

United Nations Development Programme

Countries: Burkina Faso, Chad, Mauritania, Mali and Niger

Border Management & Border Communities in the Sahel

Poor border management in the Sahel region has now become a danger to international peace and security, and a disaster for local communities in border regions. The rise of violent non-state actors, terrorist groups and organised crime groups involved in the illicit trafficking of weapons, drugs and human beings, is over-powering the State, especially in border regions, and undermining sustainable human development in a multitude of ways.

A new approach is needed to secure the improvement of border management and human security in border regions of the Sahel. In parallel with building the capacities of Border Agencies, and increasing the physical presence of the State in border areas, improved interaction with local populations is required to better articulate them to legitimate law and order efforts, as well as to protect and promote the informal cross-border trade that is often critical to their livelihoods and food security.

Modern border management has the twin objectives of improving security and facilitating trade and transit. Over and above these objectives in the Sahel, social capital needs to be strengthened between communities, and that mechanisms for dispute resolution improved to enhance inter-community trust and harmony. The project herein seeks to employ inclusive and participatory mechanisms and tools to ensure the voices of a broad range of stakeholders in the development of new border management strategies for three critical border sub-regions of the Sahel:

- Mauritania – Mali border (area of Bassikounou);
- Burkina Faso, Mali, Niger (Liptako-Gourma ‘triangle’);
- Niger-Chad (Lake Chad).

The project will further support strategy development with a coordination and resource mobilisation service at regional level, to support Government plans and community-identified initiatives. In the first instance, particular attention will be paid to the Lake Chad sub-region in recognition of the recent negative effects of cross-border activity of Boko Haram. The project will work in areas of Niger and Chad contiguous with northern Nigerian states of Borno and Yobe. The project will be fully coordinated with similar activities to be implemented by UNDP and UN Women in Cameroon and in the northern Nigerian state of Adamawa.

Total resources required	3,800,000 USD	Programme Period:	12 months
Total allocated resources:	3,800,000 USD	Key Result Area (Strategic Plan)	MDGs
• Regular	_____	Achievement, Democratic Governance, Crisis	
• Other:	_____	Prevention and Recovery	
○ Donor	Japan	Atlas Award ID:	TBD
○ Donor	_____	Start date:	March 2015
○ Donor	_____	End Date	March 2016
○ Government	_____	PAC Meeting Date	26/01/-30/01
Unfunded budget:	_____	Management Arrangements	DIM
In-kind Contributions	_____		

Agreed by (Government): _____

Agreed by (Executing Entity): _____

Agreed by (UNDP): _____

I. SITUATION ANALYSIS

Sahel Region Overview

1. The national and collective resilience of Sahel countries continues to be undermined by intersecting crises of terrorism, trafficking, and irregular migration, all of which have highlighted the imperative of improving border management in the region.
2. The difficulty for States to control their borders leads or at least contributes to the development of illegal activities. The growth of illicit trafficking in recent years, and the increased activities of violent transnational extremist Islamist groups, such as Al Qaeda in the Islamic Maghreb and Boko Haram in the Sahel/Saharan border areas, poses a serious threat to the stability and development of the region as well as to international peace and security.
3. While national and international security concerns dominate current discourse in regard to border management in the Sahel, however, the nature and vulnerability of border communities in the region must be understood if underlying causes are to be addressed and resilience at all levels improved. An over-secritised response to transnational threats risks being counter-productive: borders open for trade and human mobility are vital to food and income security as well as for social stability and development.
4. Border regions in the Sahel have long been associated with a lack of the rule of law. The state formation and consolidation process in this region, the long history of totalitarian rule and the exclusion and marginalization of minority groups, has often created a vacuum where the state has used strong arm tactics to pacify local communities with mixed results. In many ways, effects of the Arab spring and from civil strife in Libya are only recent manifestations of this problem. However, 2014 witnessed a deterioration in the situation of border communities in the Sahel, including region-wide insecurity consequent upon the Ebola outbreak in West Africa, renewed insurgency in northern Mali, spill-over effects from civil strife in the Central African Republic, extension of Boko Haram activity into surrounding countries of Niger, Chad and Cameroon, and the establishment of a Multi-national Task Force to counter it.
5. Although improving border management in the Sahel is understood as a vital and urgent priority, the challenges involved in meeting it are daunting. Borders in the Sahel were mostly defined in the colonial era, and imposed upon local populations; remoteness of locations, limited State presence and capacities, and the ethnic homogeneity of cross-border communities has led to 'porous' borders that are difficult to control by traditional means. While ethnic homogeneity allows communities to engage across borders, State capacities to manage the process are notably weak: border infrastructure is poor or non-existent; basic equipment for transport, communications, and security control is missing, or cannot be maintained; law enforcement personnel are badly paid and inadequately trained.
6. Traditional approaches to border security are unlikely to be effective in any case, however. This is well understood by both Governments and the donor community, and there has been comparatively little investment in the border infrastructure, equipment and capacity development of law enforcement agencies that would be required over the long term to bring border management in the Sahel to international standard.

7. A new border management paradigm is required, to support Governments of the Sahel to move toward a better and more sustainable balance between open but secure borders by preventing security threats while facilitating vital cross border trade and licit movements. The African Union drafted a distinctive continental strategy for improving Border Management in May 2013, to serve as guidelines for the RECs and individual countries. The three pillars of the AU strategy are intra-Agency and international cooperation; capacity development; involving border communities in border management. With the exception of Senegal, however, West African states have not yet moved toward a common approach at either national or sub-regional level to prepare or implement holistic border management strategies.
8. To date, the focus of international support has been upon improving inter-Agency and international cooperation, particularly in regard to security. A number of efforts at reinforcing cooperation between the G5 Sahel countries have been complimented by the establishment of a multi-national force around Lake Chad to counter export of the Boko Haram insurgency from northern Nigeria. Much remains to be done, however, to translate these efforts into enhanced inter-Agency working, particularly communication and information sharing at sub-national levels, international cooperation between neighbouring states, and increased contact and trade between neighbouring communities.
9. Community involvement in border management is understood as particularly important in the Sahel at the present time, to ensure that security responses do not compromise human rights or inhibit unduly the free movement of goods and people, and to promote greater affiliation to the State through improved interaction with security Agencies. The local community usually has intimate knowledge of the terrain, criminal gangs, meeting places and other security issues. In principle, community based policing should form the basis for an intelligence-led interdiction approach to compliment more traditional methods of border control.
10. Improved interaction between local populations and law enforcement authorities would allow not just the gradual development of a new community-based policing approach to border management, but also the utilisation of community mechanisms for managing challenges and conflicts. Support to improving State presence in border regions needs to be complemented by a deeper effort to mitigate the drivers of radicalisation and terrorism. Tentative efforts in this direction need to be bolstered and institutionalised, through the reinforcement of mechanisms that increase the presence and responsiveness of the State to the human security needs of border populations.
11. Informal cross-border trade plays a vital role in providing income and livelihoods in border areas, and can provide a significant cushion to food security in times of crisis. The majority of such trade is undertaken by women. According to figures from UN Women, women informal cross-border traders in West and Central Africa employ an average 1.2 people in their home businesses, and support an average 3.2 children as well as 3.1 dependents who are not children or spouses.
12. At the time of the survey, the contribution of women informal traders to national GDP amounted to 46% in Mali and 41% in Chad (Charmes 2000, cited in ILO 2004). Although these figures are likely to have declined in the meantime, and need to be updated, it is clear that informal cross-border trade remains a significant area of economic activity for women in the wider Sahel region, at a time when the public space they are able to inhabit is becoming severely constrained by more conservative forms of Islam taking root.

