risk' by authorities will be eligible for inclusion in project livelihoods initiatives detailed under Output 3. For those deemed to require further monitoring upon their release from screening centres or prisons, the project will identify and recruit selected craftspeople in the target areas to offer apprenticeships and mentoring of former extremists who are deemed to require further monitoring upon their release from screening centres or prisons. Service contracts will cover mentorship training, as well as provision of tools and other necessary material support to facilitate the apprenticeship. Apprenticeships will be supported by educational outreach to encourage critical thinking and develop life skills.

Broad-based, inclusive and participatory PVE consultations will be held in each selected target area of the project, to raise public awareness and ensure informed and responsive programming. Specific consultations will be held on the process for disengagement and reintegration of violent extremists. The consultations will provide an opportunity to hear community voices as to amnesty arrangements, to sensitise communities in regard to the return and reintegration process, and to reduce stigma attaching to returnees.

The project will work with communities to sensitise them to the need for reconciliation, and to accept the return and reintegration of repentant ex-combatants. The project will also build the capacities of local Government officials and civil society organisations to manage rehabilitation and reintegration processes in line with national and regional policy frameworks. The project will strengthen operational capacity of reception centres, institutions and communities (training of actors, equipment and material, psychosocial support), and will support civil society initiatives for community mediation and social reintegration of beneficiaries (home visits, mediation, etc.).

- Activity 2.1 Support development and adoption of national policy framework for DDRRR;
- Activity 2.2. Apprenticeship and mentoring scheme in place;
- Activity 2.3 Sensitisation of local communities;
- Activity 2.4 Capacity development for rehabilitation and reintegration.

Output 3 At-risk youths and vulnerable people in selected communities benefit from livelihood initiatives.

UNDP's *Journey to Extremism* research underscores the relevance of economic factors as drivers of recruitment in Africa. Employment was the single most cited 'immediate need' faced at the time of joining and remains an essential element of effective rehabilitation and reintegration strategy. Ongoing and planned livelihood programmes are also good entry points for addressing social tensions and promoting community engagement.

Although the rise of Boko Haram cannot be reduced to the issue of poor socio-economic conditions alone, it was and is an important factor that fuels active recruitment to, and passive complicity with, Boko Haram's continued operations. Addressing issues such as food insecurity and poor livelihoods remains central to the transition from provision of humanitarian assistance to the resumption of longer-term development processes, as well as to the prevention of violent extremism on Lake Chad.

Subject to approval by the Project Board, and following assessment of each of the target areas selected, the Project may strengthen or widen the coverage of parallel UNDP or other international assistance projects for vocational training or public works, in order to better ensure that vulnerable individuals are able to access suitable livelihoods opportunities.

Cash-for-work programmes can have particular benefits in certain contexts: (1) to generate emergency employment opportunities in communities deemed "at risk"; (2) to re-build or extend critical local infrastructure to support provision of basic public services; (3) to strengthen civil-military cooperation and develop relations of trust and confidence between local populations and State authorities.

To strengthen local economic activities and to empower youth and women economically, community economic infrastructures (e.g. roads to markets, vocational training centres) will be rehabilitated/constructed and/or equipped through cash-for-work programmes. This will be combined with the 3x6 approach developed by UNDP to support the transition from a humanitarian to a development approach in a number of countries¹¹. The UNDP 3x6 approach is based on traditional components of generating immediate income, injecting capital into the local economy and providing opportunities for diversified livelihoods. The approach supports vulnerable people in the crisis for more sustainable livelihood opportunities through three phases: 1. Stabilisation/Inclusion (Engaging and Generating income), 2. Transition/Ownership (Saving and Joint venturing) and 3. Sustainability (Investing and Accessing markets). In Cameroon, the first two phases have been implemented through three steps: cash for work, vocational training and set-up of income generating activity (IGA). In addition to new job creation, some people are already engaged in their business, e.g. agriculture and existing livelihood capacity of youth will be enhanced by training, distribution of inputs and improved access to finance.

While most early recovery and livelihood initiatives are best organised through national projects, the UNDP regional intervention "*Winning the Peace*" is seeking to stimulate informal cross-border trade around Lake Chad as a relatively 'easy win' to improve sub-regional food security as well promote sustainable livelihoods. Informal cross-border trade can also be seen to disproportionately benefit women, particularly in Cameroon.¹² Traders have identified the two main constraints to increasing supply as lack of capital followed by continued insecurity and poor road infrastructure.¹³

¹¹ The UNDP 3x6 approach began in Burundi, and is being successfully implemented in a number of early recovery contexts globally. For more information, please see: http://earlyrecovery.global/sites/default/files/3x6_toolkit_building_resilience_through_jobs_and_livelihoods.pdf

¹² Women account for almost half of the traders in Cameroon whereas female traders make up just under 20 percent of traders in the Nigeria, Niger and Chad.

¹³ Information from a World Food Programme (WFP) regional market assessment undertaken in early 2016. In particular,

The project will customise the UNDP 3x6 approach to increase cash available to traders, with a particular focus on women entrepreneurs. Traders will be identified to join cash-for-work components of schemes aimed at the rehabilitation of trade-related infrastructure (market places, local roads etc), and will be encouraged to save whatever portion they can manage. Individuals will be networked with others where it makes sense, and the total amount of capital saved by the individual or the group will then be tripled by the project, to support purchase of stock and to cover essential costs of trade.

Under its twin regional initiatives, UNDP will work with LCBC, national security Agencies, State and Regional Governors, to identify potential milestones and sequencing of the Regional Stabilisation Plan in regard to the cross-border processes required to re-open closed roads and border crossings as the security situation allows, to minimise check-point delays and harassment on existing routes, and to prioritise rehabilitation projects to facilitate informal cross-border trade in the area, e.g. repair of local roads, refurbishment of local markets, etc.. LCBC will be supported to organise a Border Users Committee to bring together traders and other border users with Border Agencies, to air grievances and to agree mechanisms to monitor the integrity and improve the both the efficiency and accountability of border management around Lake Chad.

The project herein will work with the UNDP regional projects to network Trader groups in Cameroon with their counterparts in neighbouring Lake Chad countries, in order to facilitate mutual support in regard to travel logistics & security issues, access to local market prices, completion of Customs paperwork etc., and as a lobby to report harassment, security issues, or other relevant non-tariff barriers to trade to relevant national authorities.

- Activity 3.1 Scale-up existing vocational training initiatives benefiting the target areas;
- Activity 3.2 Organise infrastructure interventions for public works approach;
- Activity 3.3 3x6 savings scheme for livelihood initiatives (e.g. agricultural production and trade);
- Activity 3.4 Capacity development with trader groups and Customs.

Output 4 Violent narratives and extremist propaganda are countered.

