

United Nations Development Programme

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

Border Management & Border Communities in the Sahel

Brief Description

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.

Border management has the twin objectives of improving security and facilitating trade and transit. 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 (Liptakoa-Gourma ‘triangle’)
- Niger-Chad (Lake Chad).

In recognition of the particular urgency of the situation in respect of Lake Chad countries, and the growing sub-regional menace of Boko Haram, the Project will initiate border management and related activities 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 Achievement, Democratic Governance, Crisis Prevention and Recovery
• Regular	_____	Atlas Award ID:	TBD
• Other:	_____	Start date:	March 2015
○ Donor	Japan	End Date	February 2016
○ Donor	_____	PAC Meeting Date	TBD
○ Donor	_____	Management Arrangements	DIM
○ Government	_____		
Unfunded budget:	_____		
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.
4. The last year has 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. At the same time, State capacities 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 open but secure borders. The African Union drafted a distinctive continental strategy for improving Border Management in May 2013, to serve as guidelines for RECs and individual countries. The three pillars of the AU strategy are intra-Agency, inter-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 communication and information sharing at sub-national levels.
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 the gradual development of a new community-based policing approach to border management, shifting the balance from security control at the border line to an intelligence-led interdiction model. Tentative efforts in this direction need to be bolstered and institutionalised, through the establishment 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 Nigerien 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 reported well-established in the border areas of an increasingly lawless northern Cameroon.

15. The four Lake Chad countries have 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.
23. Japan and UNDP have enjoyed a long and effective partnership in the Sahel, both through bilateral initiatives at the local level 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 Japan-funded project “Strengthening Human Security and Community Resilience in the Sahel” is part of UNDP’s wider effort to operationalise 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 project is to strengthen formal and informal mechanisms at the community level to promote social cohesion, community security and economic resilience. The regional work of 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.
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 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 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 (see paragraph 51). Implementation plans for the two other selected areas will provide the content for follow-up resource mobilisation efforts.

35. 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, and as a basis for action around Lake Chad. The Project will organise a series of forums 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 and Japan 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. Law enforcement personnel in selected areas will also receive training in human rights, refugee and asylum law, and gender issues.

37. The continued circulation of people and goods around Lake Chad is vital to local livelihoods and food security, and is a key factor in ensuring the stability of border regions and the affiliation of border communities to the State. The project will prepare a study on informal cross-border trade around Lake Chad to ensure gender-disaggregated baseline data, and technical expertise will be provided to Governments to inform policy responses.

38. 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.

Lake Chad Sub-Region

39. 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.

40. For communities on Lake Chad, 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.
41. 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.
42. The project will offer training on protection responsibilities for local Border Agency personnel on protection issues, and organise regular Lake Chad events for Agencies and other stakeholders to develop cross-border contact and cooperation on human security issues of common concern.
43. 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, eg, 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 etc..
44. 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 feed into the community-based monitoring of the knowledge management platform and early response mechanisms envisaged by the Project.

Implementation Arrangements

45. 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. 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.
46. 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

facility, which can provide rapid-reaction technical advisory and other support to Sahel Governments in regard to migration and border management issues.

47. 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.
48. Niger and Chad Country Offices 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 the Dakar regional office of the UNDP Sahel Programme.
49. 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. Practical support to local markets and Women Traders Associations will be complemented by a regional study to explore the scale and impact of informal trade in regard to local livelihoods, food security and social stability, as well as policy advice and training for Customs authorities.
50. UN Women and the EU Delegation in Abuja have agreed 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 will make an additional 1.2m USD available to 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.
51. The project will be implemented in close consultation with EUCAP in Niger, which has a mandate for national coordination on border management and an interest in ensuring improved cross-border cooperation between Border Agencies.
52. 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 complements security-related assistance provided by the international community, and joint security cooperation initiated by the four Lake Chad countries themselves. 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.