Lake Chad Sub-Region

13. In the course of the last year, the Boko Haram insurgency in northern Nigeria has begun to export instability to neighbouring countries in a way that now endangers the security and development of the Lake Chad region as a whole.
14. As Boko Haram has succeeded in gaining and holding territory, tens of thousands of refugees have entered Chad and Niger and been largely absorbed into neighbouring border communities. Lack of national identity documents makes the situation difficult for international relief Agencies as well as local security services. UNDSS reports Boko Haram sleeper cells on the Nigerian side of the border, as well as the use of Niger for supply of fighters and weapons, and rest-and-recuperation from fighting. Chadian security forces are aware of cross-border movement also, and rescued a busload of villagers abducted from the Nigerian shore of Lake Chad in August 2014. Boko Haram is reportedly well-established in the border areas of an increasingly lawless northern Cameroon.
15. In July 2014, the four Lake Chad countries established a Joint Military Task Force to counter Boko Haram, with significant support from the international community. As the security response accelerates, it brings appreciable dangers for the human security of local communities caught in the conflict, whose continued affiliation to the State is vital to the security response itself. Lake Chad livelihoods are largely dependent upon fishing, farming and animal husbandry, as well as vibrant informal cross-border trade between the countries. At the same time as the influx of refugees is causing price increases for fish and basic food stuffs, cross-border trade in agricultural goods – previously considered a significant buffer against food insecurity in the region – is becoming more difficult and expensive.
16. As UNDP gears-up national responses to the crisis, the Sahel Programme will take a transnational approach for Lake Chad as a whole, supporting community engagement in border management and promoting cross-border cooperation on human security issues between Border Agencies, civil society groups and local traders.

The United Nations & the Sahel Region

17. 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.
18. The strategy outlined three strategic goals for the region which inform the design of the 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.
19. UNDP has been a key partner in the Tokyo International Conference on African Development (TICAD) framework, 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, maintained the TICAD focus on peace, security and good governance that is inclusive and extends across the region.

20. For UNDP, in the course of implementation of current TICAD-funded projects for the Sahel, border management and border communities has emerged as a significant priority. Development challenges and conflict dynamics are often trans-boundary in nature, and require a coherent cross-border approach to address them. Border management, with its twin objectives improved security, and the facilitation of trade and transit, is recognised by UNDP as a cross-cutting area of intervention that can contribute to, and thematically link the activities of, all three pillars of the UN Integrated Strategy for the Sahel: security, good governance and resilience.

II. PAST COOPERATION, ACHIEVEMENTS & LESSONS LEARNT

21. Given the regional nature of many of the challenges, a cross-border/multi-country approach is imperative to building resilience in the Sahel. 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.
22. Building resilience of border regions in the Sahel is understood to require strengthening the presence of the State while simultaneously building community trust and confidence in State authorities. Development of law enforcement capacities must go hand-in-hand with strengthening local governance, and enhancing service delivery by local government authorities.
23. Japan and UNDP have enjoyed a long and effective partnership in the Sahel, both through bilateral initiatives at the local level such as “Support to livelihoods restoration in seven regions affected by food crisis and influx of refugees” in Mauritania and through the ongoing “Regional Project for the Consolidation of Peace & Good Governance in the Sahel Region” and the project “Strengthening Human Security and Community Resilience in the Sahel”.
24. The “Regional Project for the Consolidation of Peace & Good Governance in the Sahel Region” focuses on strengthening institutional capacity for peace consolidation and promoting linkages between these institutions and vulnerable communities. 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 development of an Accelerated Development Plan for 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.
25. Building and strengthening the capacity of national institutions to adjust to evolving trends and situations is needed and is a medium to long-term endeavour. To date, the mechanisms of national institutions, including those involved with national security and border management, have proved slow and ill-equipped to adjust to shifting challenges at local level. More support is required to tailor national responses to the needs of border regions in particular, and it is clear that working with community groups and traditional leaders is, in many cases, more likely to have a tangible and effective impact in building resilience and consolidating peace in the short as well as long-term.

26. Primarily through national partners, the project has already demonstrated impact 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.
27. 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.
28. Project implementation has reinforced the importance of local economic empowerment. 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. Promoting informal cross-border trade has been identified as another key stratagem for enhancing local livelihoods.
29. The two multi-country Japan-funded projects, "Consolidation of Peace and Good Governance in the Sahel" and "Strengthening Human Security and Community Resilience in the Sahel" build on the UNDP's Framework of Support to the Sahel and are part of UNDP's wider efforts to operationalize the UN Integrated Strategy for the Sahel in a coherent manner that tackles regional issues through targeted community-level interventions. The overarching goal of the ongoing projects has been to strengthen formal and informal mechanisms at the community level to promote social cohesion, community security and economic resilience. At the regional level, the project currently comprises four activities that will establish a sound evidentiary basis for the project "Border Management & Border Communities" herein proposed:
 - a) Preparatory work for the initiation of Prospective Studies
 - b) Small Arms & Light Weapons (SALW) Surveys
 - c) Community Security Perception Studies
 - d) International Conference on Border Management in the Sahel
30. National-level activities in Chad and Niger will also provide support and valuable lessons to the proposed project. Additionally, in Niger, the proposed project will target the same regional and Commune-level 'PC Mixte' as the project "Strengthening community and regional capacities for security enhancement in Niger", funded by the Japanese Government's Grant Aid for Cooperation on Counter-Terrorism and Security Enhancement, which primarily provides vehicles and communication equipment to law enforcement authorities in support of inter-Agency coordination and working. Inter-Agency coordination is one of the pillars of modern border management methodology, and a prerequisite for ensuring a consistent approach to community-based policing, information-sharing, and coherent law enforcement response.
31. Proposed project activities in regard to border management strategy preparation and capacity development will be informed by the International Small Arms Control Standards (ISACS), specifically those in regard to Border Controls and Law Enforcement Cooperation. The project is fully coherent with Japanese efforts to counter drug trafficking in the Sahel region and JICA work on trade facilitation. Japan is also funding the Community Oriented Policing Project in Somalia, implemented by UNDP, which can provide valuable experience and lessons for the proposed project.

32. Under guidance of the relevant UN Resident Coordinators, the proposed project will be fully coordinated with UN Country Team humanitarian and development efforts in the four countries bordering Lake Chad, and will benefit from the lessons currently being learnt.

33. UNDP and Japan have a strong track record in working together to strengthen human security not just in the Sahel, but on a cross-border basis globally. In recognition of a similar set of complex development challenges arising from transnational crime and terrorism in Central Asia, the Government of Japan has funded the “Project for Livelihood Improvement of Tajik-Afghan Cross-border Areas (LITACA)”, requiring UNDP to work on a cross-border (and, internally, on a cross-Bureaux) basis.

III. STRATEGY

34. The project will support the development and initial implementation of strategies to improve interaction of legitimate State border management authorities with local population in three trans-boundary areas of the Sahel:

- Mauritania – Mali border (area of Bassikounou);
- Burkina Faso, Mali, Niger (Liptakoa-Gourma ‘triangle’);
- Niger-Chad (Lake Chad).

The project will provide a coordination and resource mobilisation service to Governments and UNDP Country Offices, to extend current and potential partnerships in Sahel border regions, in the selected areas and potentially elsewhere.

35. Specifically, the project will provide technical assistance to countries to ensure that the third pillar of the AU strategy, involvement of border communities, is developed into policy and plans for the three selected trans-boundary areas. The project will organise a series of fora in each country to bring together Border Agencies, private sector and civil society representatives to discuss development of the border management regime for specific borders. Cross-border cooperation meetings will be held utilising a similar participatory approach to ensure a coherent trans-boundary approach to mutual challenges and opportunities.

36. Study tours to the EU, Japan, and/or other African nations as appropriate, are envisaged to familiarise senior decision makers with the principles and practice of modern border management, including Border Delegate/Plenipotentiary systems and other mechanisms for cross-border cooperation. Study tours will be followed by a series of national trainings for relevant Border Agency personnel. Trainings will pay particular attention to methodology for working in sparsely-populated border regions to increase the presence of the State and affiliation of border communities to legitimate law enforcement efforts.

37. Law enforcement personnel will also receive training in human rights, refugee and asylum law, and gender issues in the selected trans-boundary areas. In each of the trans-boundary areas, the project will establish or utilise existing mechanisms for dialogue to provide a platform for community grievances, early warning and early response. These mechanisms for improving interaction between border management authorities and local populations will be supported with seed funding for community-identified initiatives, with a view to long-term enhancement of community-based policing approaches.

38. The project will offer training on protection responsibilities for local law enforcement personnel on protection issues, human rights, refugee and asylum law, and gender issues in the selected trans-boundary areas, as well as regular cross-border contact and cooperation on human security issues of common concern.

39. Via a call for proposals, Border Agencies, local authorities and civil society groups in each country will be invited to identify and support quick impact projects that facilitate and regularise informal cross-border trade in the area, e.g. refurbishment of local markets including provision of storage space and sanitation, collective transport arrangements, provision of accommodation for traders at

border crossing points, market price alert schemes, security escorts from BCPs to local markets, the use of local media, and especially community radio stations to build trust and confidence within and between local populations etc..