The *Journey to Extremism* findings highlight the way in which dogma and indoctrination, rather than more in-depth religious study, influence susceptibility to recruitment. Although 51% of the respondents selected religion as a reason for joining there is a distinct gap between *reading* and *understanding* of the Quran among recruits, with as many as 57% admitting either to not reading at all or understanding what they read 'less often' to not at all.

Countering violent extremist ideology and propaganda is a problematic proposition: there is little evidence that direct counter-narratives are effective, and there is a risk that the origin and dissemination of the messages undermines their credibility and simply reinforces extremist narratives instead. Efforts should instead focus on stimulating public dialogue on the many aspects of preventing and responding to violent extremism nationally and in the target areas, a necessary

WFP was concerned to assess the ability of the market to meet any increase in demand that would follow the introduction of a cash and voucher programme. The report relies on secondary data analysis, consultations with WFP, FAO, FEWS NET and National Early Warning Systems and Markets Information Systems and a primary data collection exercise through markets survey that covered 104 cities located in 10 regions and 4 countries around the Lake Chad Basin: Nigeria, Niger, Chad and Cameroon. A total of 1619 traders and 620 transporters participated.

corollary of the Government decision to mobilise a national effort, and a useful support to financial and technical partners providing assistance.

All voices should be heard in the dialogue; majority public opinion should be relied upon to frame the issue correctly and establish the societal discourse to isolate and refute violent extremist argument. The project will aim to strengthen the capacities of women and youth in particular to participate in community dialogue. This will be realised through 1) establishment and strengthening of networks of youth's/women's CSO, 2) tailoring specialized training programs for the networks on early warning, focusing on identifying early signs of radicalization and conflict resolution skills, 3) providing advisory service, conducting community dialogue and advocacy programmes, information sharing and holding strategic meetings with relevant security organs, women leaders and religious leaders and 4) strengthening the network to provide peer support to women's group at the grass root and create safe spaces to share their concerns, experiences, and perspectives.

Local radio covering the target areas will be supported to address P/CVE as an issue, and to mobilise a broad range of stakeholders to air their views and tell individual stories as part of on-air discussions. Local programming will focus on local voices and local content in recognition of the context-specific nature of the drivers and enablers of violent extremism. Women-only discussion platforms will stimulate interest in the gender-specific dimensions of the phenomenon of violent extremism. Former violent extremists in process of reintegration into society will be articulated to the communications strategy of the Project wherever appropriate and beneficial.

The project will leverage existing national and regional forums for intra-religious dialogue to establish and guide local chapters in the target communities.

- Activity 4.1 Women and youth participate more fully in community debates on VE;
- Activity 4.2 Support to local radio programming for stabilisation and PVE;
- Activity 4.3 Religious dialogue and debate facilitated.

Output 5 Communities and religious institutions are resilient to the effects of violent extremism (capacity to prevent and respond to violent extremism)

The *Journey to Extremism* findings demonstrate that recruitment is ultimately a highly localized process, influenced though it may be by globalized ideas. Community peer groups (e.g. friends), as well as religious figures, play an important role in facilitating recruitment to violent extremism. Amongst the research sample, 50% were introduced to the organization by a friend; and another 17% were introduced by a religious figure. Improving community resilience to violent extremism is therefore considered vital.

In line with the "whole of society" approach of the SG's Plan of Action for Countering Violent Extremism, an all-inclusive and participatory approach at local level is the best guarantor that the overall intervention will be perceived and accepted as demonstrably for the public good, undertaken in the interests of all, and in accordance with the rule of law, fairly applied. In each target area, the Project will build the capacities of broad-based committees of local community representatives to establish or strengthen sub-national architecture for conflict resolution and PVE.

Refugees, IDPs, and returnees mostly share spaces, natural resources and services with host communities in localities where resources such as water and woods are insufficient to cover local population needs which often result to tensions and conflicts among these populations. This activity will reinforce the capacity of existing social cohesion and conflict resolution mechanisms through the development of local plans on conflict management and natural resources sharing and training

(e.g. participation of youth and women). To address issues on the protection/management of natural resources and to promote pacific coexistence among IDPs, returnees, refugees and community members, activities on natural resource management/protection will be conducted through various channels such as sporting and cultural activities.

The project will make PVE training available to all potential stakeholders, including local government officials and civil society representatives (traditional leaders, religious leaders, CBO staff, organic intellectuals at the grassroots level).

A national NGO, working with local NGOs in each of the target areas, will be selected by the project to establish sufficient PVE Early Warning & Response Groups (EWRG) to provide geographical coverage of the territory.

EWRG may comprise local religious and community leaders, teachers, health professionals and social workers, as well as representatives of youth groups, women's groups, and other CBOs. The purpose of the EWRGs is twofold: to ensure a cadre of trained professionals and volunteers able to intervene on behalf of family or friends of those exhibiting signs of radicalisation, and to take appropriate steps to re-orient individuals away from violent extremism; to support and monitor individuals disengaging from violent extremism and reintegrating into local communities.

Although EWRG's will not include representatives of Government or security providers, in order to maintain the trust and confidence of the broader community, the NGO organising the EWRG will be expected to make referrals of those deemed "at risk" as necessary, and to receive former extremists disengaging voluntarily or released from prison, referred by the Ministry of Territorial Administration.

UNDP will organise a training-of-trainers for the NGO establishing the EWRG, for the NGO to cascade training down to local level. EWRG members will receive training in identifying signs of radicalisation, in when and how to make referrals, and in response techniques to be utilised. Options will include placement on livelihoods schemes as outlined in Output.3 for those "at risk" of radicalisation, as well as for those disengaging and reintegrating into the community (Activity 2.2).

The project will establish or scale-up existing psycho-social counselling services in the community, to address trauma issues of former combatants and victims of violent extremism and will support initiatives of social cohesion and inclusion in relevant centres (youth centres, women centres, and other centres and centres linked to Ministry of social affairs).

In communities in the early stage of stabilisation, the project will support acquisition of civil documents (e.g. birth certificate and national identity card), and work with UNHCR to improve living conditions through the distribution of humanitarian kits such as shelters, Non-Food Items (NFI) and sanitary material for women etc.

The Project will also support establishment of a system of registration of Qur'anic schools the consensual development and dissemination of approved curricula, and the certification and capacity development of religious teachers.

- Activity 5.1 Strengthen inclusive and participatory mechanisms of local peace (e.g Blama, Sultan);
- Activity 5.2 PVE Early Warning & Response Groups operational in target areas;
- Activity 5.3 Psycho-social counselling services available in target areas;
- Activity 5.4 Social cohesion initiatives supported;
- Activity 5.5 Support to the acquisition of civil documents;
- Activity 5.6 Basic community living conditions improved
- Activity 5.7 Identification and registration of Qur'anic schools in the target areas;

- Activity 5.8 Development and dissemination of approved madrassa curricula;
Activity 5.9 Certification and capacity development of religious teachers

Output 6 PVE & Stabilisation activities for the Far North of Cameroon formulated; coordinated with regional PVE & Stabilisation efforts, and with other local PVE-relevant and PVE-conducive interventions.

