

United Nations Development Programme
Country: Burkina Faso, Mali, Chad and Niger

Strengthening Human Security and Community Resilience in the Sahel

Brief Description

Peace and stability are fundamental prerequisites for socio-economic development and strong communities. The complex development context of the Sahel region and the interconnected nature of the challenges facing its people are compounded by institutional weakness to address them. “Strengthening Human Security and Community Resilience in the Sahel” is part of UNDP’s wider effort to operationalize the UN integrated strategy for the Sahel in a coherent manner that tackles regional issues through targeted community-level interventions.

Empowering individuals and communities is of paramount importance for people to be able to face the recurrent crises that affect the region, including those stemming from climate change, conflict, resource competition or food shortages. The overarching goal of this project is to strengthen formal and informal mechanisms at the community level to promote social cohesion, community security and economic resilience in Mali, Burkina Faso, Chad and Niger. It will do this through by working towards two outcomes:

Outcome 1: Enhanced capacities of traditional leaders, community mechanisms and local authorities to promote community security and social cohesion. Outcome activities will foster proactive multi-stakeholder engagements for peaceful co-existence, peace consolidation and social cohesion in the Sahel.

Outcome 2: Improved economic resilience to recurrent crises by supporting inclusive access to resources and sustainable livelihood opportunities. Outcome activities will include interventions at the community level that improve people’s ability to achieve their basic needs and improve community resilience to recurrent crises through improved access to resources and sustainable livelihood opportunities.

Programme Period:	12 months
Key Result Area (Strategic Plan)	MDGs Achievement, Democratic Governance, Crisis Prevention and Recovery
Atlas Award ID:	TBD
Start date:	March 2014
End Date	February 2015
PAC Meeting Date	4 Feb – 7 Feb 2014
Management Arrangements	DIM

Total resources required	5,300,000 USD
Total allocated resources:	5,300,000 USD
• Regular	_____
• Other:	
○ Donor	Japan
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government)

Agreed by (Executing Entity):

Agreed by (UNDP):

I. SITUATION ANALYSIS

Regional View

1. The Sahel region is one of the poorest in the world, dealing with a varied and shifting set of humanitarian, environmental, security and political challenges. It simultaneously faces the challenges of extreme poverty, the effects of climate change, frequent food crises, an average population growth rate of 3.2%¹, fragile governance, corruption, unresolved internal tensions, the risk of violent extremism and radicalization, illicit trafficking and terrorist-linked security threats.
2. Governments in the region have struggled or in some cases failed to build stable and inclusive democratic institutions and practices, and to deliver adequate basic services and protections for their public. Security forces in parts of the Sahel struggle to provide security for the public, and to prevent escalations of armed conflict.
3. Security threats continue to plague the region, with the conflict in Mali having significant regional implications as fleeing Malians contributed heavily to the 500,000 refugees and 318,000 IDP's in the Sahel². Criminal organizations and terrorist groups such as Al-Qaida in the Islamic Maghreb, Boko Haram and the *Mouvement pour l'Unité et le Jihad en Afrique de l'Ouest* are active, resulting in attacks in Niger, Algeria and Libya in the last 18 months. Vast, porous borders and inadequate border management capacities mean that national boundaries do not contain these threats to peace and stability to their country of origin.
4. The food crisis of 2012 followed a drought in 2011, which in turn was preceded by the food and nutrition crisis of 2010. As of mid-2013, 11.3 million people remain food insecure and 4.9 million suffer from moderate or severe acute malnourishment.³ This has occurred in the context of intermittent conflicts and subsequent displacements of populations, converging to perpetuate a prolonged and pervasive erosion of community resilience. Families and individuals do not have the capacity to effectively cope with the multiple and varied shocks to their economic and social fabric.
5. The impact of climate change and natural disasters has intensified pressure on natural resources such as land and water that are fundamental to agricultural and pastoral livelihoods, leading to increased conflicts over those and other resources in already fragile economic systems. Additionally, nearly 539,000 people were affected by floods in West Africa in 2013.⁴
6. Lack of broad meaningful political participation in many areas, weak rule of law institutions and processes, limited accountability, and gender and social inequalities limit the protection and promotion of basic human rights. This acts both as a symptom and a root cause of recurrent conflict.⁵
7. Conflict dynamics in the Sahel are complex. The majority of conflicts can be broadly classified into three categories: 1) Conflict of power-sharing stemming from governance crisis; 2) Resource-based conflicts, notably land and water management but also extractive industries; 3) Social conflicts linked to social changes (ethnic, religious). New population displacements across borders and an increased number of refugees result in social tensions

¹ www.worldbank.org, average of Burkina Faso, Chad, Mali and Niger. 2012

² Sahel Regional Strategy 2013, OCHA.

³ Sahel Regional Strategy 2013, mid year review, OCHA,

⁴ Situation Update: The Sahel Crisis, FAO, 10 December 2013

⁵ Strategy for Security and Development in the Sahel, European Union External Action Service

between host and migrant communities (for instance, border areas of Mali/Burkina Faso and Mali/Mauritania). Lack of meaningful inclusion and a lack of meaningful reconciliation for past grievances encourage disaffected populations to join armed groups.

8. All of these factors and crises combine to put communities throughout the Sahel under constant pressure, exponentially increasing their vulnerability to the next shock. Limited institutional protection means that communities are often left to cope alone with limited resources; in addition, lack of justice and security service provision means that communities rely on their own means of protection and dispute resolution. Economic pressure and social tensions caused by displaced populations erode community resilience and limit efforts to effectively address underlying development challenges. These factors often have a gendered dimension, with women being particularly vulnerable to the effects that shocks and conflict have on them and their households.
9. There are clear commonalities throughout the region in the causes and manifestations of peace and governance challenges. In addition, there are similarities throughout the Sahel in terms of people, history, geography and ancient trading links, which have economic, social and political implications. Nationalist and/or secessionist forces have triggered repeated rounds of conflict (eg Northern Niger and Northern Mali), and efforts to resolve them have been complicated by transnational militant groups and others involved in organized crime.
10. The decision-making and implementation mechanisms of national level institutions are often cumbersome and ineffectual, limiting their ability to address the myriad of challenges facing communities in their charge. This results in significant gaps in service delivery and an inability to effectively respond to complex events or other threats.
11. Civil society organizations play a critical role in promoting peace, ensuring accountability and transparency, and assisting with basic service provision and protection. However, CSOs in the Sahel generally have limited capacity and resources, restricting their ability to effectively address gaps left by weak government institutions, threats from organized crime or social tensions caused by resource competition. Local community institutions (formal or traditional) struggle to play a significant role in ensuring inclusive peace consolidation due to inadequate capacities and resources.⁶ Mali is an exception to this with a comparatively vibrant civil society, particularly strong women's organizations and activist faith leaders.
12. Generally, faith-based organizations and traditional leaders are powerful influencers and often play an important role in community organization and opinion leadership. Where possible, the project will draw on the advisory support of the interagency faith-based network (in which UNDP is a member) as well as the existing UN-FBO network that is managed by UNFPA.
13. Although similar conditions and challenges affect neighboring sub-regions, the most affected and vulnerable Sahel countries are Burkina Faso, Chad, Mali and Niger. Common borders and mobile populations that inextricably link both challenges and potential solutions require an integrated approach in these countries.