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 consultation and coordination with UNDP BPPS, 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>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 preparation of strategies for three border sub-regions: Mauretania-Mali; Mali, Burkina Faso, Niger ‘triangle’; Niger, Chad (Lake Chad).</p>	<p>Targets (2015-16): Target.1: Six Senior Decision-Makers from Border 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 Japan and to Europe;</p>	<p>By Activity: A.1: UNDP Dakar, ICMPD</p>	<p>Inputs Output A: Travel, DSA, study tour costs: \$100,000</p>

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

<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><u>Output A2:</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, in the three selected cross-border sub-regions.</p>	<p>Target.2: Forum minutes & agreed recommendations submitted to relevant authorities;</p> <p>Target.3: Five border management policy papers prepared that include appropriate involvement of border communities;</p> <p>Target.4: Capacities of Border Delegates system enhanced in five Sahel countries enhanced;</p> <p>Target 5: Community of Practice & Knowledge management platform established to collate and disseminate information gathered under Activity C.?</p> <p>Target 6: 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>Activity A.2: Organise participatory forum at regional level to involve civil society and private sector in border management development;</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 10 x Border Delegates;</p> <p>Activity A2.1: Design & build online knowledge management platform; ensure regular updating and interactive tools for Community of Practice of minimum 600 practitioners/stakeholders globally.</p> <p>Activity A2.2: Develop TORs, advertise consultancy, guide Study development, disseminate final product.</p>	<p>A.2: UNDP COs, UNDP Dakar</p> <p>A.3: ICMPD</p> <p>A.4: UNDP Dakar, ICMPD</p> <p>B.1: UNDP Dakar</p> <p>B.2: UN Women</p>	<p>Meeting Costs, travel, DSAs: \$75,000</p> <p>Expertise for each of five target countries: \$400,000</p> <p>Travel, DSA study tour costs: \$50,000</p> <p>IT development contract, intern allowance/ expenses: \$200,000</p> <p>Letter of Agreement, UNDP - UN Women, \$150,000</p> <p>UNDP/ICMPD/UN Women Mngmt Costs \$205,000</p> <p>Experts/Consultants \$150,000</p>
<p style="text-align: right;"><i>REGIONAL OFFICE BUDGET: \$1,330,000</i></p>				

BURKINA FASO

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ²	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 Mali, Burkina Faso, Niger ‘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.</p>	<p>Targets (2015-16):</p> <p>Target.1: Six Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target.2: Forum minutes & agreed recommendations submitted to relevant authorities.</p> <p>Target.3: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target.4: 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 Japan and EU.</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);</p> <p>Activity A.3: Support logistical organisation of national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour.</p> <p>Activity A.4: Recruit, deploy and manage national rapporteurs for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$40,000</p> <p>Meeting costs, including travel/DSA for participants as required \$15,000</p> <p>Meeting costs, including travel/DSA for participants \$50,000</p> <p>Staff Salary, 12 months, travel & DSA \$40,000</p> <p>UNDP CO Mngmt Costs \$15,000</p> <p><i>BURKINA FASO CO BUDGET: \$160,000</i></p>

² List activity results and associated actions needed to produce each output or annual output targets.

MALI

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ³	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 preparation of strategies Mauretania-Mali, and Mali, Burkina Faso, Niger ‘triangle’ sub-regions.</p> <p>Baseline: 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.</p>	<p>Targets (2015-16):</p> <p>Target.1: Six Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target.2: Forum minutes & agreed recommendations submitted to relevant authorities.</p> <p>Target.3: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target.4: 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 Japan and EU.</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);</p> <p>Activity A.3: Support logistical organisation of national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour.</p> <p>Activity A.4: Recruit, deploy and manage national rapporteurs for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$40,000</p> <p>Meeting costs, including travel/DSA for participants as required \$15,000</p> <p>Meeting costs, including travel/DSA for participants \$50,000</p> <p>Staff Salary, 12 months, travel & DSA \$40,000</p> <p>UNDP CO Mngmt Costs \$15,000</p> <p>MALI CO BUDGET: \$160,000</p>

³ List activity results and associated actions needed to produce each output or annual output targets.

