

Project Title:
Border Management for Stability and Human Security in the Sahel

United Nations Development Programme



Project Title: *Border Management for Stability and Human Security in the Sahel*

Expected Strategic Plan Outcome(s):

Outcome :

Executing Entity: UNDP (RSC Dakar Liaison Office and G5 Sahel UNDP COs)

Implementing Agencies/Partners: National and sub-national governments , CSOs, DDG, ICMP, D, UN entities/agencies

Brief Description

The overall objective of the proposed project is to contribute to regional stability with a strong focus on border areas of the Sahel and under the overarching framework of the UN Integrated Strategy (UNISS).

The 2015-2016 Government of Japan-funded “Border Management & Border Communities” project established participatory mechanisms and supported the development of cross-border Action Plans to improve security and development in three key transboundary sub-regions of the Sahel on an emergency response basis. It is proposed that the main component of the project herein should provide initial funding of these Action Plans, as well as support sector coordination and knowledge management on a Sahel-wide basis.

Each Action Plan has three thematic pillars, with individual activities customized to the specific cross-border area of operation. In project terms, each pillar is conceived as an output, comprising a number of activities, all of which are mutually reinforcing to achieve the overall objective of supporting stabilisation in the three target sub-regions. The three Action Plan pillars/Project Outputs are as follows:

- i. Government presence consolidated/ extended, and access to public services improved, in the selected transboundary areas of Mali-Mauritania, Liptako-Gourma, and Lake Chad;
- ii. Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced;
- iii. Improved interaction between local communities, national security forces and law enforcement Agencies in border regions.

Stabilising border regions in the Sahel is a priority for the international community, and for the Sahel countries themselves. The situation in border regions has now become a danger to international peace and security, and a disaster for local communities. 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 in border regions, and undermining already fragile development processes.

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.

The Programme envisaged herein will focus on three key borderlands in the Sahel:

- The Mali-Mauritania border (Bassikounou – Timbuktu);
- The Liptako-Gourma ‘Triangle’ (Burkina Faso, Mali, Niger);
- Lake Chad (Niger & Chad).

The Programme will take an integrated, cross-border approach to building the presence and capacities of State authorities in these border regions, to deliver improved security and increased access to public services for local communities; it will support income levels and livelihoods through public works and vocational training opportunities; it will promote better understanding between local populations, law enforcement, and security forces operating at or near the border, through training, public awareness activities, and through the establishment of regular dialogue mechanisms at village level.

Programme Period:	12 months	Total resources required	3,500,000, USD
Key Result Area (Strategic Plan)		Total allocated resources:	3,500,000 USD
Atlas Award ID:	TBD	• Regular	_____
Start date:	March 2016	• Other:	
End Date	March 2017	○ Donor	Japan
PAC Meeting Date		○ Donor	_____
Management Arrangements	DIM	○ Donor	_____
		○ Government	_____
		Unfunded budget:	_____
		In-kind Contributions	_____

Agreed by (Government): _____

Agreed by (Executing Entity): _____

Agreed by (UNDP): _____

I. CONTEXT

1.1 The Borderlands Problematic in the Sahel

- 1.1.1 The difficulty for States to control their borders leads or at least contributes to the development of illegal activities. 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. 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.
- 1.1.2 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. The fragility of border communities in the Sahel is such that further deterioration in the security situation or external shocks will continue to have profound and unpredictable effects across the region until resilience is built and sustainable.
- 1.1.3 Border communities in the Sahel continue to lurch from crisis to crisis, challenged by ongoing conflicts, terrorism, and organised crime, by population displacement and irregular migration, by lack of Government services and inadequate presence of the State. Many borderlands in the Sahel region are effectively beyond Government control and require military intervention before development processes can be re-started; others require immediate support to reinforce human security and provide basic public services if the continued adherence to State authority of local communities is to be maintained.
- 1.1.4 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.
- 1.1.5 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.
- 1.1.6 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. Traditional approaches to border security are unlikely to be effective in any case, however. 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 maintaining traditional routines and patterns of human mobility.