Country Situations

14. **Burkina Faso** ranks 183 out of 186 countries on the Human Development Index (2013), with economic and social pressures likely to increase due to its rapidly expanding population (3.1%). While it has traditionally enjoyed a higher degree of political stability, social and political unrests compounded by army mutinies in 2011 have shown that governance tensions exist. Unrest is rising over manoeuvring of the ruling party (CDP) to extend

President Compaore's term past constitutional limits. In January 2014, 75 officials and key leaders from the ruling party resigned to establish a new party (MPP) in protest including the former parliamentary speaker, and former Ouagadougou mayor and a former and well respected adviser of the President considered as the key strategist of the ruling party. The MPP has joined the ranks of other political parties opposed to the lifting of the limitation of the number of Presidential terms enshrined in the Constitution.

15. The number of conflicts between farmers and pastoralists has risen, and Malian refugees arriving have increased the potential strain between them and host communities over resources (particularly water) and the uncertain future of duration of the settlements. Economic growth is strong at an average of about 7%⁷ but unequal distribution of wealth, high unemployment, dissatisfaction of unions over pay rise and rising prices represent potential flashpoints.
16. **Chad** represents one of the more complex development contexts in Africa, with a very low HDI ranking (184), high degree of income inequality and almost half (46.7%) of the population living in extreme poverty. The humanitarian and security situation along the border of Sudan remain extremely challenging, and the return of 170,000 Chadians in 2011/12 following the fall of Kaddafi in Libya along with the over 45,000 escapees from the CAR compounded the effects of the drought in the same year and putting pressure on the social infrastructure. In addition, the Sahel belt of Chad is already facing food shortage, with over 2,4 million people being at risk, and this will further negatively impact the National Development Plan 2013-2015 which highlights the following four priority areas: (i) the development of production and employment opportunities; (ii) the mobilization and development of human capital and the fight against inequality, poverty and social exclusion; (iii) the protection of the environment and adaptation to climate change; (iv) the improvement of governance.
17. Playing a sizable role in international and regional affairs, Chad currently holds the Chair of the Community of Sahel-Saharan States (CEN-SAD), the Economic Community of Central African States (ECCAS) and the Lake Chad Basin Commission and is a rotating member of the UN Security Council in 2014-2015. It also sent 2000 troops along with international forces to Mali, but these were withdrawn after the attack on, and death of, 30 Chadian soldiers. Developments in CAR may also have a spill-over effect in Chad.
18. **Niger** relies heavily on agriculture, which is highly dependent on very uncertain rainfall patterns contributing to severe economic vulnerability with an extreme poverty rate of approximately 60%, with the world's lowest human development ranking of 186. Niger faces high population growth rates (3.8%), low women's empowerment, security threats from transnational crime and terrorism, and the impact of climate change and environmental degradation. Economic growth is expected in the medium term due to the beginning of oil production and the expansion of the uranium sector. However, lack of inclusive governance institutions and regulated security and defence sectors limits the government's capacity to deliver basic social services, control corruption, equitably distribute resources, uphold the rule of law and contain the spread of organized crime and terrorism. Four significant terrorist attacks over the past eight months underscore this vulnerability.
19. In response to the recent food crisis, the Government of Niger has resolved to tackle the medium- and long-term development needs through the 3N (*Nigeriens Nourissent les Nigeriens*) programme, which seeks to address structural issues that are at the basis of the endemic food security crisis in the Sahel. The Government has agreed that the MDG Acceleration Framework (MAF), now being implemented in Niger with the support of UNDP/UN, is an important part of operationalizing the 3N programme.

⁷ World Bank estimate.

20. Nigeria's army offensive against Islamist militants in November 2013 pushed nearly 40,000 refugees over its northern border into Niger. People fleeing the conflict in north-east Nigeria continue to arrive in the Diffa area, in south-easternmost Niger, straining food supplies in the drought-prone country.
21. In **Mali**, the incidence of poverty has increased a percentage point from 41.7% in 2011 to 42.7% since the beginning of the conflict in 2012, a result of poor agricultural production (food insecurity), trade disruption, and the low level of public investments. Mali ranks 182 out of 186 countries in human development.⁸
22. Youth unemployment is a critical problem in Mali. Unemployment stood at 9.6% in 2011 but was as high as 15.4% for 15-39 year olds. The economic slowdown could impact the implementation of the economic activities, particularly the micro and small and medium enterprises and increase unemployment level in the country.
23. Conflicts have been cyclical and recurrent since the first rebellion in 1963. However, the recent crisis and the subsequent *coup d'état* in 2012 have resulted in unprecedented level of insecurity and fragility. The north lost all semblance of control with massacres, torture, rapes and other gross human rights violations in the absence of state control. An international force of Operation Serval, the African-led International Support Mission to Mali (AFISMA) and the Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) intervened, and armed conflict ended with the signing of a peace agreement in Ouagadougou in June 2013.
24. Mali, and particularly the north, is still reeling from the impact of the conflict and the subsequent physical and social damage. State institutions remain weak or absent in the north, where the government struggles to restore law and order. The conflict had serious consequences on neighbors as Malian refugees fled throughout the Sahel region. 180,000 refugees have since returned to their place of origin in recent months, placing additional demand on local services.

The United Nations and the Sahel Region

25. In June 2013, the Secretary General of the United Nations presented the UN report and the integrated strategy for the Sahel. The overarching framework of the strategy balances humanitarian imperatives with longer term development priorities, ensuring that the immediate critical needs are being met while building resilience of “people and communities” through broader development interventions. UNDP played a central role in developing the strategy in collaboration with other UN agencies and bodies.
26. The strategy outlined three strategic goals for the region which inform the design of this project, namely: 1) inclusive and effective governance throughout the region is enhanced, 2) national and regional security mechanisms are capable of addressing cross-border threats, and 3) humanitarian and development plans and interventions are integrated to build long-term resilience. UNDP leads pillar 1 and co-leads pillar 3.
27. “Strengthening Human Security and Community Resilience in the Sahel” is part of UNDP’s wider effort to operationalize the UN integrated strategy in a coherent manner that tackles regional issues through targeted community-level interventions. It will recognize and build on the strengths and traditional knowledge in target communities to promote sustainable

⁸ UNDP: Human Development Report 2013,
hdr.undp.org/sites/default/files/reports/14/hdr2013_en_complete.pdf

solutions. It builds on UNDP's framework of support to the Sahel which has just been finalized.

28. Community resilience in the Sahel is also the foundation of UNDP intervention on climate change where target communities in Mali, Niger and Burkina Faso enhanced the resilience of food production systems and/or food insecure communities. For example, thanks to the UNDP-GEF implemented Adaptation project in Niger, an increase in socio-economic resilience is observed in households with the profits earned from the multiplication and sale of improved seeds but also through revenue from fruits and vegetables gardening which is largely developed by groups of women (220 USD/women). All this contributes significantly to the food security of beneficiaries and no famine has been declared in the villages of intervention.