Perceptions Studies of community security will be undertaken at the beginning and the end of intervention in each of the target areas. The Perception Studies will measure public assessment of the security context, the drivers and enablers of violent extremism, and levels of confidence in local Government and security providers. The initial Perceptions Study will help establish data, indicators and targets for the Project's Results Framework, and will further guide pilot area implementation; the second Perceptions Study will support final external evaluation of the Project intervention for the target area, to establish lessons learnt and assess potential replicability.

The project will also undertake a conflict analysis of the area and a climate change fragility assessment to guide programming and ensure that the related issues of conflict sensitivity and environmental sustainability inform the design and implementation of all project interventions. A study on informal cross-border trade will be undertaken, as a tool for informed programming under Activities 3.3 and 3.4.

As per Project strategy, all research is expected to take account of, or to specifically address, gender dimensions of the violent extremism phenomenon.

UNDP has developed an effective and practical framework, methodology and tools to monitor the impact of interventions targeting violent extremism. A PVE toolkit and indicator bank was launched in mid-February 2018, following a peer review process.

The Project will be subject to an ongoing internal monitoring regime, to be undertaken by the UNDP Country Office in the first instance. As per the Project Governance arrangements (see Section VIII), the UNDP Regional Service Centre for Africa will backstop the Country Office with regular monitoring missions in fulfilment of the project assurance function.

Mid-term and final external evaluations of the Project will be commissioned, the former to allow Project re-orientation as deemed necessary by the Project Board; the latter to assess overall impact as well as potential replicability to other potential target areas of the country. Evaluation TORs and reports will be shared with the Project Board. The Project will be audited at least once during its lifetime as part of the regular audit compliance regime of UNDP Cameroon.

Cameroon remains without a national P/CVE Strategy and Action Plan. The project will advocate with Government for the development of a national policy framework and build the capacities of counterparts to understand and undertake P/CVE programming.

The project will provide capacity development support to local authorities in the Far North to undertake a participatory and inclusive process for the preparation of a local area-based stabilisation and development plan, including a strong component for PVE. Consultants will provide technical expertise and training to relevant local authority staff to undertake needs assessments, conduct a development planning exercise, and familiarise relevant stakeholders with project cycle management tools and good practice to improve absorption and delivery capacities. In addition, the project will establish and service a quarterly coordination platform under the auspices of the Regional Governor.



Following preparation of the Stabilisation and Development Plan for the Far North region envisaged, the project will establish and service a coordination mechanism for humanitarian and development assistance under the auspices of the Governor of the region. The coordination platform will meet on a quarterly basis.

The project will ensure that national and local stakeholders are familiar with, and able to participate in, regional events and activities for stabilisation and PVE, including the process of implementation of the AU-LCBC Stabilisation Strategy for Lake Chad. In coordination with the UNDP's Addis and Abuja-based regional initiatives for Lake Chad, the project herein will support the participation of representatives from national and local Government, and from civil society, wherever it makes sense to do so.

The project will also work with the regional initiatives to promote cross-border cooperation between communities, in support of enhanced early warning and response to violent extremism and natural resource conflict, the managed return of refugees, the promotion of informal cross-border trade and other shared development opportunities and challenges. The project will organise meetings at the Governors' level as well as a follow-up meeting to the First Senior Officials Meeting of the Oslo Consultative Group on Prevention and Stabilization in the Lake Chad Region in the region; it will also support a planned inter-Governmental dialogue on PVE and reconciliation.

Project Situation Reports and other submissions will be shared monthly with the UNDP knowledge management platform to be established under UNDP's regional "Winning the Peace" initiative and will support regional project strengthening of cross-border early warning systems.

UNDP and the office of the UN Resident Coordinator will ensure that the project is fully integrated and/or coordinated with UN system efforts in favour of stabilisation in the Far North of Cameroon, and in particular those considered relevant and/or conducive to PVE programming (including the cross-border UNDP-UNICEF Peacebuilding Fund project for Cameroon-Chad).

- Activity 6.1 Research and analysis on violent extremism and stabilisation contributing to knowledge management
- Activity 6.2 Advocacy and capacity development for national PVE Strategy/Action Plan;
- Activity 6.3 Governor's coordination platform established and meeting quarterly;
- Activity 6.4 Stakeholder participation in regional activities and events;
- Activity 6.5 Support to cross-border dialogue and initiatives for PVE;
- Activity 6.6 Cross-border cooperation on early warning and response;
- Activity 6.7 Coordination of UN system assistance.

Resources Required to Achieve the Expected Results

The Project is conceived primarily as a capacity development intervention, and requires the following types of inputs:

- Vehicle, vehicle running costs, office equipment and furniture for the project offices;
- Travel and Daily Subsistence Allowance costs for consultants, beneficiaries and stakeholders;
- Organisational costs for study tours, trainings, consultative meetings and dialogue fora;
- National and international technical expertise for assessments, trainings, project assurance, and other monitoring & evaluation exercises;

- Output 2.2 will require funds for sub-projects identified by Community Safety Plans and agreed by the Project Board, as well as small-scale resources for local police to engage youth in sports and other social activities;
- Activity 2.2 for improved livelihood opportunities will require salaries for craftspeople and apprentices, procurement of apprenticeship tools;
- Output 3 will require subcontracts with project partners engaged with vocational training, and a funding facility for public works sub-projects and related 3x6 savings scheme;
- Output 4 will require resources for the development of local radio programming on issues relating to PVE and other communications-related expenses covering the target areas of the Project, to work on public awareness and project communications;
- Output 5 will require project partnership agreements with NGOs to establish Early Warning & Early Response Groups in the community, and to make psycho-social counselling services more widely available; it will also require funds for small-scale social cohesion initiatives and for the provision of UNHCR humanitarian assistance to priority communities for stabilisation.
- Output 6 will require funds to undertake the studies on Community Perceptions of Security in the target areas, and to commission other research and studies.

Direct management costs are required to cover establishment and maintenance of a Project team in Maroua/Kousséri/Yaoundé, support and oversight of the UNDP Country Office, substantive inputs and project assurance of the UNDP Regional Service Centres in Addis Ababa.

Costs for the Project team include salaries, travel and per diem costs for a senior International Project Manager, two international staff (resource mobilization and communication specialist and information management specialist), three national experts, a monitoring and evaluation specialist, a finance and administrative assistant and two drivers. The Project team will require a minimum of office equipment, office running costs, vehicle and security costs and mobility in the field. Moreover, direct project costs will be needed for support of the UNDP Country Office, for instance PMSU and Operations.