40. Customs authorities will be supported to undertake public awareness campaigns at local level in regard to Customs regulations, applicable tariffs etc.; community trainings in completion of Customs declarations etc.. Women's Trade Associations (WTAs) and other relevant civil society groups in the different countries will be networked with a view to facilitating mutual support in regard to travel logistics, access to local market prices, completion of Customs paperwork etc.. It is anticipated that such stakeholders will participate in the Call for Proposals, and feed into the community-based monitoring of the knowledge management platform and early response mechanisms envisaged by the Project.
41. Knowledge management is considered to be a key stratagem of the Project, to establish a monitoring system in regard to security and good governance, an informed and evidence-based approach to policy-making and resource mobilisation, and a consistent and inclusive approach addressing common challenges.
42. The project will prepare a study on informal cross-border trade in the Sahel sub-regions identified, to ensure gender-disaggregated baseline data, and will provide recommendations to Governments to inform policy responses. The project recognises the disproportionate impact of border management on the lives and security of women and children, and will ensure a cross-cutting gendered approach to all activities, particularly – in line with UN Security Council 1325 – the involvement of women in the development of policies and action plans for improved human security in trans-boundary areas.
43. Rapporteurs in each country will monitor security incidents and trends in the border regions of the selected trans-boundary areas, and liaise with traditional leaders and local communities in the field. Information collected will be collated and disseminated by Dakar regional office via an online knowledge management platform, intended to share experience amongst a wide group of stakeholders, and to better inform future Government and international community responses.
44. The regional office of the UNDP Sahel Programme will provide a service to Governments and Country Offices in regard to partnerships and future resource mobilisation for border management reform, and will organize a regional consultation process on involvement of border communities in border management so as to build upon the outcomes and visibility of the international conference foreseen for implementation in Spring 2015 with previous Japanese funding available.

Lake Chad Sub-Region

45. The project proposal is in line with the Chadian National Development Plan 2014-2015, including its "Governance and Peace Consolidation" component, and Chadian Ministry of Plan efforts to respond to the current crisis situation around Lake Chad. The project is supportive of Niger Government UNCT efforts, particularly in Diffa region, to better manage the border with Nigeria, including the significant influx of refugees and the cross-border movement of Boko Haram suspects.
46. In parallel with the development of national policy and plans, and building upon existing and proposed UNDP programming in Niger and Chad, the Project will work with Border Agencies,

traditional leaders, and civil society groups to improve human security and maintain informal cross-border trade and transit in the trans-boundary areas of Lake Chad as far as possible, in order to counter the impact of the Boko Haram conflict on local populations and increase community affiliation to State authorities.

47. For communities on Lake Chad, through support to the training of Border Agencies and their improved interaction with local populations, the project will help complement the cross-border and international military response to the current crisis, and mitigate the risk that further security presence and control may curtail free movement of people and goods, or otherwise adversely affect local livelihoods and human rights. The project will initiate concrete activities at community level in the Lake Chad area as an immediate priority, linking with similar UNDP-funded activities in Nigeria and Cameroon, and with EU-funded work of UN Women for peace & security in northern Nigeria.

Implementation Arrangements

48. The project supports implementation of Government strategies for security and development in both countries, and will work with and through relevant Government counterparts to do so directly. Under the overall guidance of appropriate UNDP Regional Service Centre experts, the Dakar-based regional office of the UNDP Sahel Programme will engage the International Centre for Migration Policy Development (ICMPD) and the African Union through Project Cooperation Agreements (PCAs) to provide technical expertise in relation to modern border management methodology. The project will work in close cooperation with the relevant Regional Economic Commissions, particularly ECOWAS and ECCAS, in regard to implementation as well as policy development.
49. UNDP Country Offices will be supported by experts recruited and organised by the International Centre for Migration Policy Development (ICMPD), a European Inter-Governmental organisation based in Vienna, with a strong background in border management, migration, and related human security issues. UNDP has a global Memorandum of Understanding with ICMPD establishing substantive partnership in regard to border management. ICMPD prepared the 2010 Guidelines on Integrated Border Management in EC External Cooperation, and implement the global EU MIEUX (**MI**gration **EU** e**X**pertise) facility, which can provide rapid-reaction technical advisory and other support to Sahel Governments in regard to migration and border management issues.
50. The African Union Border Policing Unit was responsible for the development of the draft continental Border Management strategy, and can identify and mobilise relevant African expertise to ensure a south-south dimension to capacity building efforts.
51. The project will be implemented in close consultation with the EU Capacity Building mission in Niger (EUCAP Sahel Niger), which is one of the major partners for UNDP Niger for an ongoing programme on security enhancement, funded by Japan, and has a mandate for national coordination on border management and an interest in ensuring improved cross-border cooperation between Border Agencies.
52. A PCA will be signed regionally with UN Women to implement activities in regard to the facilitation of informal cross-border trade. UN Women will seek to document and promote informal cross-border trade being undertaken by local populations in border regions, with particular emphasis on women informal cross-border traders. A regional study will be organised to explore the scale and

impact of informal trade in regard to local livelihoods, food security and social stability, and to offer recommendations and policy advice to Customs authorities.

53. UNDP Country Offices in Niger and Chad will manage implementation of activities in the Lake Chad border regions as part of on-going and proposed UNDP and UNCT initiatives for the affected areas. Country Offices will prepare and sign Letters of Agreement with responsible national counterparts for the public awareness work, supported by experts of the UNDP Regional Service Centre and management of the UNDP Sahel Programme.
54. In Nigeria, UN Women and the EU Delegation have been approached to organise similar and supportive activities in Borno and Adamawa States under the EU-funded and UNW implemented Programme, "Promoting Women's Engagement in Peace & Security in Northern Nigeria". UNDP Regional Bureau for Africa is considering mobilizing an additional 1.2m USD for Nigeria and Cameroon Country Offices to replicate proposed project activities in those countries, to ensure a comprehensive sub-regional approach to the conflict dynamics currently affecting the Lake Chad area.
55. The project is coherent with EU and ECOWAS strategies for the Sahel, and provides horizontal support to all pillars of the UN Integrated Strategy for the Sahel: governance, security and resilience. The project builds upon security-related assistance provided by the international community, and joint security cooperation initiated by the four Lake Chad countries themselves, by ensuring a human development dimension concerned with social stability. The project promotes the AU strategy for border management in Africa, is coherent with the ECOWAS Conflict Prevention Framework and will complement UNDP support to ECOWAS region in regard to small arms and light weapons.
56. It is anticipated to provide resource mobilisation support to Governments and Country Offices wishing to take forward implementation of border management and border community strategies in all three of the sub-regions currently identified to benefit. The budget allocation of the current project includes one hundred thousand dollars to respond to community-identified initiatives in each country, per border area considered, i.e., \$100,000 for Mauritania to work on the Mauritania border; \$200,000 for Mali to work on the Mauritania border and in its border region within the Liptako-Gourma triangle, etc.. Additional funds have been made available to Niger and Chad to strengthen response in the Lake Chad area, in recognition of the immediate threat to security and development currently posed by Boko Haram.
57. Close monitoring and rigorous assessment of the evolving situation will be conducted and risk analysis will be updated on a regular basis so as to best inform the course of action if and when any further deterioration in the security situation makes continued activity around the Lake Chad unfeasible.