UNDP's Efforts at Promoting Social Cohesion, Community Security and Resilience in the Sahel

29. Throughout its sustained partnership with and focus on the Sahel region, UNDP, along with others in the international system including Japan, have championed and supported an approach that marries humanitarian response to frequent crises to longer term sustainable development efforts. Based on its experience working in all of the Sahel countries, UNDP played a key role in consultations that shaped the UN integrated strategy on the Sahel.
30. UNDP has also been a key partner in the Tokyo International Conference on African Development framework (TICAD), through which Japan has been supporting locally-generated strategies to build peace and reduce poverty through economic growth. The TICAD V, held in June 2013 in Yokohama, Japan has maintained TICAD's focus on peace, security and good governance that is inclusive and extends to communities across the region.
31. Japan and UNDP have enjoyed a long and effective partnership in the Sahel, both through bilateral initiatives at the country level and through the on-going "Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region" project. This project focuses on strengthening institutional capacity for peace consolidation and promoting linkages between these institutions and vulnerable communities. Prior to that project, the Africa Adaptation Programme (AAP), launched by UNDP under TICAD IV with financial support from the Government of Japan, has been an important contribution to addressing Africa's climate challenges. AAP has helped establish the foundation for long-term capacity for climate adaptation. The programme provided much needed biophysical and socio-economic information and evidence on the impacts of climate change, and supported the integration of climate change into development planning and budgeting processes at national and local levels. Built on this work, the Africa Climate Adaptation and Food Security Project, funded under TICAD V, enhance the capacity of African countries to adapt to current and projected impacts of climate variability and change that affect food security and other development priorities, by strengthening climate risk management and pursuing climate-resilient development paths. This project targets six countries (among them Burkina Faso and Niger from West Africa,) that participated in the AAP.
32. The on-going "Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region" project was initiated to provide significant and rapid support to peace building and good governance in the Sahel, partly in response to the Mali crisis and its effect on neighboring countries. Its aim is to strengthen linkages between governments, civil society organizations and informal institutions including faith-based and traditional leaders, taking a broad approach to supporting community resilience by reducing conflict and improving livelihoods. Specific achievements and lessons are discussed in the section below.

II. PAST COOPERATION, ACHIEVEMENTS AND LESSONS LEARNED

33. Building resilience at the individual and community level is of paramount importance for people to be able to face the recurrent crises that affect the region, including those stemming from climate change, conflict or food shortages. Preventing conflict and promoting economic growth requires strengthening the ability of communities to withstand recurrent shocks that perpetuate political instability, poverty and social tension.
34. Given the regional nature of many of the challenges, a cross-border/multi-country approach is imperative. These threats include food shortages, resource tensions arising from cross-border movements of refugees or nomadic pastoralists, spill over conflict, and transnational criminal and/or terrorist organizations. The launching of the UN Integrated Strategy on the Sahel in 2013 is central to providing a coherent framework for linking immediate requirements with development initiatives that enhance resilience of people and communities in the long term.
35. That being said, specific interventions and implementation modalities are best individualized to the different countries given the range of actors and contexts represented. Standardizing outputs in order to show coherence will limit the effectiveness of any regional project. While many challenges in the Sahel are regional in nature, the impacts are always felt most acutely at the community level.
36. The ongoing project “Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region” has provided tangible achievements that will be expanded and reinforced through this project and lessons that have informed the current programming strategy. Its primary focus has been on strengthening the foundations for peacebuilding and governance at the institutional level.
37. Examples of this have included a mapping of peacebuilding institutions in **Niger**; a capacity assessment of and trainings at the Office of the National Mediator in **Chad**; supporting **Mali’s** Ministry of Planning and Forecasting in developing an Accelerated Development Plan in the northern regions; and facilitating inter-communal dialogues on peace consolidation through a national workshop to bring together participants from 60 religious and media associations in **Burkina Faso**.
38. Primarily through or in partnership with national partners, the project has also had impactful interventions at the community level. Women peace leaders trained under the project, for example, have established strong linkages with police and local councils, and facilitated the mediation and resolution of community conflicts without necessarily resorting to courts.
39. While many traditional ‘peace consolidation’ activities (peace building workshops, conflict mediation sessions) undoubtedly have value, the severe challenges faced by many communities indicates that targeting interventions that improve people’s ability to achieve their basic needs is a priority.
40. The importance of local economic empowerment has been demonstrated during the “Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region”. Trainings (including business skills development) for women and other vulnerable groups have been successful in enhancing the entrepreneurial ecosystem, where many are requesting to be further linked to micro-finance institutions and banks to gain access to more credit facilities to expand their enterprises.
41. Building and strengthening the capacity of national institutions for adjusting to evolving trends is needed and is a medium to long term endeavor. However, the mechanisms of national institutions are very slow and ill equipped to adjust to the shifting challenges at the local level. Working with community groups and traditional leaders is, in many cases, more

likely to have a tangible and meaningful impact in building resilience and consolidating peace in the short term.

III. STRATEGY

42. Peace and stability are fundamental prerequisites for socio-economic development and strong communities; there are few regions where this interdependence is more evident. Given the current situation detailed above and building on the progress and lessons from the ongoing project of UNDP and Japan, this initiative will deepen efforts to strengthen resilience, social cohesion and consolidate peace efforts at the local level. It will leverage the partnerships and national level interventions of the ongoing project to support the implementation of activities working with, and through, civil society organizations, traditional leaders and community groups.
43. In line with the UN Integrated Strategy on the Sahel and the Yokohama Declaration, the project recognizes the complexity caused by the regional nature of the challenges, national capacity limitations and community level vulnerability. While the “Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region” has made gains in bolstering national and institutional capacity, the current proposal aims to enhance human security through a community-oriented approach in its targeting, implementation modalities and partner selection.
44. It will also seek to enhance collaboration and synergies with other development partners active in the Sahel, notably the Japan International Cooperation Agency (JICA). By way of a long partnership through TICAD, bilateral initiatives at the country level and the ongoing “Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region”, Japan and UNDP have a strong track record in working together to strengthen human security in the region.
45. While there are many commonalities to the threats facing the Sahel countries, local contexts, opportunities and threats vary significantly. This proposal is framed around a regional strategy and shared priority areas, but specific interventions and implementation strategies have been developed locally to ensure that each country can maximize its local resources and community structures most effectively. These are informed directly to country programming documents which can be found in Annex 2.
46. To the degree possible and desirable, project activities will build on ongoing efforts both through the “Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region” of UNDP and Japan as well as other projects with complimentary objectives. This is critical to ensure that economies of scale can be leveraged to minimize cost, process delays and the silo effect of an overly projectized approach. For example, a recently launched Rule of Law project in Northern Mali (“Support to Redeployment of Administration and consolidation of the Rule of Law in Northern Mali”) has a focus on supporting justice and security services, which may offer synergies. Similarly, the “Integrated Programme for Capacity Building for Crisis Prevention and Resilience in Eastern Chad” will provide additional linkages for this project to build on.
47. Likewise, some of the more impactful initiatives from the ongoing project may warrant expansion, scaling up or replication in new areas, particularly those that provide support directly through (or to) formal and informal mechanisms at the community level.
48. This proposal shifts the primary level of focus from the national to the local, engaging and supporting community organizations and traditional institutions to provide leadership and sustainable solutions to enhance social cohesion, mitigate conflict and build economic

resilience. Harnessing local knowledge will be key to leveraging and bolstering existing community resources, expertise and agency in addressing some of the challenges faced by local populations, particularly in high tension border areas.

49. A gender-sensitive approach will be used in designing and implementing activities, selecting partners and allocating resources. Vulnerability of women is often exacerbated by situations including less access than men to land, agricultural assets, inputs and services, and rural employment opportunities, as well as lack of participation in political life or a limited voice for their organizations.
50. In support of global, national and sub-regional initiatives, and informed by the United Nations integrated strategy for the Sahel and recommendations from the Yokohama Declaration 2013, the overall goal of this project is to strengthen local capacity to enhance social cohesion, community security and economic resilience in Mali, Burkina Faso, Chad and Niger. It will attempt to address this through two main outcomes:

Outcome 1: Enhanced capacities of traditional leaders, community mechanisms and local authorities to promote community security and social cohesion. Outcome activities will foster proactive multi-stakeholder engagements for peaceful co-existence, peace consolidation and social cohesion in the Sahel.