MAURITANIA

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ⁴	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 Mauretania-Mali border region.</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.1: Six Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target.2: Forum minutes & agreed recommendations submitted to relevant authorities.</p> <p>Target.3: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target.4: 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 Japan and EU.</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);</p> <p>Activity A.3: Support logistical organisation of national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour.</p> <p>Activity A.4: Recruit, deploy and manage national rapporteurs for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$40,000</p> <p>Meeting costs, including travel/DSA for participants as required \$15,000</p> <p>Meeting costs, including travel/DSA for participants \$50,000</p> <p>Staff Salary, 12 months, travel & DSA \$40,000</p> <p>UNDP CO Mngmt Costs \$15,000</p> <p>MAURETANIA CO BUDGET: \$160,000</p>

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

NIGER

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 Mali, Burkina Faso, Niger ‘triangle’; Niger, Chad (Lake Chad sub-regions).</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 community’s pillar of AU continental border management strategy.</p>	<p>Targets (2015-16):</p> <p>Target.1: Six Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target.2: Forum minutes & agreed recommendations submitted to relevant authorities.</p> <p>Target.3: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target.4: 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 Japan and EU.</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);</p> <p>Activity A.3: Support logistical organisation of national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour.</p> <p>Activity A.4: Recruit, deploy and manage national rapporteurs for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$40,000</p> <p>Meeting costs, including travel/DSA for participants as required \$15,000</p> <p>Meeting costs, including travel/DSA for participants \$50,000</p> <p>Staff Salary, 12 months, travel & DSA \$40,000</p>

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

<p><u>Output B:</u></p> <p>Support to implementation of inclusive border management strategy developed for Lake Chad borders, 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><u>Baseline:</u></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><u>Indicators:</u></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.1: Inclusive consultation processes established and documented in Diffa region.</p> <p>Target.2: Community-identified interventions funded in Diffa region, improving trade and security interventions according to sub-indicators to be agreed.</p> <p>Target.3: At least 60 Border Police trained at selected border crossing points & regional command.</p>	<p>Activity B.1: Establish inclusive mechanisms for dialogue between Border Delegates and local communities as platform for grievances, early warning and early response;</p> <p>Activity B.2: Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security;</p> <p>Activity B.3: Provide training for selected Border Police units in human rights, refugee and asylum law, gender issues.</p>	<p>By Activity:</p> <p>B.1: UNDP CO, subcontractors</p> <p>B.2: UNDP COs, subcontractors</p> <p>B.3: UNHCR, UN Women, ICMPD</p>	<p>Meeting Costs, Travel, DSA: \$50,000</p> <p>Works/equipment contracts: \$350,000</p> <p>Training/trainees support material: \$100,000</p>
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<p>Output C:</p> <p>Informal traders supported, with a particular focus on informal women traders, and included in dialogue forums concerned with maintaining and promoting cross-border trade & security in the crisis context.</p> <p>Baseline:</p> <p>Need for more understanding and support to the important role of informal women traders in economic development and social stability.</p> <p>Indicators:</p> <p>Increased levels of informal cross-border trade, and protection and promotion of women and others engaged in it at local level.</p>	<p>Target.1: Local Women Traders Associations or other equivalent groups networked and engaged with each other on cross-border basis, with improved interaction with national law enforcement Agencies, and supported with initiatives to promote trade at local level in border regions;</p> <p>Target.2: At least 50 local traders or potential traders in Diffa region receive training from Border Agencies. Increased awareness of local population in regard to applicable tariffs & procedures.</p>	<p>Activity C.1: Call for proposals for local Women Traders Associations (WTAs) and other relevant local actors, to establish forums for dialogue and mechanisms for mutual support.</p> <p>Activity C.2: Organise early warning system and problem-reporting hotline through WTAs, to feed into community-based monitoring and early response mechanisms to be established by the project;</p> <p>Activity C.3: Support public awareness campaigns at local level in regard to Customs regulations, applicable tariffs etc.; community trainings in completion of Customs declarations etc.</p>	<p>By Activity:</p> <p>C.1: Local WTAs, UN Women, UNDP COs</p> <p>C.:2: Local WTAs, UN Women, UNDP Dakar</p> <p>C.4: UN Women, Border Agencies, local WTAs and/or other actors</p>	<p>Local WTAs: \$ 150,000</p> <p>Direct Support: \$ 100,000</p> <p>Public Awareness campaigns/contracts: \$50,000</p> <p>UNDP CO Mngmt Costs \$50,000</p> <p><i>BUDGET NIGER CO:</i> <i>\$995,000</i></p>
<p>TCHAD</p>				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES ⁶	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 preparation of strategies for Lake Chad region.</p> <p>Baseline: 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.</p>	<p>Targets (2015-16):</p> <p>Target.1: Six Senior Decision-Makers from Border Agencies familiarised with Japanese and European models of border management through 2 Study Tours.</p> <p>Target.2: Forum minutes & agreed recommendations submitted to relevant authorities.</p> <p>Target.3: Border management policy papers prepared that includes involvement of communities in selected border region(s).</p> <p>Target.4: 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 Japan and EU.</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);</p> <p>Activity A.3: Support logistical organisation of national trainings for Border Delegates, to be organised by ICMPD, & participation in regional study tour.</p> <p>Activity A.4: Recruit, deploy and manage national rapporteurs for regional Knowledge Management platform, and ensure information flow to UNDP Dakar.</p>	<p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p> <p>UNDP CO</p>	<p>Participant travel, DSA costs \$40,000</p> <p>Meeting costs, including travel/DSA for participants as required \$15,000</p> <p>Meeting costs, including travel/DSA for participants \$50,000</p> <p>Staff Salary, 12 months, travel & DSA \$40,000</p>
<p>Output B: Support to implementation of inclusive</p>	<p>Targets (2015-2016):</p> <p>Target.1: Inclusive consultation processes established and</p>	<p>Activity B.1: Establish inclusive mechanisms for dialogue between Border Delegates and local communities as</p>	<p>By Activity:</p> <p>B.1: UNDP CO, subcontractors</p>	<p>Meeting Costs, Travel, DSA: \$50,000</p>