IV. RESULTS AND RESOURCES FRAMEWORK

<p>Implementation Framework: <i>Outcomes directly contribute to the three pillars of the UN Integrated Strategy for the Sahel: security, good governance and resilience. Alignment to national strategies and priorities are detailed in Annex 2.</i></p>
<p>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</p>
<p>Applicable Key Result Area: RBA Regional Programme Outcome (from RBA RPD 2014-2017):</p>
<p>Partnership Strategy: The project implementation strategy will ensure involvement and substantive leadership of UNDP BPPS, coordination with 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 builds upon on past and ongoing partnership with the Government of Japan, lessons learned and evolving priorities.</p>
<p>Project title and ID (ATLAS Award ID): TBD</p>

DAKAR REGIONAL OFFICE

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ¹	RESPONSIBLE PARTIES	INDICATIVE BUDGET
<p><u>Output A:</u> National policies for involvement of border communities in border management prepared, and related capacity development of Border Agencies undertaken, with a particular focus on preparation of strategies for three border sub-regions: Mauretania-Mali; Mali,</p>	<p>Targets (2015-16): Target. A.1: Ten Senior Decision-Makers from ²Border Agencies of each Sahel country familiarised with Japanese and European models of border management through 2 Study Tours;</p>	<p>Activity A.1: Organise 2 x Study Tours to familiarise senior decision-makers with modern border management models, potentially to EU, Japan and/or African nations (total 50 anticipated beneficiaries, 25 per Study Tour);</p>	<p>By Activity: A.1: UNDP Dakar, ICMPD</p>	<p>Inputs Output A: Travel, DSA, study tour costs: \$92,500</p>

¹ List activity results and associated actions needed to produce each output or annual output targets.

² Border Agencies are the institutions, the Police, Customs, Phyto-sanitary Service, and Border Delegates are individual Border Police people appointed to fulfil the role.

<p>Burkina Faso, Niger ‘triangle’; Niger, Chad (Lake Chad).</p> <p><u>Baseline:</u> Sahel countries do not have border management strategies in place, in spite of deterioration in security situation in border regions.</p> <p><u>Indicators:</u> National Border Management strategies reflect border communities pillar of AU continental border management strategy, ECOWAS and ECCAS peace and security strategies.</p>	<p>Target. A.2: Forum minutes & agreed recommendations submitted to relevant authorities;</p> <p>Target.A.3: Five border management policy papers prepared that include appropriate involvement of border communities;</p> <p>Target. A.4: Capacities of ³Border Delegates system enhanced in five Sahel countries enhanced;</p>	<p>Activity A.2: Organise participatory forum at regional level to involve civil society and private sector in border management development (minimum 10 participants per country);</p> <p>Activity A.3: Provide TA to the drafting of border management policy papers, bilateral agreements, and primary/secondary legislation, in each country on an on-demand basis;</p> <p>Activity A.4: Conduct Regional Study Tour for 15 x Border Delegates;</p>	<p>A.2: UNDP COs, UNDP Dakar</p> <p>A.3: ICMPD</p> <p>A.4: UNDP Dakar, ICMPD</p> <p>Output A subtotal:</p>	<p>Meeting Costs, travel, DSAs: \$70,000</p> <p>Expertise for each of five target countries: \$470,000</p> <p>Travel, DSA study tour costs: \$46,250</p> <p>\$678,750</p>
<p><u>Output B:</u> National policy makers, civil society and international community have better understanding in regard to security incidents and trends, and in regard to scale and development importance of informal cross-border trade, as well as</p>	<p>Target B.1: Community of Practice & Knowledge management platform established to collate and disseminate information gathered by Country rapporteurs</p>	<p>Activity B.1: Design & build online knowledge management platform; ensure regular updating and interactive tools for Community of Practice of minimum 600 practitioners/stakeholders globally.</p>	<p>B1: UNDP Dakar</p> <p>B2: UN Women</p>	<p>IT development contract, intern allowance/ expenses: \$185,000</p>

³ Border Agencies are the institutions, the Police, Customs, Phyto-sanitary Service, and Border Delegates are individual Border Police people appointed to fulfil the role.

<p>costed action plans for intervention in the three selected cross-border sub-regions.</p> <p>Baseline: Current lack of consistent reporting & dialogue, outdated statistics, action plans.</p> <p>Indicators: Min. 600 CoP members, # repeat visits to KM site, CoP feedback questionnaires</p>	<p>Target B.2: Study prepared to measure and evaluate informal cross-border trade, with a particular focus on the contribution of, and impact upon, women and children.</p> <p>Target B.3: Development of costed action plans for the three sub-regions results in additional resources to address needs identified.</p>	<p>Activity B.2: Develop TORs, advertise consultancy, guide Study development, disseminate final product.</p> <p>Activity B.3: Development of 3 x costed & coordinated actions plans for sub-regions, and preparation of specific sub-project proposals for donor funding</p>	<p>B.3: UNDP Dakar, Country Offices</p> <p>Outcome B subtotal:</p>	<p>Letter of Agreement, UNDP - UN Women, \$120,000</p> <p>Consultancy support, \$30,000</p> <p>\$335,000</p>
			<p><i>Regional Office budget:</i></p>	<p>\$1,013,750</p>
			<p>Indirect cost (GMS) 8%</p>	<p>\$81,100</p>
			<p>Total</p>	<p>\$1,094,850</p>

BURKINA FASO

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ⁴	RESPONSIBLE PARTIES	INDICATIVE BUDGET
<p>Output A: National policies for involvement of border communities in border management prepared, and related capacity development of Border Agencies undertaken, with a particular focus on</p>	<p>Targets (2015-16): Target.A.1: Ten Senior Decision-Makers from Border Agencies familiarised with Japanese and</p>	<p>Activity A.1: Secure and facilitate participation of senior decision-makers in Regional Study Tours to EU, Japan and/or African nations (5 x 2 beneficiaries)</p>	<p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$37,000</p>

⁴ List activity results and associated actions needed to produce each output or annual output targets.

<p>preparation of strategies for the Liptakoa-Gourma ‘triangle’.</p> <p><u>Baseline:</u> Sahel countries do not have border management strategies in place, in spite of deterioration in security situation in border regions.</p> <p><u>Indicators:</u> National Border Management strategies reflect border communities pillar of AU continental border management strategy, ECOWAS and ECCAS peace and security strategies.</p> <p><u>Output B:</u> National policy makers, civil society and international community have better understanding in regard to security incidents and trends, and in regard to scale and development importance of informal cross-border trade, as well as</p>	<p>European models of border management through 2 Study Tours.</p> <p>Target.A.2: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target.A.3 Capacities of national Border Delegates system build/enhanced.</p> <p>Target B.1: System of trend and incident reporting in place in selected border region(s), feeding regional knowledge management platform</p> <p>Target B.2: Country Office Focal Points established to support coordination and further resource mobilisation in liaison with UNDP Dakar.</p>	<p>Activity A.2: Organise participatory forums at national level to involve civil society and private sector in border management strategy for selected border region(s) (minimum 25 participants per country;</p> <p>Activity A.3: Support logistical organisation of 7 x national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour (up to 15 participants per training, 3 beneficiaries for study tour)</p> <p>Activity B.1: Recruit, deploy and manage national rapporteur for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p> <p>Activity B.2: Appoint and empower CO Focal Point to liaise with UNDP Dakar in regard to sub-project formulation and resource mobilisation.</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Meeting costs, including travel/DSA for participants as required \$13,750</p> <p>Meeting costs, including travel/DSA for participants \$46,250</p> <p>Outcome A sub-total: \$97,000</p> <p>Staff Salary, 12 months, travel & DSA \$37,000</p> <p>Staff part-time \$15,000</p> <p>Outcome B sub-total: \$52,000</p>
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<p>costed action plans for intervention in Burkina section of the Liptoko-Gourma triangle.</p> <p>Baseline: Current lack of consistent reporting & dialogue, outdated statistics, action plans.</p> <p>Indicators: Min. 100 CoP members, # repeat visits to KM site, CoP feedback questionnaires</p> <p>Output C: Support to implementation of inclusive border management strategy developed for Liptakoa-Gourma region, including participatory mechanisms for community-based policing designed to enhance human security at the local level and work toward to an intelligence-led interdiction approach.</p> <p>Baseline: Intermittent presence of Border Agencies in Border regions, and low level of interaction with local communities on security, facilitation & rights issues.</p> <p>Indicators:</p>	<p>Targets (2015-2016):</p> <p>Target.C.1: Inclusive consultation processes established and documented in Liptakoa-Gourma region.</p> <p>Target. C.2: Community-identified interventions funded in Liptakoa-Gourma region, improving trade and security interventions according to sub-indicators to be agreed.</p> <p>Target.C.3: At least 60 Border Police trained at selected border crossing points & regional command.</p>	<p>Activity C.1: Establish inclusive mechanisms for dialogue between Border Delegates and local communities as platform for grievances, early warning and early response;</p> <p>Activity C.2: Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security;</p> <p>Activity C.3: Provide 6 x training for selected Border Police units in human rights, refugee and asylum law, gender issues (15 beneficiaries per training).</p>	<p>By Activity:</p> <p>C.1: UNDP CO, subcontractors</p> <p>C.2: UNDP COs, subcontractors</p> <p>C.3: UNHCR, UN Women, ICMPD</p>	<p>Meeting Costs, Travel, DSA: \$37,500</p> <p>Works/equipment contracts: \$200,000</p> <p>Training/trainees support material: \$46,250</p>
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Number of inclusive meetings held, quality and number of recommendations made, response of authorities and community feedback in regard to border management regime.				Outcome C sub-total: \$283,750
			<i>Burkina Faso CO budget</i>	\$432,750
			<i>Indirect cost (GMS) 8%</i>	\$34,620
			<i>Total</i>	\$467,370