Outcome 2: Improved economic resilience to recurrent crises by supporting inclusive access to resources and sustainable livelihood opportunities. Outcome activities will include interventions at the community level that improve people's ability to achieve their basic needs and improve community resilience to recurrent crises through improved access to resources and sustainable livelihood opportunities.

51. The outcomes above represent nationally and regionally identified priorities which combine to address immediate needs while strengthening community resilience, strategies and resources to address challenges and withstand pressures faced in this complex development context.
52. Where required, institutional support will be provided in order to maintain meaningful government engagement in project implementation and monitoring. Necessary support and sustained engagement will help government institutions to effectively coordinate activities.

IV. RESULTS AND RESOURCES FRAMEWORK

Implementation Framework:

Outcomes are linked directly to the UN Integrated Strategy on the Sahel, particularly Objectives 1.6 and 3.4. Alignment to national strategies and priorities are detailed in Annex 2.

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

Baseline: Not indicated in RPD

Targets: Regional targets not indicated in the RPD

Applicable Key Result Area (from 2008-11 Strategic Plan): MDG's Achievement, Democratic Governance, Crisis Prevention and Recovery

RBA Regional Programme Outcome (from RBA RPD 2014-2017): Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

Partnership Strategy: The project implementation strategy will ensure consultation and coordination with UNDP central Bureaux (BCPR and BDP), the donor partners, Government counterparts, regional mechanisms, other UN agencies and relevant CSOs and aim to apply innovative approaches to addressing the challenges and opportunities in the Sahel region. It will build on past and ongoing partnership with the Government of Japan based on lessons learned and evolving priorities.

Project title and ID (ATLAS Award ID): TBD

BURKINA FASO

Linkage to goals of other strategic frameworks (UNDAF, UNDP CPDs, and national development plans): The project fits within all existing UNDAFs and UNDP Country Programmes (see Annex 2 table).

Intended Outcome	Intended Outputs	Indicative Activity Results	Q1	Q2	Q3	Q4	Budget	Responsible Parties
Outcome 1: Enhanced capacities of traditional leaders, community mechanisms and local authorities to promote community security and social cohesion. Outcome activities will foster proactive multi-stakeholder engagements for peaceful co-existence, peace consolidation	1.1. A culture of tolerance and peace is promoted to resolve issues identified in dialogues at the local level on the prevention and management of conflicts.	1.1.1 Establish and operationalize an observatory with theological expertise to assist the Communication Regulator (Conseil Supérieur de la Communication) (recommendation from the consultations inter-religious dialogue)			X	X	65,000	Ministry of Territorial Administration and Security (MATS), PNUD/PRG
	Baseline: - The government has a national strategy to promote tolerance and peace that has yet to be implemented; - Advocacy efforts and discussions have been held on crisis prevention and the promotion of peace, with the recommendations remaining to	1.1.2 Establish a Day of Religious Communities (recommendation from the consultations on inter-		X	X	X	50,000	MATS, PNUD/PRG

and social cohesion in the Sahel.	be implemented	religious dialogue)							
	<p>Indicators:</p> <ul style="list-style-type: none"> - Number of training sessions for traditional leaders and Civil Society Organizations (CSOs). - Number of traditional/women's/FBO's engaged - Quality of civic engagement demonstrated by partners/beneficiaries <p>Target:</p> <ul style="list-style-type: none"> - 1 Observatory with theological skills developed; - 1 day religious communities established; - 1 Permanent Framework for dialogue between CSOs and government put in place; - Regional workshops in the two regions in order to establish regional chapters of the national framework (Nord and Sahel) - Start developing resource materials for managing conflicts. 	<p>1.1.3 Establish a permanent framework for dialogue and cooperation between CSOs and Government</p> <p>1.1.4 Develop and adopt baseline frameworks on a policy for conflict management</p>		X	X	X	150,000	MATS, PNUD/PRG	
				X	X	X	100,000	MATD, MATS, PNUD/PRG	
			Subtotal Outcome 1			365,000			
Outcome 2: Improved economic resilience to recurrent crises by supporting inclusive access to resources and sustainable livelihood opportunities. Outcome activities will include interventions at the community level that improve people's ability to achieve their basic needs and improve community resilience to recurrent crises through improved access to	2.1 Agro -forestry- pastoral activities of the Phase 1 project reinforced, with emphasis on livestock.								
	<p>Indicators (2.1.1) : number of beneficiaries</p> <p>Baseline (2.1.1) : 0 recipient has medium / technical sufficient to conduct the activity sheep fattening</p> <p>Target (2.1.1 .) : 120 producers</p> <p>Indicators (2.1.2) : the number of beneficiaries</p> <p>Baseline (2.1.2) : 0 recipient has the means /capacities to conduct of the cattle fattening activity</p> <p>Target (2.1.2 .) : 40 producers</p>	<p>2.1.1 Support initiatives for sheep fattening for women groups (livestock purchases and training)</p> <p>2.1.2 Support cattle fattening for men (livestock purchases and training)</p>	X	X			160,000	SP/CONEDD	
			X	X			80,000	SP/CONEDD	

resources and sustainable livelihood opportunities.	<p>Indicators (2.1.3) : the number of beneficiaries of conservation and hay equipment</p> <p>Baseline (2.1.3): 0 beneficiary has hardware mowing and conservation</p> <p>Target (2.1.3): 70 molds, 40 carts, 50 sickles, 30 forks, 50 rakes, 60 machetes, 40 boots, 50 pairs of gloves.</p>	2.1.3 Support materials producers mowing and provide forage conservation		X	X		20,000	SP/CONEDD
	<p>Indicators (2.1.4) : number of beneficiaries and the number of vaccination centers built</p> <p>Baseline (2.1.4): 0 beneficiary has knowledge of diseases related to CC and lack of a vaccination park.</p> <p>Target (2.1.4): 8 sessions organized and mobilized about 200 participants and a vaccination park is built</p>	2.1.4 Diagnose and protect livestock against diseases related to climate change and construction of a vaccination park	X	X	X	X	40,000	SP/CONEDD
	<p>Indicators (2.1.5): number of supervision missions, the number of consultations held, the supervision report prepared and follow-up implementation</p> <p>Baseline (2.1.5): the project does not have a system of coordination and monitoring and evaluation</p> <p>Target (2.1.5): 5 supervision missions (01 and 04 before starting assignments organized supervision) 4 technical consultations held with local stakeholders and mission reports / follow-up actions are available</p>	2.1.5 Conduct supervision missions and monitoring and evaluation activities	X	X	X	X	40,000	PNUD, SP/CONEDD
resources and sustainable livelihood opportunities.	<p>2.2 The value chain "iliving chickens for national and sub-regional markets" is promoted in the Boucle du Mouhoun and Northern regions.</p> <p>Indicators (2.2 1): Availability of logical and measurement framework for local poultry industry value chain promoted in participating region.</p> <p>Baseline (2.2.1): No logical framework and</p>	2.2.1 Analyse the constraints / opportunities and develop the logical framework for measuring performance of the poultry value chain in the Boucle du Mouhoun and Northern regions	X	X	X		25,000	UNDP, , Ministry of Livestock, Ministry of Youth, Vocational Training and Employment /PARPED
	Baseline (2.2.1): No logical framework and	2.2.2. Facilitate access to	X	X	X	X		