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

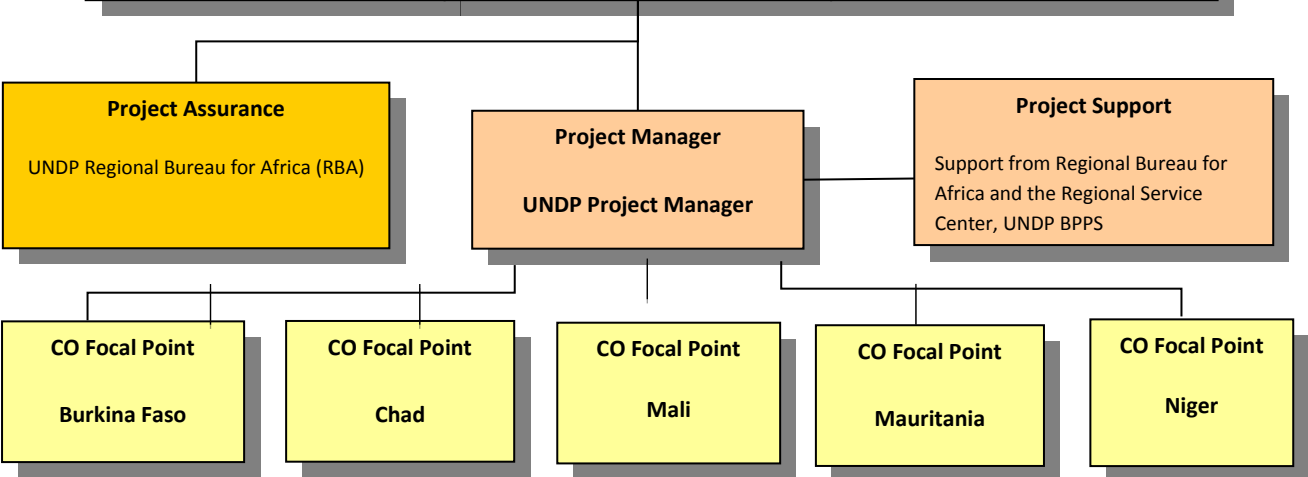
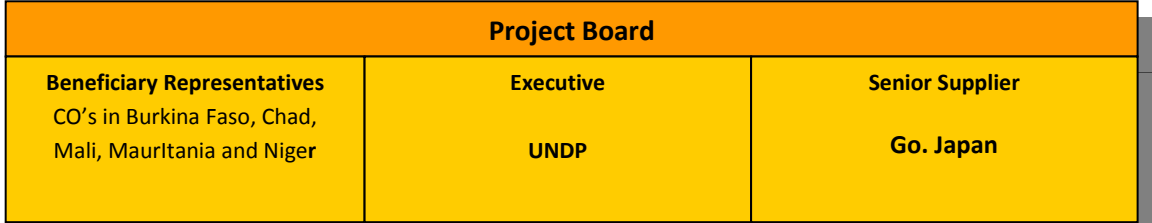
<p>border management strategy developed for Lake Chad borders, including participatory mechanisms for community-based policing designed to enhance human security at the local level and work toward to an intelligence-led interdiction approach.</p> <p><u>Baseline:</u></p> <p>Intermittent presence of Border Agencies in Border regions, and low level of interaction with local communities on security, facilitation & rights issues.</p> <p><u>Indicators:</u></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><u>Output C:</u></p> <p>Informal traders supported, with a</p>	<p>documented in Lake Chad region.</p> <p>Target.2: Community-identified interventions funded in Lake Chad region, improving trade and security interventions according to sub-indicators to be agreed.</p> <p>Target.3: At least 60 Border Police trained at selected border crossing points & regional command.</p> <p>Target.1: Local Women Traders Associations or other equivalent groups networked and engaged with</p>	<p>platform for grievances, early warning and early response;</p> <p>Activity B.2: Provide funds for local initiatives identified by Border Delegates working with border communities, supportive of informal trade and community security;</p> <p>Activity B.3: Provide training for selected Border Police units in human rights, refugee and asylum law, gender issues.</p> <p>Activity C.1: Call for proposals for local Women Traders Associations (WTAs) and other relevant local actors, to establish forums for dialogue and mechanisms for mutual</p>	<p>B.2: UNDP COs, subcontractors</p> <p>B.3: UNHCR, UN Women, ICMPD</p> <p>By Activity:</p> <p>C.1: Local WTAs, UN Women, UNDP COs</p>	<p>Works/equipment contracts: \$350,000</p> <p>Training/trainees support material: \$100,000</p> <p>Local WTAs: \$ 150,000</p>
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<p>particular focus on informal women traders, and included in dialogue forums concerned with maintaining and promoting cross-border trade & security in the crisis context.</p> <p><u>Baseline:</u></p> <p>Need for more understanding and support to the important role of informal women traders in economic development and social stability.