MALI

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ⁵	RESPONSIBLE PARTIES	INDICATIVE BUDGET
<p><u>Output A:</u> National policies for involvement of border communities in border management prepared, and related capacity development of Border Agencies undertaken, with a particular focus on preparation of strategies for the Liptakoa-Gourma ‘triangle’, and the Mali-Mauretania border.</p> <p><u>Baseline:</u></p>	<p>Targets (2015-16):</p> <p>Target A.1: Ten Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target A.2: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p>	<p>Activity A.1: Secure and facilitate participation of senior decision-makers in Regional Study Tours to EU, Japan and/or African nations EU (5 x 2 beneficiaries)</p> <p>Activity A.2: Organise participatory forums at national level to involve civil society and private sector in border management strategy for selected border region(s) (minimum 25 participants per country;</p>	<p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$37,000</p> <p>Meeting costs, including travel/DSA for participants as required \$13,750</p>

⁵ List activity results and associated actions needed to produce each output or annual output targets.

<p>Sahel countries do not have border management strategies in place, in spite of deterioration in security situation in border regions.</p> <p>Indicators: National Border Management strategies reflect border communities pillar of AU continental border management strategy, ECOWAS and ECCAS peace and security strategies.</p> <p>Output B: National policy makers, civil society and international community have better understanding in regard to security incidents and trends, and in regard to scale and development importance of informal cross-border trade, as well as costed action plans for intervention in Burkina section of the Liptokoa-Gourma triangle.</p> <p>Baseline: Current lack of consistent reporting & dialogue, outdated statistics, action plans.</p> <p>Indicators:</p>	<p>Target A.3 Capacities of national Border Delegates system build/enhanced.</p> <p>Target B.1: System of trend and incident reporting in place in selected border region(s), feeding regional knowledge management platform</p> <p>Target B.2: Country Office Focal Points established to support coordination and further resource mobilisation in liaison with UNDP Dakar.</p>	<p>Activity A.3: Support logistical organisation of 7 x national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour (up to 15 participants per training, 3 beneficiaries for study tour)</p> <p>Activity B.1: Recruit, deploy and manage national rapporteur for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p> <p>Activity B.2: Appoint and empower CO Focal Point to liaise with UNDP Dakar in regard to sub-project formulation and resource mobilisation.</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Meeting costs, including travel/DSA for participants \$46,250</p> <p>Outcome A sub-total: \$97,000</p> <p>Staff Salary, 12 months, travel & DSA \$37,000</p> <p>Staff part-time \$15,000</p> <p>Outcome B sub-total: \$52,000</p>
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<p>Min. 100 CoP members, # repeat visits to KM site, CoP feedback questionnaires</p> <p>Output C:</p> <p>Support to implementation of inclusive border management strategy developed for Liptakoa-Gourma region, including participatory mechanisms for community-based policing designed to enhance human security at the local level and work toward to an intelligence-led interdiction approach.</p> <p>Baseline:</p> <p>Intermittent presence of Border Agencies in Border regions, and low level of interaction with local communities on security, facilitation & rights issues.</p> <p>Indicators:</p> <p>Number of inclusive meetings held, quality and number of recommendations made, response of authorities and community feedback in regard to border management regime.</p>	<p>Targets (2015-2016):</p> <p>Target.C.1: Inclusive consultation processes established and documented in Liptakoa-Gourma region.</p> <p>Target. C.2: Community-identified interventions funded in Liptakoa-Gourma region, improving trade and security interventions according to sub-indicators to be agreed.</p> <p>Target.C.3: At least 60 Border Police trained at selected border crossing points & regional command.</p>	<p>Activity C.1: Establish inclusive mechanisms for dialogue between Border Delegates and local communities as platform for grievances, early warning and early response;</p> <p>Activity C.2: Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security;</p> <p>Activity C.3: Provide 6 x training for selected Border Police units in human rights, refugee and asylum law, gender issues (up to 15 beneficiaries per training, at least 60 in total).</p>	<p>C.1: UNDP CO, subcontractors</p> <p>C.2: UNDP COs, subcontractors</p> <p>C.3: UNHCR, UN Women, ICMPD</p>	<p>Meeting Costs, Travel, DSA: \$37,500</p> <p>Works/equipment contracts: \$200,000</p> <p>Training/trainees support material: \$46,250</p> <p>Outcome C sub-total:</p> <p>\$283,750</p> <hr/> <p><i>Mali CO budget:</i></p>
				<p>\$432,750</p>

			<i>Indirect cost (GMS)</i>	\$34,620
			8%	
			<i>Total</i>	\$467,370

Mauritania

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ⁶	RESPONSIBLE PARTIES	INDICATIVE BUDGET
<p><u>Output A:</u> National policies for involvement of border communities in border management prepared, and related capacity development of Border Agencies undertaken, with a particular focus on preparation of strategies for the Mauretania-Mali border.</p> <p><u>Baseline:</u> Sahel countries do not have border management strategies in place, in spite of deterioration in security situation in border regions.</p> <p><u>Indicators:</u> National Border Management strategies reflect border communities pillar of AU continental border management strategy,</p>	<p>Targets (2015-16):</p> <p>Target A.1: Ten Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target A.2: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target A.3 Capacities of national Border Delegates system build/enhanced.</p>	<p>Activity A.1: Secure and facilitate participation of senior decision-makers in Regional Study Tours to EU, Japan and/or African nations (5 x 2 beneficiaries)</p> <p>Activity A.2: Organise participatory forums at national level to involve civil society and private sector in border management strategy for selected border region(s) (minimum 25 participants per country;</p> <p>Activity A.3: Support logistical organisation of 7 x national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour (up to 15 participants per training, 3 beneficiaries for study tour)</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$37,000</p> <p>Meeting costs, including travel/DSA for participants as required \$13,750</p> <p>Meeting costs, including travel/DSA for participants \$46,250</p> <p>Outcome A sub-total: \$97,000</p>

⁶ List activity results and associated actions needed to produce each output or annual output targets.

<p>ECOWAS and ECCAS peace and security strategies.</p> <p>Output B: National policy makers, civil society and international community have better understanding in regard to security incidents and trends, and in regard to scale and development importance of informal cross-border trade, as well as costed action plans for intervention in Burkina section of the Liptokoa-Gourma triangle.</p> <p>Baseline: Current lack of consistent reporting & dialogue, outdated statistics, action plans.</p> <p>Indicators: Min. 100 CoP members, # repeat visits to KM site, CoP feedback questionnaires</p> <p>Output C: Support to implementation of inclusive border management strategy developed for Liptakoa-Gourma region, including participatory mechanisms for community-based policing designed to enhance human security at the local level and work toward to an intelligence-led interdiction approach.</p>	<p>Target B.1: System of trend and incident reporting in place in selected border region(s), feeding regional knowledge management platform</p> <p>Target B.2: Country Office Focal Points established to support coordination and further resource mobilisation in liaison with UNDP Dakar.</p> <p>Targets (2015-2016):</p> <p>Target.C.1: Inclusive consultation processes established and documented on Mauritania-Mali border.</p> <p>Target. C.2: Community-identified interventions funded for Mauretania-Mali border, improving trade and</p>	<p>Activity B.1: Recruit, deploy and manage national rapporteur for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p> <p>Activity B.2: Appoint and empower CO Focal Point to liaise with UNDP Dakar in regard to sub-project formulation and resource mobilisation.</p> <p>Activity C.1: Establish inclusive mechanisms for dialogue between Border Delegates and local communities as platform for grievances, early warning and early response;</p> <p>Activity C.2: Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security;</p> <p>Activity C.3: Provide 6 x training for selected Border Police units in human rights, refugee and asylum law, gender issues (up to 15 beneficiaries per training, at least 60 in total).</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>By Activity:</p> <p>C.1: UNDP CO, subcontractors</p> <p>C.2: UNDP COs, subcontractors</p> <p>C.3: UNHCR, UN Women, ICMPD</p>	<p>Staff Salary, 12 months, travel & DSA \$37,000</p> <p>Staff part-time \$15,000</p> <p>Outcome B sub-total: \$52,000</p> <hr/> <p>Meeting Costs, Travel, DSA: \$37,500</p> <p>Works/equipment contracts: \$100,000</p> <p>Training/trainees support material: \$46,250</p>
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<p><u>Baseline:</u> Intermittent presence of Border Agencies in Border regions, and low level of interaction with local communities on security, facilitation & rights issues.</p> <p><u>Indicators:</u> Number of inclusive meetings held, quality and number of recommendations made, response of authorities and community feedback in regard to border management regime.</p>	<p>security interventions according to sub-indicators to be agreed.</p> <p>Target.C.3: At least 60 Border Police trained at selected border crossing points & regional command.</p>			<p>Outcome C sub-total: \$183,750</p> <hr/>
			<p><i>Mauretania CO budget:</i></p>	<p>\$332,750</p>
			<p><i>Indirect cost (GMS) 8%</i></p>	<p>\$26,620</p>
			<p><i>Total</i></p>	<p>\$359,370</p>