UNDP indirect management costs will be charged at 8% of the substantive Programme budget, inclusive of direct management costs.

Project Partnerships

Key government counterparts are Ministry of Territorial Administration (MINAT) and Ministry of Economy, Planning and Regional Development (MINEPAT). According to specific issues, the project will work with central and local governments including concerned ministries such as Ministry of Foreign Affairs (MINREX), Ministry of Defence (MINDEFENCE), Ministry of Justice (MINJUSTICE), Ministry of Agriculture and Rural Development (MINADER), Ministry of Livestock, Fisheries and Animal Industries (MINEPIA), Ministry of Small and medium sized enterprises, Social economy and Handicrafts (MINPMEESA), Ministry of Youth Affairs and Civic Education (MINJEC) and Ministry of Employment and Vocational Training (MINEFOP), Ministry of Women Empowerment and the Family (MINPROFF), Ministry of Social Affairs (MINAS), Ministry of Public Works (MINTP) and Ministry of Basic Education (MINEDUB).

The Project will work in partnership with the following stakeholders: elected and appointed Government officials at national and local levels, security providers, political parties and groups, traditional leaders, NGOs, CBOs, faith-based organisations and institutions, academia, mass media and community media, international technical and financial partners to Government on stabilisation and PVE.

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UNDP will work with and through other UN Agencies to deliver selected activities. The participation of UNCTED, UNODC, UNFPA, UNHCR, IOM and UNESCO is envisaged for selected activities. Close liaison will be maintained with development partners such as the German Corporation for International Cooperation (GIZ) and Japan International Cooperation Agency (JICA).

The Project will support Government coordination with the Lake Chad Basin Commission at the regional level, with the AU at regional and continental level, and with the UN Counter Terrorism Centre in New York, as well as strengthen UN Country Team coordination and coherence on P/CVE.

Risks and Assumptions

The risks are of environmental, financial, operational, political and regulatory nature as detailed in the risk log. The Far North region, in particular Logone and Chari, Mayo-Sava and Mayo-Tsanaga divisions 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 UN Department of Safety and Security (UNDSS) and local and regional authorities including Rapid Intervention Battalion (BIR) and Multinational Joint Task Force (MNJTF) will be assured. Based on the assessment and its recommendations, necessary adjustments will be made. Weather conditions, particularly heavy rain and flooding, would affect access to certain project sites and delay delivery of activities as many access roads are not paved in the target zones. This will be taken into account activities will be planned to be carried out mainly during the dry season. In addition, climate change is making rainfalls more and more unpredictable and lack of rain or rain during the wrong time can negatively impact the crop. Agriculture producers will receive necessary inputs and training before the rainy season starts.

The US dollar would become weak against CFA Franc and inflation would occur in the Far North region, especially impacting on the purchases of construction material. The activity budget would be tight and certain activities might need to be downsized. Activity budget will be frequently monitored and reviewed to adjust financial change. The number of contractors necessary for activities in the Far North region, especially in Logone and Chari is limited. When invitation to bid, for instance infrastructure construction, is published, it is possible that not many appropriate offers are submitted. Pre-qualification method will be introduced to assure contractors with quality. Political instability, especially due to the presidential election would negatively affect the project implementation. Central and local government would not work properly and it might difficult to find responsible persons to implement activities. At field levels, a project team will closely work traditional and religious leaders who will not be affected by political instability. At capital level, a project team will collect information on political situation from managers and other stakeholders. New unexpected regulations, policies along the borders between Nigeria-Cameroon and Chad-Cameroon would influence in the project. In particular, if the borders between Kousseri and N'Djamena is closed, a project team will have a lot of difficulty to reach Kousseri because UNHAS lands in N'Djamena airport to access to Kousseri. A project team will obtain every day the information on the border situation between Chad and Cameroon.

Political will of the government is important to promote prevention of violent extremism, de-radicalization and stabilization. However, stabilization and prevention of violent extremism including de-radicalization and reintegration are still sensitive issues. The project team will collaborate and coordinate with other concerned actors to promote dialogue with the government.

The Project assumes that the Government of Cameroon continues to support a developmental approach to the prevention of violent extremism, remains committed to the development and implementation of a National P/CVE Strategy and Action Plan, and agrees to a 'Whole of Society'



approach to guide work in the Far North region. The Project also assumes the continued interest and participation of a broad range of stakeholders and actors, both nationally and in the Far North.

A full Risk Log is attached to this project document as Annex 3, which details all risks – political, institutional, social, financial and operational – that the Project must manage and mitigate over the course of its implementation. Key strategic risks relating to achievement of each substantive output, and the measures taken to mitigate them, are as follows:

RISK	MITIGATION
Project seen as international agenda, supported by external donors	High levels of ownership by Cameroon authorities, continued involvement of Cameroon in AU-LCBC regional stabilisation and PVE planning, an inclusive and participatory approach to involvement of civil society in development of a National Strategy.
Disproportionate security response to future incidents undermines activities to build trust and confidence between security providers and local communities	The Project will work with relevant authorities to strengthen community-based policing & SOPs for security forces and can strengthen training and accountability mechanisms in regard to human rights observance if deemed necessary.
Targeting of P/CVE-specific livelihoods assistance seen as rewarding bad behavior in target communities	P/CVE-specific project activities are supported by broader UNDP-UNCT, Government and partner development effort to the benefit of whole community; field presence sensitizes stakeholders to the methodology of the project and secures buy-in and support.
Communications strategy undermines rather than reinforces project objective	Project commitment to neutral public dialogue and use of credible local voices in development and dissemination of specific counter-narratives.
Communities reject premise, objective, or activities of the project and do not participate as envisaged	Field presence and participatory approach at community levels will ensure demand-driven interventions attuned to local sensitivities

Stakeholder Engagement

Central to the methodology of the project is the need for a “whole of society” approach, as called for in the UN Secretary General’s Plan of Action for Countering Violent Extremism.

Main stakeholders are governmental entities mentioned above, local authorities (mayors, division and sub-division officers), civil society and religious/traditional leaders. To implement activities, consultation with them will be organised in inclusive manner and they will be invited for certain project activities such as training sessions, workshops and ceremonies to strengthen their capacity and engagement.

South-South and Triangular Cooperation (SSC/TrC)

The practice of P/CVE programming is a relatively new discipline globally. There is a clear need to document 'what works' and what does not 'work in different country contexts, to share lessons learned between Governments, and between civil society actors, via South-South and triangular cooperation initiatives.

This project will contribute to, and be aligned with, the AU-LCBC stabilisation strategy for the Boko Haram-affected areas of Lake Chad. Therefore, certain activities will be implemented around the Lake Chad Basin (Nigeria, Niger and Chad) to promote regional approach and to exchange experience (e.g. best practice and lesson learnt).