1.2 Strategic focus areas for implementation

i. The Mali-Mauritania Border

- 1.2.1 The security situation in the border region between Mali and Mauritania remains difficult. On the Malian side, the regional capital of Timbuktu remains essentially under siege – although the presence of a significant MINUSMA base has secured the town itself, several of the surrounding villages are under *de facto* control of jihadists or political militants, and MINUSMA reports increasing attacks on its vehicles along the main supply routes east and west of the town, from small arms fire or IEDs. A key border post was overrun by Al Qaeda in Spring 2015; national security forces have been withdrawn to the larger towns as part of the peace agreement.
- 1.2.2 Most communities in the border region are effectively living beyond the Malian State, and have little or no access to humanitarian assistance. Their conditions have been made worse by a major drought, which led to significant livestock losses. These losses to water shortage were exacerbated by losses from the spread of contagious diseases amongst the herds.
- 1.2.3 On the Bassikounou side of the border, Government of Mauritania is managing the security situation well, and no terrorist incidents have been reported since 2012. Approximately 50,000 refugees are still resident in the Mbera refugee camp, supported by UNHCR and a number of international NGOs. A key issue is to manage tensions between the refugee population and the host community. Amongst a number of causes, addressing the spread of contagious disease amongst livestock is a clear priority. Many refugees have brought livestock across the border, as their primary source of wealth; the lack of vaccinations, however, has led to the infection of livestock belonging to Mauritanian farmers, with predictable results in terms of social tensions.
- 1.2.4 Local authorities are concerned that a decrease in assistance to the population in Mbera may fuel movement of refugees into local towns, and the potential for increased crime and breakdown in order. The refugee community at Mbera is viewed with some suspicion by authorities on both sides of the border, with concerns voiced in regard to radicalisation and affiliation. It is unlikely that significant numbers of refugees will return to Mali in the short-term, until improved security and trust-building mechanisms are in place both locally and nationally.

ii. The Liptako-Gourma 'Triangle' (Borderlands of Burkina Faso, Mali, and Niger)

- 1.2.5 The focus of the Programme is the area south and east of Gao in Mali, the area north and east of Dori in Burkina Faso, and the immediate corresponding border areas of Tillaberi region in Niger. The security situation in this transboundary sub-region remains fragile.

- 1.2.6 In Mali, security has improved in Gao and the surrounding area, although sporadic attacks on MINUSMA and national authorities continue to take place. International organisations, including UNDP and other UN Agencies, are now operating from Menaka, to the east of Gao.
- 1.2.7 In Burkina Faso, with the exception of border police at the French-constructed border crossing point with Mali, there is little State security presence in the area between Dori and the border following occasional attacks on police stations and other outposts. The Danish Demining Group, part of the Danish Refugee Council, reports low levels of confidence of the local populations in the national security forces. The need to consolidate State authority in the area is compounded by the requirement to implement the border demarcation decision of the International Court of Justice (ICJ), which will result in the swap of two major areas of territory between Burkina Faso and Niger, and the relocation or absorption of up to forty border villages.
- 1.2.8 On the Niger side of the border, armed banditry is a major problem for border communities. Criminal gangs are moving between the three countries with impunity, given the lack of presence and capacity of law enforcement in the border areas, and the infrequent communication between those that do exist. French military action in Mali forced the return of several thousand young Nigerien fighters to Tillaberi region, many of whom are now alienated, armed, and prone to engage in crime to relieve boredom as well as to gain status and wealth.

iii. Lake Chad (Niger, Chad, Cameroon & Nigeria borderlands)