	<p>performance measurement framework of the local chain of chicken value target area</p> <p>Target (2.2.1.): The logical framework and the framework for measuring value chain performance in of local poultry industry in participating regions are available</p> <p>Baseline (2.2.2): Local market access Constraints for the youth and women In the Boucle du Mouhoun and Northern Regions</p> <p>Indicators (2.2.2): Number of young (male &female) accessing to credit and training: 0</p> <p>Target (2.2.2): 150 young (male &female) have access to credit and training</p> <p>Baseline (2.2.3): lack of file recording Micro and small rural enterprises in the Boucle du Mouhoun and northern regions</p> <p>Indicators (2.2.3.) Report on Mapping study</p> <p>Target (2.2.3) A map of existing micro and small rural enterprises in the Boucle du Mouhoun and Northern regions is available</p> <p>Baseline (2.2.4):Lack of organisation of local poultry promoter in the Boucle du Mouhoun and Northern regions is available</p> <p>Indicators (2.2.4) number of association created or reinforced: 0</p> <p>Target (2.2.4) 1 association is created or reinforced.</p>	<p>credits and training of 150 young promoters (male &female) of Micro and Small Rural Enterprises In Boucle du Mouhoun and Northern regions</p> <p>2.2.3 Establish a mapping of Micro and small rural enterprises in the Boucle du Mouhoun and Northern regions</p> <p>2.2.4 Support the establishment and / or strengthening of organizations of youth promoters (male &female) of Micro and Small Rural Enterprises (the local poultry industry in the Boucle du Mouhoun and Northern regions.</p> <p>2.2.5. Conduct field visits</p>					<p>70,000</p> <p>20,000</p> <p>50,000</p> <p>5,000</p>	
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<p>2.3 A system of coordination and monitoring and evaluation of the TICAD / Sahel project implemented.</p> <p>Baseline : The project does not have a system of coordination and monitoring and evaluation</p> <p>Indicators: (i) monitoring and evaluation expert recruited (ii) Number of supervision missions conducted , (iii) Number of coordination meeting held (iv) Number of media visits (v) audit and evaluation of the project carried out.</p> <p>Target : Effective M&E framework implemented for the project</p>	2.3.1 Recruit a national expert in monitoring and evaluation	X	X	X	X	45,000	PNUD
	2.3.2 Recruit a Financial Expert					45,000	PNUD
	2.3.3 Conduct of supervision missions, monitoring and evaluation of project activities	X	X	X	X	30,000	PNUD/PRG Economique
	2.3.4 Hold coordination meetings					7,500	
	2.3.5 Conduct media coverage of project activities		X		X	10,000	PNUD/PRG Economique
	2.3.6 Conduct an audit of the project	X	X	X	X	5,000	PNUD
	2.3.7 Carry out the project evaluation					7,500	PNUD
		Subtotal Outcome 2				660,000	
		Sub-total				1,025,000	
		Indirect cost (GMS) 8%				82,000	
		Total				1,107,000	

CHAD

Linkage to goals of other strategic frameworks (UNDAF, UNDP CPDs, and national development plans): The project fits within all existing UNDAFs and UNDP Country Programmes (see Annex 2 table).

Intended Outcome	Intended Outputs	Indicative Activity Results	Q1	Q2	Q3	Q4	Budget	Responsible Parties
<p>Outcome 1: Enhanced capacities of traditional leaders, community mechanisms and local authorities to promote community security and social cohesion. Outcome activities will foster proactive multi-stakeholder engagements for peaceful co-existence, peace consolidation and social cohesion in the Sahel.</p>	<p>1.1 Reinforce and/or create conflict settlement mechanisms at Community Level through the creation of Local Peace Committees (LCP)'s and training of community facilitators</p> <p><i>Baseline:</i> 14 (LCP) already created in the North and East are operational; 50 Community facilitators/mediators are trained under current TICAD project</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of training workshop for traditional leaders, youth and women representatives organized - Number of trained community facilitators/mediators - Number of LCP created / restructured and supported (hardware, logistics, buildings, training) - Number of cases / conflicts processed by the LCP - Sense of improved social cohesion and conflict prevention capacity among the community members (baseline survey and monitoring and evaluation process) <p><i>Target:</i> The most conflict-sensitive areas are covered by LCPs and peace mechanisms with trained facilitators/mediators.</p>	<p>1.1.1 Creation and operationalization of additional number of Local Peace Committees (LCP) in the North and East</p> <p>Training of community facilitators/mediators</p>	X	X	X	X	100,000	UNDP, Ministry of Interior and Public Security, Ombudsman, Association of Traditional Chiefs of Chad (ACTT), CSO, NGO
	<p>1.2 Capacity of civil society organisations (CSO) built for peace advocacy</p>	<p>1.2.1. Training and capacity building of CSO on advocacy for peace</p>	X	X	X	X	100,000	UNDP, CSO, NGO.

	<p><i>Baseline:</i> 3 CSOs including a female organization, are supported and currently carry out advocacy work</p> <p><i>Indicator:</i> Number of CSOs supported.</p> <ul style="list-style-type: none"> - Demonstrated ability for more effective civic engagement and/or peace advocacy <p><i>Target:</i> 5 CSOs, promoting gender equality and empowerment, are supported.</p>							
	<p>1.3 Strengthen people's access to justice</p> <p><i>Baseline:</i> legal aid service supported in 4 localities (advisory support, orientation, mediation)</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of legal aid workers who have successfully completed training - Number of lawyers involved in the legal support to population - Number of mobile legal audiences organized. - Number of individual client/beneficiary received - Number of individual cases where results were enforced - Number of disputes resolved through mediation - Demonstrated improvement of rights awareness in target population <p><i>Target:</i> legal aid service initiated in the East</p>	<p>1.3.1 Training of legal aid workers and lawyers</p> <p>Organizing mobile legal audiences</p>	X	X	X	X	120,000	UNDP, Ministry of Justice, CSO, NGO
	<p>1.4 A monitoring & evaluation system of Sahel project implemented</p> <p>- <i>Baseline :</i> The office does not have a</p>	<p>1.4.1 (1) expert in monitoring & evaluation is recruited</p>	X	X	X	X	195,000	UNDP

	<p><i>monitoring & evaluation unit</i></p> <p>- <i>Indicators:</i> - <i>a monitoring & evaluation specialist recruited</i> - <i>number of supervision missions conducted</i></p> <p>Target : 1 M&E Expert recruited for the overall supervision of the project</p>	1.4.2 Ensure implementation of M&E systems, policies and strategies; Ensure effective management of audits and risks; Support project quality assurance and overall supervision					155,000	M&E expert
			Outcome 1 Subtotal				670,000	
<p>Outcome 2: Improved economic resilience to recurrent crises by supporting inclusive access to resources and sustainable livelihood opportunities. Outcome activities will include interventions at the community level that improve people's ability to achieve their basic needs and improve community resilience to recurrent crises through improved access to resources and sustainable livelihood opportunities.</p>	<p>2.1 Reduce the vulnerability of the population in eastern Chad by improving the processing and marketing of agricultural products and by increasing income generating activities</p> <p><i>Baseline:</i> 12 multifunctional platforms set-up</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Community-based organizations identified and trained in maintaining and managing the platform - Number of multifunctional platforms installed and operational - Number of community micro-projects for strengthening the resilience capacities of the communities <p><i>Target:</i> # of multifunctional platforms established</p>	<p>2.1.1 Identification and training of CBOs</p> <p>Establishment and management of multifunctional platforms</p> <p>Identification and implementation of microprojects for strengthening the resilience capacities of the communities</p>	X	X	X	X	300,000	UNDP, Ministry of Agriculture and Irrigation, Ministry of Social Action, National Solidarity and Family, CSO, NGO
	<p>2.2 Build water retention ponds around ouadi for market gardening and vegetable production</p> <p><i>Baseline:</i> 0</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of basins of water retention is built and surface - Number of fruit trees planted and surface 	<p>2.2.1 Building of basins for water retention</p> <p>Planting of fruit trees</p>		X	X	X	155,000	UNDP, UN Agencies, Ministry of Livestock, Ministry of Agriculture and Irrigation