Through parallel funding of UNDP's umbrella Programme, *Preventing and Responding to Violent Extremism in Africa*, the Project herein will benefit from the experience of other African countries in regard to the development of policy and good practice for preventing and responding to violent extremism. UNDP's Regional Service Centre for Africa (RSCA) will also identify consultant experts to support the capacity development components of the project and to ensure relevant networking of counterparts under the UNDP umbrella Programme.

Gender

The situation of women in the Far North is one of limited empowerment, underpinned by very low education levels and poor access to property. These factors weaken equitable access to resources as well as women's ability to engage in decision-making. Women in the Far North are also subjected to sexual exploitation and abuse and forced and early marriage. The abuse of women often is difficult to document due to a culture of silence and engendered cultural norms, the fear of reprisals and stigmatization but also because survivors see little benefits in reporting since access to remedies (medical, judicial and psychosocial) remain extremely low.

Gender is understood as a cross-cutting issue of the project (see Section II.v, *A Focus on Gender*), critical to its impact and success.

Knowledge Management

The drivers and enablers of violent extremism are everywhere and always context specific, and while commonalities can be discerned, strategies and tactics must be customised to the local situation. While the phenomenon of violent extremism in Cameroon has been analysed in general terms, more data and research is required to establish optimal approaches for the Far North region.

The need to assess what does or does not 'work' in terms of interventions to address it in the selected target communities, requires a particularly strong commitment of the project to collaborative working with other actors in terms of research, monitoring and evaluation, knowledge management,

and coordination of activities. Work in this regard has been included as a specific set of activities for the project (Output 6), in order to ensure that attention and resources match aspirations.

The Project will work with the envisaged Government-Donor P/CVE Platform to take a collaborative approach to identification and definition of research needs over and above those already detailed (Output 3.1). The Project research agenda will be coordinated with, and draw support from, the research component of the UNDP *Regional Programme for Preventing and Responding to Violent Extremism*.

The Addis-based regional intervention, "*Winning the Peace*", will establish an online Knowledge Management Platform for stabilisation and PVE work in the Lake Chad Basin. The Knowledge Management Platform (KMP) is envisaged as a high-quality web-based resource to capture and disseminate a broad range of knowledge on PVE for stakeholders and practitioners, and will perform three functions:

PVE Observatory: The KMP will document statistical data in regard to the incidence of violent extremism in Boko Haram-affected areas and will collate and analyse data to establish trends in its continuing evolution. The Observatory will seek to measure public perception of security issues and responses via the Community Security Perception Studies and regular reporting by UNDP project teams.

Resource Base: The KMP will act as a "one-stop" repository for PVE research and good practice notes, for strategies, action plans, reports and project documents, coordination matrices and lessons learnt, etc.

Practice Community: The KMP will be used to inform, network, and engage a community of PVE practitioners in the Lake Chad countries through the provision of PVE-relevant news, diary of upcoming conferences and events, regular features on PVE work, and a moderated blog discussion forum for registered members.

The Project will be subject to full mid-term and final evaluations to be conducted by external experts, to facilitate the Project Board in adjusting the results and activities during the implementation period, and to ensure that lessons learnt are digested and disseminated in support of follow-up interventions.

Sustainability and Scaling Up

The activity implementation will be supported by governmental entities, local authorities (municipalities, sous-préfet, and prefect), civil society and religious/traditional leaders. Knowledge will be transferred to them and their capacity will be strengthened as much as possible during the project to maintain sustainability.

Target community activities in the Far North region will be subject to on-going monitoring and evaluation, to assess their impact and cost-effectiveness for possible replication in other geographical locations under any prospective Government P/CVE strategy.

Work of the Early Warning & Response Groups will also be assessed at the point of mid-term evaluation, for integration into Government structures and national budget.

The Project Board will consider the conclusions of the mid-term evaluation of the project, the priorities of any National Strategy and Action Plan, and the recommendations of the Project Manager in support of a revised implementation plan for any second phase of the project, or potential scaling-up of activities to be undertaken with fresh funding.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

In order to maximize the project impact with available resources overall intervention will concentrate on the region with the highest need for humanitarian assistance, the Far North Region of Cameroon.

UNDP and the UN Country Team will ensure a portfolio management approach to ensure cost-effectiveness, by leveraging project activities and partnerships with other initiatives. The project will leverage the ongoing and future work of UNDP Cameroon to address weak-governance, under-development and marginalisation as relevant to the prevention of violent extremism. Project team members will chair/participate in Early Recover cluster meetings to coordinate activities and obtain good practice and lessons learnt in similar activities of different projects. UNDP will direct the community-level initiatives of other P/CVE-relevant projects of its portfolio to the target areas of this project, to ensure that the P/CVE-specific interventions herein are supported by, and embedded within, a broadly-based development effort benefitting the whole community. Wherever possible, the project will reduce costs through partnerships, and through the sharing of office infrastructure with other initiatives/projects.

A pilot approach will allow Government and international donors to learn lessons and adjust P/CVE programming to achieve cost-efficient and effective replication in other areas.

In conjunction with the Office of the UN Resident Coordinator, the project will map PVE-relevant activities of the UN Country Team, facilitate discussion and coordination between Agencies, and liaise with the UN Counter Terrorism Centre, in order to fully leverage UN system resources in support of the overall goal of the project. UNDP will organise regular coordination meetings with international donors and implementing agencies, while the Project will actively seek partnerships to further a common agenda regarding P/CVE research, monitoring and evaluation methodology, and knowledge management.

The project will benefit from research, technical expertise, opportunities for south-south cooperation, as well as regional coordination by LCBC and the African Union, separately supported by the UNDP umbrella Programme, "*Preventing and Responding to Violent Extremism in Africa: A Development Approach*".

Project Management

This project will be implemented under the Direct Implementation (DIM) modality by UNDP. Responsible parties are UNHCR, UNFPA, MINADER, JICA and NGOs. NGOs will be identified by competitive selection process.

Project team members will be assigned to three offices at the capital (Yaoundé) and the field levels (Maroua and Kousseri). The project management team will be led by an international staff (senior project manager) and his team will be composed of two international staff (resource mobilization

and communication specialist and information management specialist), three national experts, a monitoring and evaluation specialist, a finance and administrative assistant and two drivers.

Coordination with other UNDP and UN projects will be achieved through the UNDP CO Governance Team and by the Office of the Resident Coordinator. Coordination of this Project's activities and outputs with those of other implementing partners will be assured through the coordination platform to be established for the Far North region (Activity 6.7)

The project will commence with a six-month Inception Phase. Activities of the Inception Phase will cover recruitment of project staff and establishment of project offices; formalisation of agreements with project partners; mapping of P/CVE-relevant initiatives in the target areas, and initial coordination activities; research and work planning. An Inception Phase report will be prepared for approval by the Project Board.