- 1.2.9 The focus of the Programme is the contiguous territory of Diffa region in Niger, Region du Lac in Chad, the Extreme North region of Cameroon, and Borno and Adamawa States in Nigeria, the area surrounding Lake Chad affected by the Boko Haram insurgency¹.
- 1.2.10 Boko Haram attacks in Niger and Chad during 2014 spurred both countries to operations on Nigerian territory, and prompted the establishment of the multi-national force including also Cameroon, Benin and Nigeria itself. The multi-national force has been slow in mobilising and territory previously occupied by Nigerien and Chadian forces has once again been ceded to Boko Haram. Following re-organisation and re-equipping, the Nigerian army has met with a number of successes, but has still not moved to control territory outside of main population centres in the affected areas. Border regions of Nigeria remain effectively beyond Government control and communities vulnerable to Boko Haram attacks and predations.
- 1.2.11 The Region du Lac in Chad, and Diffa region in Niger, host significant numbers of refugees from Nigeria and internally displaced persons from affected areas of their own country. UN Agencies are supporting national and local authorities to provide for the influx, in spite of difficulties in differentiating incomers from resident population. National authorities are wary of a certain degree of complicity with Boko Haram on the part of local populations. The

¹ The project described herein is focused only on the two G5 countries of Chad and Niger. *During 2015, Boko Haram renamed itself as Islamic State in West Africa (ISWA). The name Boko Haram has been retained in this document.*

security response has impacted local livelihoods severely, and loss of trade with Nigeria has resulted in significant food inflation and reduced access to manufactured goods.

1.3 Project Justification

- 1.3.1 In February 2014, Mauritania, Mali, Niger, Chad and Burkina Faso created the G5 Sahel, presented as an institutional framework for the coordination and monitoring of regional cooperation, to harmonize their development and security policies. These countries are also engaged in the Nouakchott process, launched by the African Union Commission (AU) in March 2013, to facilitate and strengthen cooperation in terms of security on borders between Sahel countries and contribute to the operational implementation of the African Architecture for Peace and Security (AAPS) in the region.
- 1.3.2. The main donors in regard to security and development programming in the Sahel are the United States, Japan, and the European Union. A number of EU Member States also support on a bilateral basis. France is conducting the regional military Operation Burkhane as follow-up to Operation Serval, launched to stabilise Mali from Islamist gains in 2012. France has a mandate for security coordination. The United States is also a significant actor militarily, supporting G5 Governments as part of its on-going global war on terror. The United Nations has the MINUSMA mission in Mali.
- 1.3.2 In regard to the three target areas of the UNDP Border Management & Border Communities project, UNHCR, UNICEF, WHO, and WFP all have representation at the refugee camp in Bassikounou, and a number of international humanitarian organisations are also resident. There are very few actors in the area to the west of Timbuktu in Mali, given the difficulties of the current security situation. Since the peace agreement in 2015, Government security forces have been withdrawn to major towns and cities. 1.3.3 In regard to border management & border communities, there are three significant actors in the Liptako-Gourma triangle. The Government of France has launched the ACTS project for Liptako-Gourma to provide parallel and complementary community development support to its significant security presence and operations in the Sahel region. The Danish Deming Group (DDG), part of the Danish Refugee Council, has a Border Security & Management Programme which provides limited capacity development training to law enforcement agencies in border areas of all three countries, as well as support to improved interaction between security forces and the local populations. The UN Capital Development Fund (UNCDF) has a project, LOBI, for cross-border development planning and cooperation. LOBI is currently engaged in developing transboundary corridors for pastoralists, in order to support local livelihoods whilst reducing tensions and conflict between pastoralists and farming communities.
- 1.3.4 Given the emergency nature of the situation on Lake Chad, and the poor security environment in border regions, the main actors are security forces of the national Governments, supported by military advisors from the United States and from France, and the main humanitarian agencies of the UN system (UNHCR, WFP, UNICEF, IOM). In Nigeria, UN and other humanitarian activities are not possible close to border areas, given that Nigerian armed forces are deployed in the main northern towns and regional capitals only. In Cameroon, most Agencies operate out of Maroua, and have limited access to border

areas. UNDP has a significant Japan-funded early recovery programme. In Niger, the region of Diffa has been declared a 'Commune de Convergence' for UN Country Team operations. In Chad, Agencies operate mostly from Baga Sola, although some are resident in Bol, the administrative capital of Region du Lac.