NIGER

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ⁷	RESPONSIBLE PARTIES	INDICATIVE BUDGET
<p><u>Output A:</u> National policies for involvement of border communities in border management prepared, and related capacity development of Border Agencies undertaken, with a particular focus on preparation of strategies for Lake Chad and for the Liptakoa-Gourma ‘triangle’.</p> <p><u>Baseline:</u> Sahel countries do not have border management strategies in place, in spite of deterioration in security situation in border regions.</p> <p><u>Indicators:</u> National Border Management strategies reflect border communities pillar of AU continental border management strategy, ECOWAS and ECCAS peace and security strategies.</p>	<p>Targets (2015-16):</p> <p>Target A.1: Ten Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p>	<p>Activity A.1: Secure and facilitate participation of senior decision-makers in Regional Study Tours to EU, Japan and/or African nations (5 x 2 beneficiaries)</p>	UNDP CO	Participant travel, DSA costs \$37,000
	<p>Target A.2: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p>	<p>Activity A.2: Organise participatory forums at national level to involve civil society and private sector in border management strategy for selected border region(s) (minimum 25 participants per country;</p>	UNDP CO	Meeting costs, including travel/DSA for participants as required \$13,750
	<p>Target A.3 Capacities of national Border Delegates system build/enhanced.</p>	<p>Activity A.3: Support logistical organisation of 7 x national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour (up to 15 participants per training, 3 beneficiaries for study tour)</p>	UNDP CO	Meeting costs, including travel/DSA for participants \$46,250
				Outcome A sub-total: \$97,000

⁷ List activity results and associated actions needed to produce each output or annual output targets.

<p><u>Output B:</u> National policy makers, civil society and international community have better understanding in regard to security incidents and trends, and in regard to scale and development importance of informal cross-border trade, as well as costed action plans for intervention in Burkina section of the Liptokoa-Gourma triangle.</p> <p><u>Baseline:</u> Current lack of consistent reporting & dialogue, outdated statistics, action plans.</p> <p><u>Indicators:</u> Min. 100 CoP members, # repeat visits to KM site, CoP feedback questionnaires</p> <p><u>Output C:</u> Support to implementation of inclusive border management strategy developed for Lake Chad & Liptakoa-Gourma regions, including participatory mechanisms for community-based policing designed to enhance human security at the local level and work toward</p>	<p>Target B.1: System of trend and incident reporting in place in selected border region(s), feeding regional knowledge management platform</p> <p>Target B.2: Country Office Focal Points established to support coordination and further resource mobilisation in liaison with UNDP Dakar.</p> <p>Targets (2015-2016):</p> <p>Target.C.1: Inclusive consultation processes established and documented in Liptakoa-Gourma region.</p> <p>Target. C.2: Community-identified interventions funded in Lake Chad & Liptakoa-Gourma regions, improving trade and security interventions according to sub-indicators to be agreed.</p>	<p>Activity B.1: Recruit, deploy and manage national rapporteur for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p> <p>Activity B.2: Appoint and empower CO Focal Point to liaise with UNDP Dakar in regard to sub-project formulation and resource mobilisation.</p> <p>Activity C.1: Establish inclusive mechanisms for dialogue between Border Delegates and local communities as platform for grievances, early warning and early response;</p> <p>Activity C.2: Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security;</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>By Activity:</p> <p>C.1: UNDP CO, subcontractors</p> <p>C.2: UNDP COs, subcontractors</p>	<p>Staff Salary, 12 months, travel & DSA \$37,000</p> <p>Staff part-time \$15,000</p> <p>Outcome B sub-total: \$52,000</p> <hr/> <p>Meeting Costs, Travel, DSA: \$37,500</p> <p>Works/equipment contracts: \$300,000</p>
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<p>to an intelligence-led interdiction approach.</p> <p>Baseline:</p> <p>Intermittent presence of Border Agencies in Border regions, and low level of interaction with local communities on security, facilitation & rights issues.</p> <p>Indicators:</p> <p>Number of inclusive meetings held, quality and number of recommendations made, response of authorities and community feedback in regard to border management regime.</p>	<p>Target.C.3: At least 60 Border Police trained at selected border crossing points & regional command.</p>	<p>Activity C.3: Provide 6 x training for selected Border Police units in human rights, refugee and asylum law, gender issues (up to 15 beneficiaries per training, at least 60 in total).</p>	<p>C.3: UNHCR, UN Women, ICMPD</p>	<p>Training/trainees support material: \$46,250</p> <p>Outcome C sub-total:</p> <p>\$383,750</p> <hr/>
			<p><i>Budget Niger CO</i></p>	<p>\$532,750</p>
			<p><i>Indirect cost (GMS)</i></p> <p>8%</p>	<p>\$42,620</p>
			<p><i>Total</i></p>	<p>\$575,370</p>

CHAD

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ⁸	RESPONSIBLE PARTIES	INDICATIVE BUDGET
<p><u>Output A:</u> National policies for involvement of border communities in border management prepared, and related capacity development of Border Agencies undertaken, with a particular focus on preparation of strategies for Lake Chad.</p> <p><u>Baseline:</u> Sahel countries do not have border management strategies in place, in spite of deterioration in security situation in border regions.</p> <p><u>Indicators:</u> National Border Management strategies reflect border communities pillar of AU continental border management strategy, ECOWAS and ECCAS peace and security strategies.</p>	<p>Targets (2015-16):</p> <p>Target A.1: Ten Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target A.2: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target A.3 Capacities of national Border Delegates system build/enhanced.</p>	<p>Activity A.1: Secure and facilitate participation of senior decision-makers in Regional Study Tours to EU, Japan and/or African nations (5 x 2 beneficiaries)</p> <p>Activity A.2: Organise participatory forums at national level to involve civil society and private sector in border management strategy for selected border region(s) (minimum 25 participants per country;</p> <p>Activity A.3: Support logistical organisation of 7 x national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour (up to 15 participants per training, 3 beneficiaries for study tour)</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$37,000</p> <p>Meeting costs, including travel/DSA for participants as required \$13,750</p> <p>Meeting costs, including travel/DSA for participants \$46,250</p> <p>Outcome A sub-total: \$97,000</p>

⁸ List activity results and associated actions needed to produce each output or annual output targets.