	<i>Target:</i> 3 basins of water retention built and 900 fruit trees planted								
	<p>2.3 Promote renewable energy in Eastern Chad to strengthen the human and institutional resilience</p> <p><i>Baseline :</i> 0</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of trainees trained in solar energy (manufacturing, marketing, maintenance) and % of youth and women - Number and % of trained professionals developing small business with a target on youth and women - Increased awareness among the community members related to solar energy and lights (baseline survey and monitoring) - Number of lamps manufactured locally <p><i>Target :</i> Awareness on solar energy has reached a large part of the community, in particular youth and women, of the Sila Region as demonstrated through a survey</p>	2.3.1 South-south cooperation between UNDP Chad and CB- Energy Company in Burkina Faso is developed through training and Awareness raising	X	X	X	X	100,000	UNDP, CB Energy, Training Centre of Goz Beida	
			Outcome 2 Subtotal				555,000		
			Sub-total				1,225,000		
			Indirect cost (GMS) 8%				98,000		
			Total				1,323,000		
MALI									
Linkage to goals of other strategic frameworks (UNDAF, UNDP CPDs, and national development plans): The project fits within all existing UNDAFs and UNDP Country Programmes (see Annex 2 table).									
Intended Outcome	Intended Outputs	Indicative Activity Results	Q1	Q2	Q3	Q4	Budget	Responsible Parties	
Outcome 1: Enhanced capacities of traditional leaders, community	1.1: Formal and informal mechanisms for peace at community level are established and strengthened	1.1.1 Sensitization activities to prepare communities 1.1.2 Establishment of formal	X	X	X	X	50,000	UNDP, Ministry of Local Development, Community Security Center, Council of traditional Leaders, CSOs	

<p>mechanisms and local authorities to promote community security and social cohesion. Outcome activities will foster proactive multi-stakeholder engagements for peaceful co-existence, peace consolidation and social cohesion in the Sahel.</p>	<p>Baseline: Lack of involvement of formal and informal entities in conflict resolution.</p> <p>Indicator: Number of structured formal or informal mechanisms put in place per annum, and demonstrated improvements in their ability to promote social cohesion and community security</p> <p>Number of</p> <p>Target: 100 community structured formal and informal mechanisms, leveraging existing women's organizations and faith leaders.</p>	<p>mechanisms</p> <p>1.1.3 Establishment of informal mechanisms</p> <p>1.1.4 Organisation of sport and cultural events to channel sensitization among youths</p>						
	<p>1.2: Multi-stakeholder engagements for peaceful coexistence are consolidated</p> <p>Baseline: There are multiple communities in northern Mali and lack synergy to give an impetus to the peace process</p> <p>Indicators: Number of stakeholders involved in peaceful coexistence actions per annum, numbers multi-stake-holders mechanisms created per annum, and improved communication and collaboration between communities.</p> <p>Reduction in the number of security incidents in target areas.</p> <p>Target: 100 stakeholders are involved in peaceful coexistence actions</p>	<p>1.2.1 Formulation of special sensitization programmes</p> <p>1.2.2 Identification of stakeholders</p> <p>1.2.3 organisation of multi-stakeholders' exchanges forums</p>	X	X	X	X	100,000	
	<p>1.3: Community members involved in peace actions are trained and sensitized</p> <p>Baseline: People have limited knowledge on issues of cohesion and peaceful actions in northern Mali.</p> <p>Indicators: Number of trainings workshop for</p>	<p>1.3.1 Design of programmes and preparation, acquisition of training equipment</p> <p>1.3.2 training on human rights and humanitarian law</p> <p>1.3.3 Training on various</p>					100, 000	

	Traditional leaders organized, number of peace ambassadors trained Demonstrated ability of trained individuals to apply content Target: 20 Communities in the north are aware of peaceful programmes	themes related to peace and conflict prevention						
			Outcome 1 Subtotal:			250,000		
Outcome 2: Improved economic resilience to recurrent crises by supporting inclusive access to resources and sustainable livelihood opportunities. Outcome activities will include interventions at the community level that improve people's ability to achieve their basic needs and improve community resilience to recurrent crises through improved access to resources and sustainable livelihood opportunities.	2.1: Beneficiaries are sensitized and trained in the field of their choice to better embark on income generating activities and other livelihoods Baseline: The level of illiteracy and the lack of skilled labour force is concerning in Mali, this may jeopardize the implementation of income generating activities if it remains unaddressed Indicators: Number of people enrolled in income generation trainings Target: 20 Communities receive skills training	2.1.1 Identification of beneficiaries 2.1.2 Evaluation of livelihood opportunities within the target areas 2.1.3 training and other capacity development activities				100, 000		
	2.2: Beneficiaries are supported in the implementation of concrete income generating including targeted vocational training Baseline: # of youth with no economic opportunities or vocational trainings. Indicators: Number of beneficiaries who receive income generating package or vocational support per annum # of people entering into new livelihood activities after training Target: 1,000 beneficiaries receive targeted vocational training and other livelihood support	2.2.1 Provision of support package for income generating activities 2.2.2 Provision of support package for other livelihood activities				625, 000		
	2.3: Community ownership of development objectives is strengthened	2.3.1 Establishment of steering committee				50,000		

	<p>Baseline: There is limited community ownership of the previous TICAD's project interventions due to the lack of strong community mechanisms</p> <p>Indicators: Degree of ownership and sustainability mechanisms put in place in communities</p> <p>Target: a steering committee is established under the leadership of the Ministry of Foreign Affairs</p>	2.3.2 community-based ownership mechanisms							
			Outcome 2 Subtotal:		775,000				
			Sub-total		1,025,000				
			Indirect cost (GMS) 8%		82,000				
			Total		1,107,000				

NIGER

Linkage to goals of other strategic frameworks (UNDAF, UNDP CPDs, and national development plans): The project fits within all existing UNDAFs and UNDP Country Programmes (see Annex 2 table).

Intended Outcome	Intended Outputs	Indicative Activity Results	Q1	Q2	Q3	Q4	Budget	Responsible Parties
Outcome 1: Enhanced capacities of traditional leaders, community mechanisms and local authorities to promote community security and social cohesion. Outcome activities will foster proactive multi-stakeholder engagements for peaceful co-existence, peace consolidation and social cohesion in the Sahel.	1.1 Reinforce peaceful conflict settlement mechanisms at community level. <i>Baseline:</i> Mechanisms exist at sub-national level for informal community dispute resolution, but are not effective <i>Indicators:</i> Number of training workshops (based on case studies) for members (incl. women) of community level resolution mechanisms Number of community radio and news papers' journalists (incl. women) trained in conflict sensitive reporting Early warning mechanism established Number of women network/faith based organizations supported <i>Target:</i> 4 conflict resolution mechanisms at subnational level supported	1.1.1 Community mechanisms for conflicts prevention and settlement of disputes relating to access to natural resources are strengthened and effective	X	X	X	X	50,000	UNDP, CNDP, CNDS, SPCR, SE-SDS, HACP, Local Municipalities, Council of traditional Leaders, CSOs/CSAO, WANEP
		1.2.2 Community radios and news papers' journalists are sensitised on conflict sensitive communication and contribute through their reporting to peaceful dialogue between communities	X	X	X	X	50,000	
		1.2.3 Infrastructure for peace, including early warning, early response and mediation system are established	X	X	X	X	100,000	
		1.2.4 Women network organizations are supported to enhance conflict resolution mechanisms at community level	X	X	X	X	100,000	
		Outcome 1 Subtotal:						
Outcome 2: Improved economic resilience to recurrent crises by supporting inclusive access to resources and sustainable livelihood	2.1 Provide psychosocial and economic reintegration support to Nigerien ex-combatants of Mali conflict <i>Baseline:</i> No support exists for the reintegration of the Nigerien ex-combatants repatriated from	2.1.1 500 Nigerien ex-combatants receive adequate support for socio-economic reintegration, including vocational training and access to income generation activities	X	X	X	X	225,000	UNDP, HACP, CNCCAI