The UNDP Country Office will organise the Inception Phase activities and provide interim project management capacities while project staff are recruited. Project implementation will be supported by UNDP's umbrella Programme, "*Preventing and Responding to Violent Extremism in Africa: A Development Approach*", managed by the UNDP Regional Service Centre for Africa, based in Addis Ababa. The umbrella Programme will provide catalytic financial resources to the Project but will be reimbursed for the provision of specific technical expertise to fulfil the project assurance function on behalf of the Project Board.

The Project will be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP. .

V. RESULTS FRAMEWORK¹⁴

¹⁴ UNDP publishes its Programme 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.

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EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	Year 2020	
Output 1: Rule of law and security is strengthened in the Far North and relations are improved between state security agencies and local communities	Indicator 1.a: Existence of a Small Arms and Light Weapons (SALW) national strategy adopted	MINDEF and Council	0	2018			Yes	
	Indicator 1.b: % of councils which have a community-based policing functional	At the level of Council where the project will be implemented	0	2018			100%	Literature research
	Indicator 1.c: % of council which implicate women in the decision making		TBD	2018	30%	50%	80%	Literature research
Output 2: Members of extremist group are disengaged from extremist groups and reintegrated into communities	Indicator 2.a: Existence of National policy framework for DDR	UNDP CO and MINAT	0	2018			Yes	Direct observation
	Indicator 2.b: Number of members of extremist groups and host communities benefiting from jobs opportunities	UNDP - Maroua	0	2018	850	1000	1000	Literature research
Output 3: At-risk youths and vulnerable people in selected communities benefit from livelihood initiatives	Indicator 3.a: Number of youth and women benefiting from jobs opportunities	UNDP - Maroua	800	2018	850	1000	1000	Literature research
	Indicator 4.a: % of traditional leaders, pupils of Qu'anic schools, youth participating in the micro program on the counter narrative developed by the local media	Local media/ UNDP-Maroua	0	2018	20%	30%	50%	Literature research
Output 5: Communities and religious institutions are resilient to the effects of violent extremism (capacity to	Indicator 5.a: % of youths and women who participating to the decision making in these local mechanisms	PV signed during the meeting at the level of community targeted (e.g Blama, Sultan)	0	2018	70%	80%	100%	Literature research
	Indicator 5.b: % of councils which have a psychosocial service functional, by the end of 2020	At the level of Council where the	0	2018			100%	Literature research

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prevent and respond to violent extremism)	Indicator 5.c: % of people having access to the civil registration	TBD	2018	50%	60%	70%	Literature research
Output 6.: PVE & Stabilisation activities for the Far North of Cameroon formulated, coordinated with regional PVE & Stabilisation efforts, and with other local PVE-relevant and PVE-conducive interventions	Indicator 6.a: % of people having confidence in local government and security providers	TBD	2018	20%	30%	50%	Literature research
	Indicator 6.b: Existence of National PVE strategy and Action Plan	0	2018			Yes	Direct observation

¹⁵ 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.

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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

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	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.	At least annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders.	Annually, and at the end of the			

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	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.	project (final report)		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular reviews to assess the performance of the project and review the Multi-Year 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.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

Evaluation Plan¹⁶

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term evaluation			UNDAF 4.1/CPD ₂			30,000
Final evaluation of the project			UNDAF 4.1/CPD ₂			30,000

¹⁶ Optional, if needed

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VII. MULTI-YEAR WORK PLAN 1718

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET (USD)	
		2018	2019	2020		Funding Source	Amount
Output 1: Rule of law and security is strengthened in the Far North and relations are improved between state security agencies and local communities	1.1 Effective, accountable and inclusive local governance for capacity development for stabilisation and development at local level	111,000	50,000	49,000	UNDP		210,000
	1.2 Preparation of SALW strategy & weapons collection sub-project.	100,000	200,000	20,000	UNDP		500,000
	1.3 Improve mutual trust between civilians and security through community dialogue forums, and development of Community Safety Plans	50,000	40,000	30,000	UNDP		120,000
	1.4 Support to community-based policing SOPs & training curricula	61,000	30,000	29,000	UNDP		120,000
	1.5 Support to women's empowerment on security decision-making	61,000				Germany (Act. 2.2.1-2.2.2)	61,000
Sub-Total for Output 1		10,000	20,000	20,000	UNDP		50,000
Output 2: Members of extremist group are disengaged from extremist groups and reintegrated into communities	2.1 Support development and adoption of national policy framework for DDRR	76,500	23,500	-	UNDP		100,000
	2.2 Apprenticeship and mentoring scheme in place	76,259				Germany (Act. 3.1.2-3.1.4)	76,259
		10,000	565,000	565,000	UNDP, UNFPA		1,140,000

¹⁷ 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

¹⁸ 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.

		7,000						Japan (F-Act. 2.7-2.8)		7,000
	2.3 Sensitisation of local communities	50,000	50,000	50,000			UNDP, UNFPA			150,000
		50,000						Japan (F-Act. 2.10)		50,000
	2.4 Capacity development for rehabilitation and reintegration	95,000	30,000	25,000			UNDP, UNFPA			150,000
		25,000						Germany (Act. 3.2.1)		25,000
		70,000						Japan (F-Act. 2.7-2.9)		30,000
	Sub-Total for Output 2									1,540,000
Output 3: At-risk youths and vulnerable people in selected communities benefit from livelihood initiatives										
	3.1 Scale-up existing vocational training initiatives benefiting the target areas	335,000	333,000	332,000			UNDP, IPs, JICA, MINADER			1,000,000
		247,500						Japan (F-Act. 1.2-1.4)		247,500
		82,836						Japan (H-Act. 2.2)		82,836
	3.2 Organise infrastructure interventions for public works approach	370,000	380,000	380,000			UNDP			1,130,000
		279,414						Japan (F-Act. 1.1, 1.5)		279,414
		89,250						Japan (H-Act. 2.1)		89,250
	3.3 3x6 savings scheme for livelihood initiatives (e.g. agricultural production and trade)	245,000	378,000	377,000			UNDP			1,000,000
		155,750						Japan (F-Act. 1.1)		155,750
		89,250						Japan (H-Act. 2.1)		89,250
	3.4 Capacity development with trader groups and Customs	50,000	125,000	125,000			UNDP			300,000
	Sub-Total for Output 3									3,430,000
		35,000	32,500	32,500			UNDP			100,000