</p> <p><u>Indicators:</u></p> <p>Increased levels of informal cross-border trade, and protection and promotion of women and others engaged in it at local level.</p>	<p>each other on cross-border basis, with improved interaction with national law enforcement Agencies, and supported with initiatives to promote trade at local level in border regions;</p> <p>Target.2: At least 50 local traders or potential traders in Lake Chad region receive training from Border Agencies. Increased awareness of local population in regard to applicable tariffs & procedures.</p>	<p>support.</p> <p>Activity C.2: Organise early warning system and problem-reporting hotline through WTAs, to feed into community-based monitoring and early response mechanisms to be established by the project;</p> <p>Activity C.3: Support public awareness campaigns at local level in regard to Customs regulations, applicable tariffs etc.; community trainings in completion of Customs declarations etc.</p>	<p>C.:2: Local WTAs, UN Women, UNDP Dakar</p> <p>C.4: UN Women, Border Agencies, local WTAs and/or other actors</p>	<p>Direct Support: \$ 100,000</p> <p>Public Awareness campaigns/contracts: \$50,000</p> <p>UNDP CO Mngmt Costs \$50,000</p> <p>BUDGET TCHAD CO: \$995,000</p>
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V. MANAGEMENT ARRANGEMENTS

53. UNDP will establish a Project Executive Board chaired by the Regional Bureau for Africa to oversee the project. 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 Centre located in Addis Ababa will provide oversight support to Country Offices). The UNDP Country Offices in Burkina Faso, Mali, Mauritania, Niger and Tchad 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
56. In implementing the project UNDP will consult and coordinate appropriately with relevant UNDP central bureaux (such as BPPS), 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 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.
66. UNDP will provide a mid-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. The Project will promote and support visibility of the donor in a number of ways. 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.

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, Tchad, 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