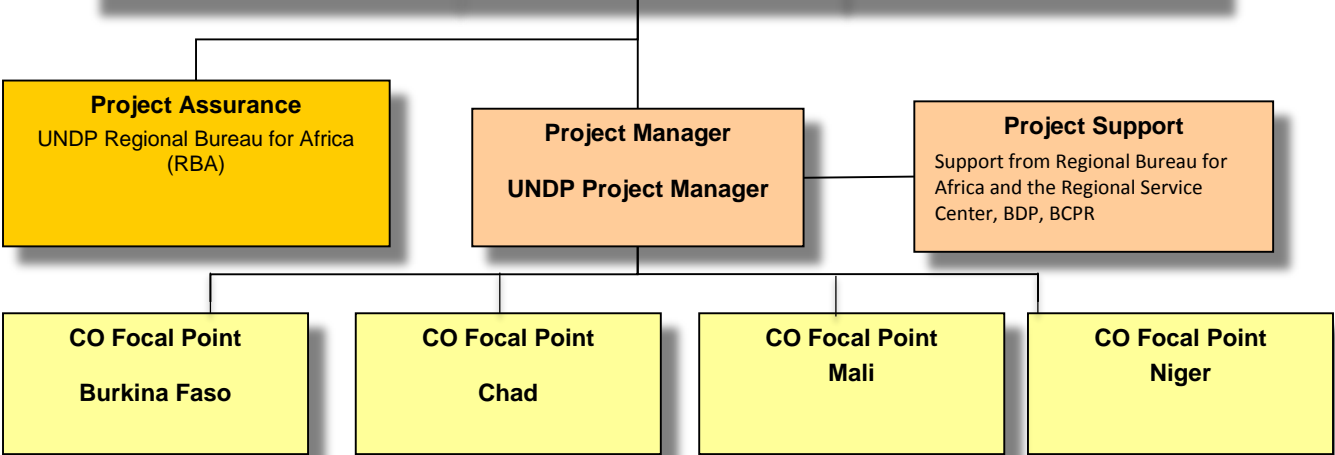
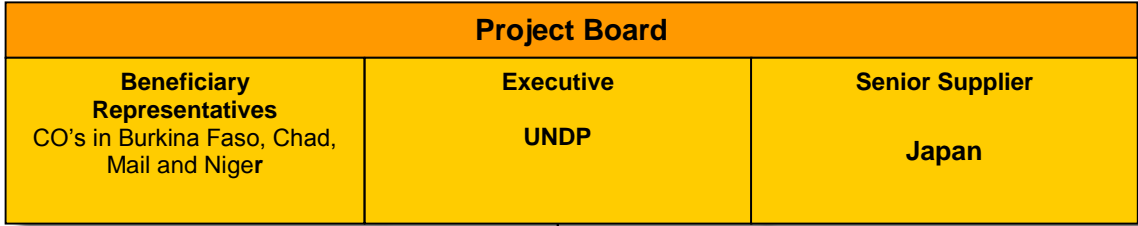
<p>opportunities. Outcome activities will include interventions at the community level that improve people's ability to achieve their basic needs and improve community resilience to recurrent crises through improved access to resources and sustainable livelihood opportunities.</p>	<p>Mali)</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Strategic framework and operational plan for the reintegration of ex-combatants developed on the basis of a needs assessment - Number of ex-combatant benefiting from a reintegration package (vocational training, access to income generation activities) - Number of ex-combatants reintegrated in their community of origin <p><i>Target:</i> 500 Nigerien combatants disarmed and demobilized from Mujao and repatriated to Niger (North Tillabery region) in 2013</p>	<ul style="list-style-type: none"> - Strategic framework and operational plan for the reintegration of ex-combatants developed on the basis of a needs assessment Economic opportunity/livelihoods assessment completed 						
	<p>2.2 Promote access to livelihood and job creation opportunities for youth through vocational training and support to small businesses/entrepreneurship</p> <p><i>Baseline:</i> over 85% of surveyed youth in Agadez region are unemployed. A baseline study is being developed for Tahoua region.</p> <p><i>Indicator:</i></p> <p>Number of unemployed youth (incl. women) graduated from vocational training centers and who received small business startup packages</p> <p>Number of graduated youth (incl. women) who create their own micro enterprise</p> <p>Number of families benefiting of support for the production & commercialization of salt and dates palm</p> <p><i>Target:</i> 100 youth from 2 communes Bilma</p>	<p>2.2.1 Vocational training for women and youth in Bilma and Abalak</p> <p>2.2.2 Support for the creation of micro enterprise for graduated women and youth</p> <p>2.2.3 Improve production and revenues from agriculture</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p></p> <p>X</p>	<p></p> <p>X</p> <p>X</p>	<p></p> <p>100,000</p> <p>50,000</p> <p>150,000</p>	<p>UNDP, Local Municipality, NGOs</p>	

	(Agadez) and Abalak (Tahoua)								
	100 families supported for the production and commercialization of salt and dates palm								
	Expertise on Peace Consolidation and Project management, operational cost, including direct project staff, logistics and field monitoring		X	X	X	X	200,000	UNDP	
			Outcome 2 Subtotal				725,000		
			Sub-total				1,025,000		
			Indirect cost (GMS) 8%				82,000		
			Total				1,107,000		
Overall Project Management by the UNDP Regional Bureau for Africa									
INTENDED OUTCOMES	INTENDED OUTPUTS						ESTIMATED BUDGET	REPOSIBLE PARTIES	
Oversight and coordination	Project management, operations and M&E						500,000	UNDP	
	Miscellaneous						107,407	UNDP	
			Indirect cost (GMS) 8%				48,593		
			Total				656,000		
			Grand Total				5,300,000		

V. MANAGEMENT ARRANGEMENTS

53. To oversee the project UNDP will establish a Project Executive Board chaired by its Regional Bureau for Africa. The Board will provide oversight and strategic guidance during implementation of the project in the Sahel. The Board will meet at the inception of the project and then every six months to review progress reported to it. Additional meetings may be called as required.
54. The programme and its implementation process will be aligned with the UNDP Strategic Plan and the seven parameters of alignment as outlined in the document titled "*Analysis: Alignment Self-Assessment Responses*".
55. UNDP Country Offices will directly implement the project with overall coordination by the regional project manager. The project manager will draw support and guidance from relevant existing staff in UNDP's Regional Bureau for Africa and its Regional Service Center located in Addis Ababa and provide oversight support to country offices). The UNDP Country Offices in Burkina Faso, Chad, Niger and Mali will be responsible for managing the implementation of the country- based outputs and activities which they receive funding for. Each Country Office will designate an overall focal point for the project, who will communicate directly with the project manager. Inception and quarterly teleconference meetings will be held between all five focal points, the project manager and Regional Bureau and Regional Service Center support staff, in order to share information about implementation and progress of country-based outputs and activities
56. In implementing the project UNDP will consult and coordinate appropriately with relevant UNDP central bureaux (such as the Bureau for Crisis Prevention and Recovery and the Bureau for Development Policy), donor partners, Government counterparts, regional mechanisms, other UN agencies and relevant CSOs. Collaboration will be particularly important for joint activities under the regional component, with the aim of encouraging innovative approaches to the challenges and opportunities in the Sahel region. UNDP and the Project Executive Board will be alert to opportunities for synergies with existing UN and donor-funded regional projects anchored in ECOWAS and the Partnership for Resilience in the Sahel (Alliance Globale pour l'Initiative Resilience / AGIR Sahel).
57. The use of interest and unspent balance from the project shall be discussed and agreed upon with the Government of Japan in accordance with the Japan-UNDP Partnership Fund guidelines. Substantive revision of the project (such as extension or substantive budget reallocation) shall be done only after consultation and agreement with the Government of Japan.