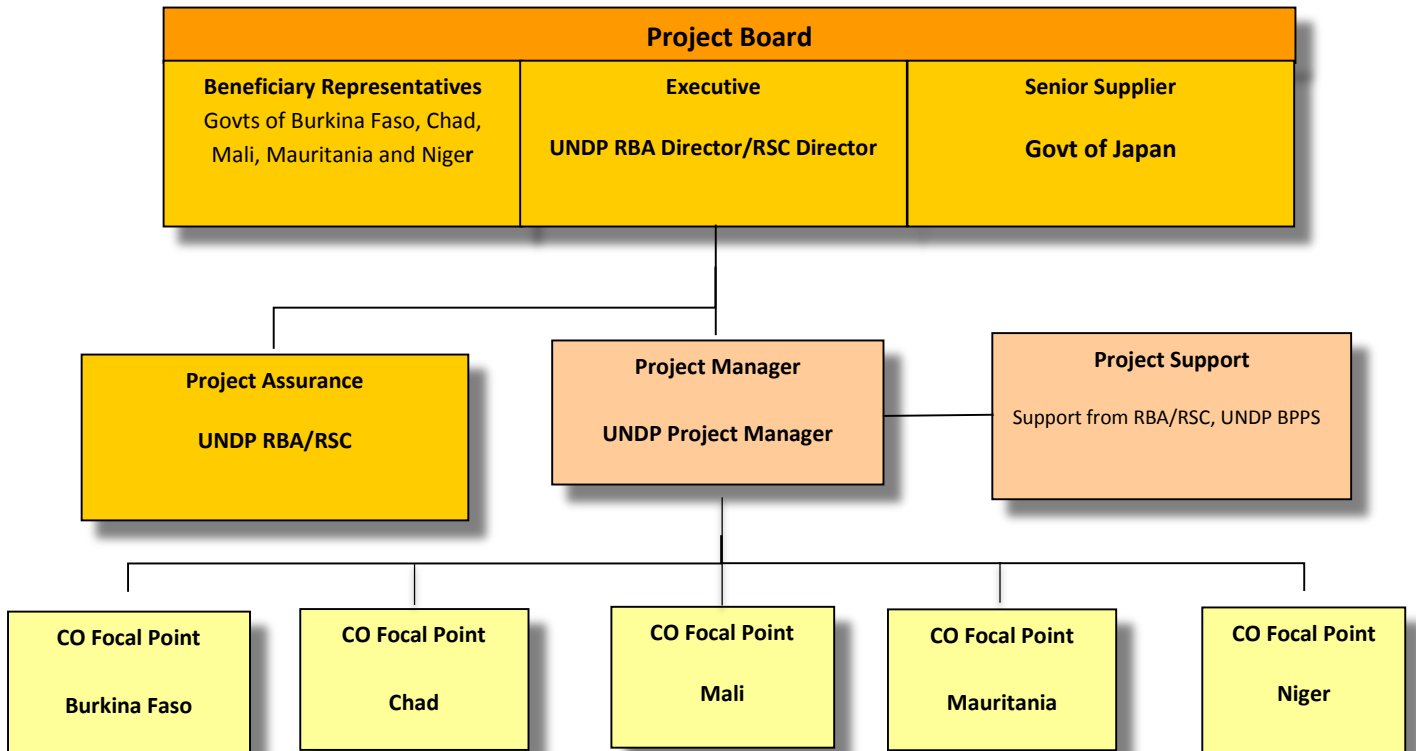
<p><u>Output B:</u> National policy makers, civil society and international community have better understanding in regard to security incidents and trends, and in regard to scale and development importance of informal cross-border trade, as well as costed action plans for intervention for Lake Chad regions.</p> <p><u>Baseline:</u> Current lack of consistent reporting & dialogue, outdated statistics, action plans.</p> <p><u>Indicators:</u> Min. 100 CoP members, # repeat visits to KM site, CoP feedback questionnaires</p> <p><u>Output C:</u> Support to implementation of inclusive border management strategy developed for Lake Chad region, including participatory mechanisms for community-based policing designed to enhance human security at the local level and work toward to an intelligence-led interdiction approach.</p>	<p>Target B.1: System of trend and incident reporting in place in the selected border region, feeding regional knowledge management platform</p> <p>Target B.2: Country Office Focal Points established to support coordination and further resource mobilisation in liaison with UNDP Dakar.</p> <p>Targets (2015-2016):</p> <p>Target.C.1: Inclusive consultation processes established and documented in Liptakoa-Gourma region.</p> <p>Target. C.2: Community-identified interventions funded in Lake Chad</p>	<p>Activity B.1: Recruit, deploy and manage national rapporteur for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p> <p>Activity B.2: Appoint and empower CO Focal Point to liaise with UNDP Dakar in regard to sub-project formulation and resource mobilisation.</p> <p>Activity C.1: Establish inclusive mechanisms for dialogue between Border Delegates and local communities as platform for grievances, early warning and early response;</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>By Activity:</p> <p>C.1: UNDP CO, subcontractors</p> <p>C.2: UNDP COs, subcontractors</p>	<p>Staff Salary, 12 months, travel & DSA \$37,000</p> <p>Staff part-time \$15,000</p> <p>Outcome B sub-total: \$52,000</p> <hr/> <p>Meeting Costs, Travel, DSA: \$37,500</p> <p>Works/equipment contracts: \$200,000</p>
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<p><u>Baseline:</u> Intermittent presence of Border Agencies in Border regions, and low level of interaction with local communities on security, facilitation & rights issues.</p> <p><u>Indicators:</u> Number of inclusive meetings held, quality and number of recommendations made, response of authorities and community feedback in regard to border management regime.</p>	<p>region, improving trade and security interventions according to sub-indicators to be agreed.</p> <p>Target.C.3: At least 60 Border Police trained at selected border crossing points & regional command.</p>	<p>Activity C.2: Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security;</p> <p>Activity C.3: Provide 6 x training for selected Border Police units in human rights, refugee and asylum law, gender issues (up to 15 beneficiaries per training, at least 60 in total).</p>	<p>C.3: UNHCR, UN Women, ICMPD</p>	<p>Training/trainees support material: \$46,250</p> <p>Outcome C sub-total: \$283,750</p>
			<i>Budget Chad CO</i>	\$432,750
			<i>Indirect cost (GMS) 8%</i>	\$34,620
			<i>Total</i>	\$467,370
		CONSULTANCY	\$95,000	
		UNDP DIRECT MANAGEMENT COSTS	\$180,000	
		VISIBILITY	\$38,000	
		MISCELLANEOUS	\$28,018.52	
		Indirect Cost (GMS) 8%	\$27,281.48	
		GRAND TOTAL		\$3,800,000

V. MANAGEMENT ARRANGEMENTS

58. 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 Centre located in Addis Ababa will provide support to Country Offices. The UNDP Country Offices in Burkina Faso, Mali, Mauritania, Niger and Chad 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 Centre support staff, in order to share information about implementation and progress of country-based outputs and activities
59. In implementing the project UNDP will utilise the substantive expertise available within relevant UNDP central bureaux (such as BPPS) in the Regional Service Centre, and will consult and coordinate appropriately with donor partners, Government counterparts, regional mechanisms, other UN agencies and relevant CSOs. The project will build upon existing technical expertise within UNDP-BPPS to support implementation at regional and country level. 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 sub-regions. 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).
60. 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 policies and procedures of the Japan-UNDP Partnership Fund. 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



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:

61. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in a quality management table which will be prepared as part of an Annual Work Planning (AWP) exercise and will be monitored on an annual basis.
62. 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.
63. 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.
64. 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.
65. 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.
66. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
67. 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.
68. At the CO level, a detailed work plan 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.
69. UNDP will provide a mid-report 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.
70. The Project will promote and support visibility of the donor in a number of ways. The Government of Japan will be invited to co-chair regional events. Press releases will be issued to support all relevant national and regional activities. The visibility strategy will also include branding of

equipment and infrastructure, acknowledgement of donor support on materials and any promotional products, donor field visits, documentation and sharing of success stories, and use of display panels.

VI. LEGAL CONTEXT

71. 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 which each country covered by this project (Burkina Faso, Chad, Niger, Mali and Mauritania). All Country Programme Action Plan provisions apply to this document.

72. 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.

73. 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.