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Output 4: Violent narratives and extremist propaganda are countered	4.1 Women and youth participate more fully in community debates on VE	20,000					Germany (Act. 1.2.2, 2.3.2)	20,000
		12,500					Japan (F-Act. 2.6)	12,500
	4.2 Support to local radio programming for stabilisation and PVE	40,000	40,000		40,000	UNDP		120,000
		35,000					Germany (Act. 1.2.2)	35,000
Output 5: Communities and religious institutions are resilient to the effects of violent extremism (capacity to prevent and respond to violent extremism)	4.3 Religious dialogue and debate facilitated	2,500					Japan (F-Act. 2.6)	2,500
		34,000	33,000		33,000	UNDP		100,000
		20,000					Germany (Act. 1.2.2, 2.3.2)	20,000
		12,500					Japan (F-Act. 2.6)	12,500
Sub-Total for Output 4								
Output 5: Communities and religious institutions are resilient to the effects of violent extremism (capacity to prevent and respond to violent extremism)		120,000	120,000		120,000	UNDP		360,000
	5.1 Strengthen inclusive and participatory mechanisms of local peace (e.g. Blama, Sultan)	15,685					Germany (Act. 2.3.1)	15,685
		30,000					Japan (F-Act. 2.1)	30,000
		66,198					Japan (H-Act. 1.1-1.3)	66,198
		40,000	40,000		40,000	UNDP		120,000
	5.2 PVE Early Warning & Response Groups operational in target areas	15,000					Germany (Act. 2.3.1)	15,000
		20,000					Japan (F-Act. 2.1)	20,000
	5.3 Psycho-social counselling services available in target areas	40,000	40,000		40,000	UNDP, UNFPA		120,000
		20,000					Japan (F-Act. 2.9)	20,000
		166,000	181,000		181,000	UNDP		528,000
5.4 Social cohesion initiatives supported		115,000					Japan (F-Act. 2.5)	115,000
		51,000					Japan (H-Act. 1.4)	51,000
		20,000	20,000		20,000	UNDP		60,000
5.5 Support to the acquisition of civil documents	10,000					Japan (F-Act. 2.4)	10,000	

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		300,000	300,000	300,000	UNDP, UNHCR			900,000
	5.6 Basic community living conditions improved	264,000				Japan (H-Act. 3.1-3.6)		264,000
	5.7 Identification and registration of Qur'anic schools in the target areas	10,000	20,000	20,000	UNDP	Japan (F-Act. 2.2)		50,000
		5,000						5,000
	5.8 Development and dissemination of approved madrassa curricula	20,000	20,000	20,000	UNDP	Japan (F-Act. 2.2)		60,000
		10,000						10,000
	5.9 Certification and capacity development of religious teachers	20,000	40,000	40,000	UNDP	Japan (F-Act. 2.2)		100,000
		10,000						10,000
	Sub-Total for Output 5							2,298,000
Output 6: PVE & Stabilisation activities for the Far North of Cameroon formulated; coordinated with regional PVE & Stabilisation efforts, and with other local PVE-relevant and PVE-conducive interventions	6.1 Research and analysis on violent extremism and stabilisation contributing to knowledge management	271,000	250,000	159,000	UNDP, UNFPA			680,000
		116,000				Germany (Act. 1.2.1-1.2.3, 3.1.1)		116,000
		155,000				Japan (F-Act. 2.11-2.12)		155,000
		70,000	70,000	60,000	UNDP			200,000
	6.2 Advocacy and capacity development for national PVE Strategy/Action Plan	68,370				Germany (Act. 1.1.1-1.1.3, 1.1.5)		68,370
		4,000	4,000	4,000	UNDP			12,000
		2,000				Germany (Act. 1.1.4)		2,000
	6.4 Stakeholder participation in regional activities and events	20,000	40,000	40,000	UNDP			100,000
		15,000				Germany (Act. 1.1.4)		15,000
	6.5 Support to cross-border dialogue and initiatives for PVE	80,000	65,000	65,000	UNDP			210,000
		80,000				Germany (Act. 1.2.1, 1.2.3-1.2.6)		80,000
	6.6 Cross-border cooperation on early warning and response	30,000	30,000	30,000	UNDP			90,000
	6.7 Coordination of UIN system assistance	2,889	3,000	3,000	UNDP			8,889

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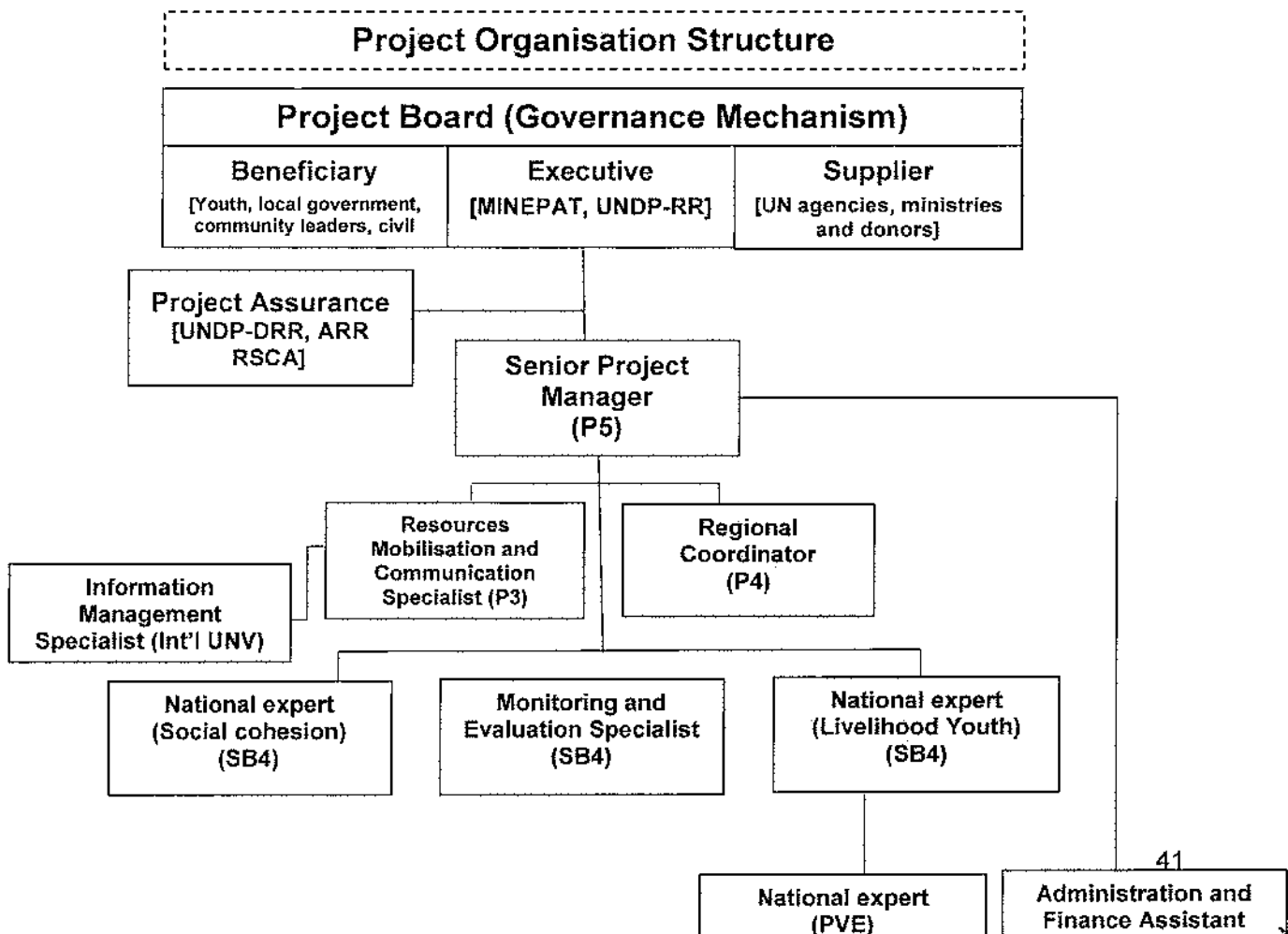
	Sub-Total for Output 6		1,300,889
Sub-total for Output 1-6			
	Germany		640,314
	Japan		1,924,698
Project Management			
	Germany		261,537
	Japan		908,635
Project budget (Output1-6 + Project Management)			
	Germany		901,851
	Japan		2,833,333
General Management Support (8%)			
	Germany		72,149
	Japan		226,667
TOTAL			15,000,000
	Germany		974,000
	Japan		3,060,000