Project Organisation Structure



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

58. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
59. An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
60. Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
61. Based on the above information recorded in Atlas, the Country Offices will submit a Project Progress Reports (PPR) to the Project Manager through Project Assurance, using the standard report format available in the Executive Snapshot.
62. A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
63. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
64. A review of the project will be carried out at the end of the fourth quarter and the report will be presented to the Project Executive Board within three months of the end of the scheduled 12-month duration of the project. As appropriate, this report should take into account and advice on completion of any project components delayed beyond the project's scheduled duration.
65. At the CO level, a detailed workplan will be completed once funds are secured and specific allocations made in line with the Results and Resources Framework in this document. Quarterly project review meetings will be held in each country including representatives of the respective Governments, UNDP, Japan and other relevant stakeholders in each context. Review minutes will be submitted to the designated Project Manager and used by the Executive Board as an evaluative tool.
66. UNDP will provide a mid-repot report as well as a final report to the Government of Japan within three months of the projects substantive completion, including a narrative and provisional financial section. Final financial reporting to the donor will be done in line with established UNDP Rules and Procedures.
67. Where possible, the project will promote and support visibility of the donor and participating partners. This will include branding of equipment and infrastructure, acknowledgement of donor support on materials and any promotional products, media engagement, donor field visits, documentation and sharing of success stories, and use of display panels.

VII. LEGAL CONTEXT

68. This document, together with the relevant UN Development Assistance Frameworks and UNDP Country Programme Documents (approved by the UNDP Executive Board), and UNDP Country Programme Action Plans (signed by governments and UNDP) constitute the 'Programme Document' as referred to in the Standard Basic Assistance Agreement which UNDP has with each country covered by this project (Burkina Faso, Chad, Niger, Mali and Mauritania). All Country Programme Action Plan provisions apply to this document.
69. This project will be executed by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.
70. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex 1: Risk Analysis

Annex 2: Programming Framework

Annex 1: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (lowest 1, highest 5)	Countermeasures / Mngt response
1	Logistical challenges of trying to engage communities directly impedes project effectiveness	2014	Operational	Implementation and monitoring rendered difficult/impossible to lack of access, security concerns, etc. P=3 I=3	Local partners (government institutions, CSO's, traditional bodies) are engaged that have a proven track record of working in the designated areas
2	Implementation capacities of engaged partners is low	2014	Operational	Project progress may be delayed and capacity constraints are likely given the context the project will be operating in. P=4 I=4	Activities should be planned accordingly and support given and capacity development provided where possible to implementing partners.
3	Recurrence of sub regional conflict eruptions in areas such as Northern Mali or Northern Niger	2014	Environmental	Project activities could be completely stopped in the case of renewed violence. P=4 I=4	UNDP continues to monitor the situation on the ground to be able to respond to shifting situations. However, the degree of need in these areas overshadows the possible impacts of flare ups.
4	National government or local authorities try to obstruct or are otherwise unsupportive of the project	2014	Political	Despite long standing governments in many of the target countries, the situation analysis above makes clear that underlying tensions exist and can become exacerbated at any time. P=1 I=4	The risk of political obstruction of the project is very low. This is especially true given UNDP's long-established presence in each of the countries concerned. To minimize the risk of political obstruction, UNDP must communicate transparently to relevant authorities about the aims and benefits of the project for the government and people of each country
5	Short timeframe of the project will result in isolated results	2014	Strategic	Projects with a development focus and short timelines risk yielding limited impact P=2 I=3	Given its direct alignment with regional and national initiatives and strategies, and its foundation of the "Regional Project for the Consolidation of Peace and Good Governance in the Sahel Region", activities are well oriented to achieving substantial impact.
6	Limited capacity of country offices at the sub-	2014	Organizational	Limited field capacity or access restrictions could render the CO's	Utilizing existing programme structures and working through local

	<p>regional/provincial level will limit their ability to effectively implement and monitor community level interventions</p>			<p>unable to deliver local level outputs P=2 I=3</p>	<p>-based/traditional leaders/CSO's will provide enhanced access and delivery capacity. Where possible, the project will draw on the advisory support of the interagency faith-based network (in which UNDP is a member) as well as the existing UN-FBO network that is managed by UNFPA.</p>
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Annex 2: Programming Framework

	Burkina Faso	Chad	Mali	Niger
UNDP CO Country Programme Priorities	<p>2011-2015:</p> <ul style="list-style-type: none"> (i) Achieving the MDGs and reducing poverty (ii) Reinforcing government capacities for anticipating, planning and implementing development programmes, for rule of law and human rights, and for transparency 	<p>2012-2015:</p> <ul style="list-style-type: none"> (i) Support for the national poverty reduction strategy and sustainable development (ii) Strengthening good governance and advancing human security <p>2012-2015 CPAP:</p> <ul style="list-style-type: none"> (i) Economic governance and promotion of employment (ii) Energy, environment and sustainable development (iii) Democratic governance (iv) Consolidation of peace and socio-economic recovery 	<p>2008-2012 (temporarily extended to 2014):</p> <ul style="list-style-type: none"> (i) Strengthening democratic governance and human rights (ii) Accelerating progress on MDGs (iii) Improving environmental management (iv) Developing capacities on HIV/AIDS 	<p>2014-2018:</p> <ul style="list-style-type: none"> (i) Resilience: food and nutritional security, environmental management and prevention and management of risks (ii) Social development and human capital (iii) Governance, peace and security
National Development Plans	<p>Stratégie de Croissance Accélérée et du Développement Durable, 2011-2015:</p> <ul style="list-style-type: none"> (i) Accelerating growth (ii) Developing human capital and social protection (iii) Reinforcing good governance (iv) Addressing cross-cutting priorities 	<p>National Development Plan 2013-2015:</p> <ul style="list-style-type: none"> (i) Development of production and employment opportunities; (ii) Mobilization and development of human capital and the fight against inequality, poverty and social exclusion; (iii) Protection of the environment and adaptation to climate change; (iv) Improvement of governance. 	<p>PRGSP 2012-2017 goals:</p> <ul style="list-style-type: none"> (i) Strengthening peace and security; (ii) Strengthening macroeconomic stability; (iii) Promoting accelerated, sustainable and pro-poor growth, which will create jobs and generate income; (iv) Strengthening the foundations of long-term development and equitable access to quality social services; and (v) Improving institutional development and governance. 	<p>Plan de Développement Economique et Social, 2012-2015, goals:</p> <ul style="list-style-type: none"> (i) Building the credibility and effectiveness of public institutions (ii) Creating conditions for sustainable, equitable and inclusive development (iii) Food security and sustainable agricultural development (iv) Promoting a competitive and diversified economy (v) Promoting social development