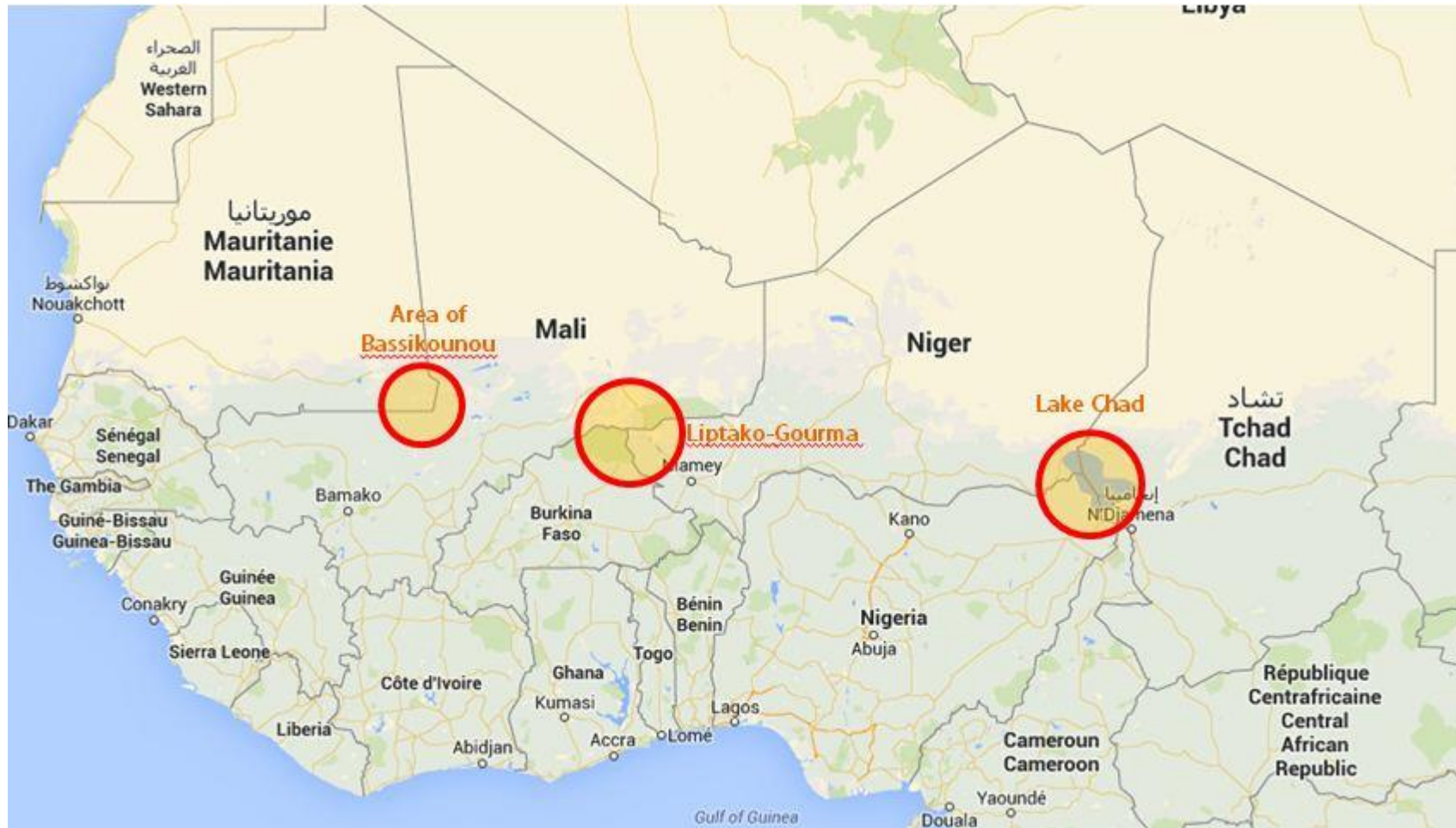
VII. ANNEXES

Annex 1: Maps of Selected Sub-Regions

Annex 2: Risk Analysis & Mitigation

Annex 3: Programming Framework

Annex I: Map of Selected Trans-boundary Areas for Project Intervention



Annex II: Risk Analysis & Mitigation

#	Description	Type	Impact & Probability (1 = lowest, 5 = highest)	Countermeasures/ Management Response
1	Deterioration of the security situation closes borders or threatens communities engaging with project	Environmental	Project activities could be completely stopped in the case of renewed violence. P=4 I=4	UNDP continues to monitor the situation on the ground to be able to respond to shifting situations. As required, resources can be moved between trans boundary areas selected.
2	Lack of political will/support	Political	Political exigencies, or gap between rhetoric and action, can delay implementation of project activities and/or reduce interest of technical-level interlocutors to engage with the project in a meaningful way. P=1 I=4	The risk of political obstruction of the project is very low. This is especially true given UNDP's long-established presence in each of the countries concerned. To minimize the risk of political obstruction, UNDP must communicate transparently to relevant authorities about the aims and benefits of the project for the government and people of each country
3	Decision-makers and/or frontline staff benefiting from project activities move positions or are re-deployed	Operational	Rotation of key interlocutors can negate impact of study tours and trainings P = 2 I = 4	Regular interaction between project and counterparts should raise understanding of project efforts, and result in continuity of interlocutors for duration of project and immediate aftermath.
4	Limited capacity of COs in certain border regions limits their ability to effectively implement and monitor community-level interventions	Organisational	Limited field capacity or access restrictions could render the CO's unable to deliver local-level outputs	Utilizing existing programme structures and working through local - based/traditional leaders/CSO's, NGOs etc., will provide enhanced access and delivery capacity.

5	Logistical challenges of trying to engage communities directly impedes project effectiveness	Operational	Implementation and monitoring rendered difficult/impossible to lack of access, security concerns, etc. P=3 I=3	Local partners (government institutions, CSO's, traditional bodies) are engaged that have a proven track record of working in the designated areas
6	Implementation capacities of partners are weak	Operational	Project progress may be delayed and capacity constraints are likely given the context the project will be operating in. P=4 I=4	Activities should be planned accordingly and support given and capacity development provided where possible to implementing partners.
7	Short-time frame of project	Strategic	Projects with a development focus and short timelines risk yielding limited impact P=2 I=3	Given its direct alignment with regional and national initiatives and strategies, activities are well oriented to achieving substantial impact if planned and executed in timely fashion.

Annex III: Programming Framework

	Burkina Faso	Chad	Mali	Mauritania	Niger
UNDP CO Country Programme Priorities	<p>2011-2015:</p> <ul style="list-style-type: none"> (i) The accelerated economic growth is sustainable and pro-poor (ii) The quality of human capital is improved (iii) Political, administrative, economic and local governance is more efficient and more respectful of human rights 	<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>2015-2019:</p> <ul style="list-style-type: none"> (i) Implementing an active national reconciliation policy (ii) Building an emerging economy (iii) Establishing strong and credible institutions (iv) Implementing an active social development policy 	<p>2012-2016:</p> <ul style="list-style-type: none"> (i) Fight against poverty and food security (ii) Improving economic, democratic, territorial and local governance, citizen control of public action, and reinforcing the capacity of the actors (iii) Good environmental governance and sustainable management of natural resources aiming at poverty reduction and improved adaptation to climate change 	<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>Strategy for Accelerated growth and Sustainable development 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 	<p>Mali sustainable relaunching plan 2013-2014:</p> <ul style="list-style-type: none"> (i) Ensuring peace, security and the intervention of the State services over the entire national territory, as essential prerequisites for sustainable development (ii) Responding to humanitarian emergencies and to the consequences of the crisis 	<p>Action plan of the Poverty Reduction Strategy Framework (CSLP) 2011-2015:</p> <ul style="list-style-type: none"> (i) Accelerating economic growth as a prerequisite for poverty reduction, improving economic competitiveness and reducing its dependence on exogenous factors (ii) Building on the growth 	<p>Economic and Social Development Plan 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

		<p>to climate change (iv) Improvement of governance.</p>	<p>(iii) Organizing credible and transparent elections (iv) Reinforcing the governance through the decentralization process for a balanced-development of the territory and engaging State reform (v) Ensuring the proper functioning of the justice system and the fight against corruption (vi) Consolidating the reform of the public finances system (vii) Relaunching the economy through support to the private sector, agriculture strengthening, investment in infrastructure and youth employment ; (viii) Responding to the education challenge (ix) Providing access to quality health services for all (x) Encouraging cultural projects fostering the "vivre-ensemble" (xi) Promoting women role in all sectors (xii) Integrating the environment component in the policies and strategies</p>	<p>and productivity potential of the poor (iii) Developing human resources and access to basic services (iv) Promoting an effective institutional development supported by good governance and effective participation of all the stakeholders involved in poverty reduction strategy (v) Reinforcing the lead, the implementation the monitoring and evaluation and the coordination of the PRS (CSLP)</p>	<p>(iv) Promoting a competitive and diversified economy (v) Promoting social development</p>
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