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented under the Direct Implementation (DIM) modality by UNDP. The project governance structure will be led by Project Board (PB, i.e. a steering committee). PB will be in charge of the main orientations of the project implementing. The 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 Ministry of Ministry of Economy, Planning and Regional Development (MINEPAT) and UNDP. Concerned UN agencies, concerned ministries and donors will participate as suppliers of the PB and stakeholders (e.g. youth, local government, community leaders, civil society) will be invited as beneficiaries to the PB. MINEPAT will co-chair as lead national counterpart along with UNDP RR. The 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 done by the project team daily. UNDP will ensure that independent parties from the project handle regular quality assurance missions. Independent evaluation will be conducted to assess the effectiveness, efficiency, sustainability of the achievements, coherence and the contribution of the project to the Humanitarian and Development nexus.

In alignment with the HACT procedure, a competitive selection will be utilized as the modality of selection for responsible parties and grantees of CSO/NGOs for 3x6 approach and other components as well. Selection criteria will be defined for proposals and a selection committee will evaluate proposals. A grant/HACT committee will be established to examine the selection of responsible parties and grantees proposed by a selection committee. As much as possible and in the purpose of sustainability, UNDP will involve actors of NGOs, state representatives of the PVE platform and ER sectoral group members to implement specific aspects of the project.



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 (country) and UNDP, signed on (date). 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]¹⁹ [UNDP funds received pursuant to the Project Document]²⁰ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. 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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan

¹⁹ To be used where UNDP is the Implementing Partner

²⁰ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

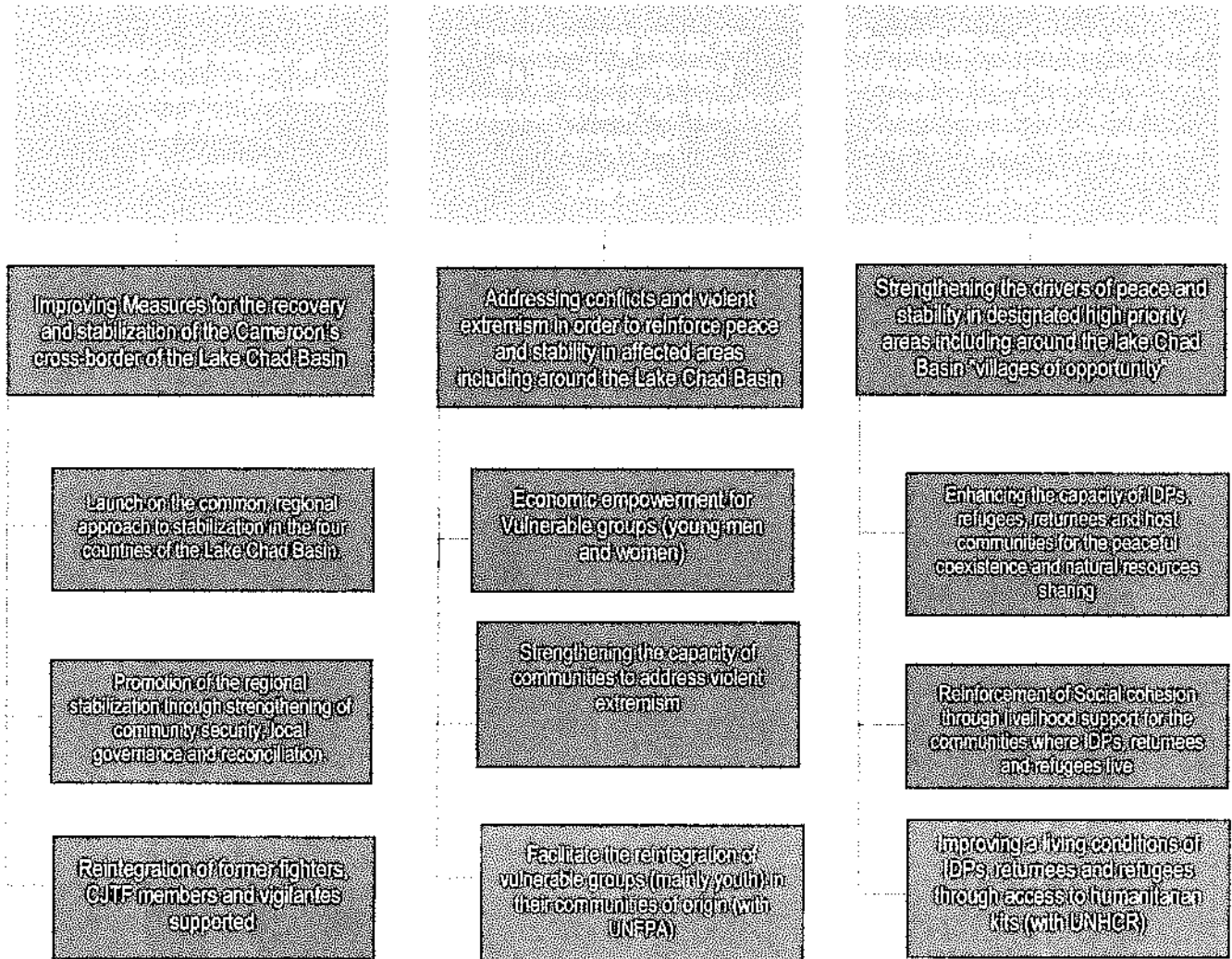
- g. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- h. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**

Existing funding



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M.