1.4 Outline of complementary action required

- 1.4.1 In June 2013, the Secretary General of the United Nations presented the UN report and the **UN Integrated Strategy for the Sahel** (UNISS). 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.
- 1.4.2 The **complex** crises affecting borderlands in the Sahel touch upon many **sensitive** issues for G5 Governments that require the **legitimacy and neutrality** of the UN umbrella, the broad mandate, operational capacity and experience of the UN Development Programme in regard to the interaction of security and development at local level.
- 1.4.3 Improved border management is essential to development progress under all three pillars of the United Nations Integrated Strategy for the Sahel: good governance, increased security, and improved resilience. UNDP leads pillar 1 and co-leads pillar 3. UNDP has the unique capacity to develop and lead broader coalitions to ensure significant changes to stability in the region as chair of the regional working group on governance.
- 1.4.4 UNDP is **resident in all Sahel** and neighbouring countries, and enjoys **excellent relations with G5 Governments and the G5 itself**. UNDP is thus ideally-placed to work on a regional and cross-border basis, building on national projects already being implemented (many of them funded by Government of Japan). UNDP's **mandate for coordination** within the UN system means that interventions are also streamlined with projects being implemented by other UN Agencies, eg, by IOM in regard to border management, UNHCR in regard to refugees, FAO in regard to agricultural livelihoods and UNICEF in regard to de-radicalisation of youth.
- 1.4.5 The UNDP Sahel Programme also maintains permanent liaison with the Border Security Programme of the US State Department, in regard to its coordination work on border management, and with the Go of France in regard to the latter's coordination of security matters in the Sahel in general.
- 1.4.6 All UNDP work is **coherent** with the individual policies and frameworks of the G5 Governments, of the relevant Regional Economic Commissions (RECs), and of the African Union Commission (AUC). In line with the overall UNISCC, UNDP's efforts on behalf of the Government of Japan are also coherent with the Sahel strategies of the main international donors and development banks, and **complementary** to efforts of France, the EU and the United States.

1.4.7 In particular, it has been agreed that the component of the UNDP Sahel Programme “Border Management & Border Communities” project for Liptako-Gourma region, will be implemented in close cooperation with management of the Government of France ACTS project for the area. In Liptako-Gourma, and wherever possible in other areas, UNDP’s work will be implemented with and through the best-placed actors in the field, in order to ensure maximum synergies and impact of the international community effort.

1.5 Past and on-going experience: The UNDP-Japan partnership on the Sahel

1.5.1 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. In the Sahel, TICAD has focused on building peace, security and good governance.

1.5.2 The first 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 UNDP Sahel Programme is implementing a number of initiatives that have and will form a sound evidentiary basis for the ongoing work in regard to border management and the stabilisation of border areas:

- a) Preparatory work for the initiation of Prospective Studies
- b) Small Arms & Light Weapons (SALW) Surveys
- c) Community Security Perception Studies

1.5.3 The third Japanese-funded project of the UNDP Sahel Programme, “*Border Management & Border Communities*”, was launched in March 2015, and is currently ongoing. The project allows G5 Governments to access a rapid-reaction technical assistance facility for border management, available through UNDP’s partnership with the International Centre for Migration Policy Development (ICMPD). At national and regional level, Government, civil society and private sector representatives are being brought together in consultative fora to support the development of cross-border action plans for three critical border sub-regions of the Sahel:

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

1.5.4 In the border regions themselves, inclusive and participatory Security and Development Committees, comprising local community leaders, Municipal officials and representatives of security and law enforcement Agencies, have met to discuss common issues of concern and

to identify human security and development initiatives for implementation by UNDP. Security incidents in the area are being monitored, as an early warning measure, and trend analysis undertaken and shared at regional level.

- 1.55 A knowledge management platform is in process of being established to bring security and development practitioners together, and to make information resources and capacity development tools available. UN Women is undertaking a study on the importance of informal cross-border trade to livelihoods, social stability and regional food security.

II. STRATEGY

2.1 Theory of Change

- 2.1.1 Border management in the Sahel must be understood as far more than the technical arrangements by which Police and Customs manage the transition from one national jurisdiction to another, or attempt to control remote ‘lines in the sand’. Border management in the Sahel requires support to the promotion and implementation of the social contract between each State and the citizens of its border regions.
- 2.1.2 Increasing the affiliation of border communities to national authorities requires improving human security and development prospects in border regions, through improved security, through increased access to basic Government services, and through support to local livelihoods. It should be noted that 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. Ultimately, border communities are the best guarantors of State security, and long-term, patient work needs to be initiated to improve the interaction of law enforcement and military forces with local populations.
- 2.1.3 Although the social contract is always and only a national responsibility, cross-border cooperation is essential to tackling security threats and can be a smart way to achieve accelerated development. Levels and standards of cross-border cooperation in the Sahel are poor, and can be improved to significant effect. Cross-border dialogue mechanisms, development planning processes, and bilateral or sub-regional coordination of security operations, sharing of natural resources, or agreement to corridors for migratory movement of livestock, all represent ‘easy wins’ to improve State security as well as reduce community tensions and conflict.
- 2.1.4 In regard to security operations, military and police forces can move toward coordinated border patrolling even if joint patrols are not feasible or politically possible. Coordinated patrolling and increased cross-border liaison at local level will both require national authority and delegation, and the establishment of Standard Operating Procedures (SOPs) for doing so. Increased direct contact between local authorities and law enforcement counterparts is vital to allow faster responses to incidents, and more effective coordination in tackling cross-border criminal gangs.
- 2.1.5 In general, civilian law enforcement authorities need to be more present and more visible in the border regions. In some areas, this will require support and protection of the military. The law enforcement Agencies themselves will need to have the necessary resources – primarily vehicles to ensure their mobility, and communications equipment for contact with regional command centres and with cross-border counterparts.
- 2.1.6 Development of law enforcement capacities must go hand-in-hand with simultaneously building community trust and confidence in State authorities. In some areas, notably around Lake Chad, this could take the form of support local livelihoods, to offset the impact of emergency security arrangements currently in place. National actions (eg, bans on fishing

and on use of motorbikes in Niger) are exacerbated by the collapse in trade with Nigeria caused by the effective closure of all borders with Borno & Adamawa States. An immediate programme of public works in Niger and Chad could be supported by security services, to both provide protection to work brigades and the support of military engineers in terms of heavy equipment. This would serve a number of purposes:

- Employment of restive local youth, impacted negatively by the security arrangements in place, who might otherwise be drawn back to fighting for Boko Haram;
- Rehabilitation of public infrastructure such as primary schools and local roads, either deliberately damaged in the conflict, or unmaintained because of it, supportive of the theme of promoting and extending Government services;
- Improved interaction and relations between local communities and State security forces.

2.1.7 In other areas, such as the Liptako-Gourma triangle, or between Timbuktu and Bassikounou in the west, it is considered important to support pastoralist communities operating on a cross-border basis, and to build their trust with civil authorities, military and law enforcement Agencies on both sides of the border. Development of cross-border livestock corridors can reduce tensions – which too often descend into open conflict – with settled farming communities on or around traditional migratory routes. The provision of ‘infrastructure’ to such corridors, water points, air-de-repose, vaccination pens etc., will increase capacities of the routes and the potential prosperity of those using them. It will also reduce local conflicts over access to water, and the spread of contagious livestock diseases between local communities and nomadic or refugee populations.

2.1.8 UNDP has developed the concept of ‘multi-functional community platforms’ in the Sahel, stand-alone buildings powered by solar energy, with milling equipment, refrigeration, electricity sockets for charging of telephones and tablets, etc.. The platforms also serve as important community meeting places, and can be utilised by this project as a base for establishing better interaction between authorities and nomadic cross-border communities. Establishment of livestock corridors and investment in infrastructure, managed reduction of conflict triggers, and more visible presence of the State, are all measures designed to rebuild the confidence of border communities and stabilise key regions by reinforcing the social contract within them.

2.1.9 Better dialogue and understanding between security forces and local communities is vital 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. If local communities can be better articulated to security efforts, then the general population can become a primary source of information for law enforcement 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.

- 2.1.10 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.
- 2.1.11 Tentative efforts in this direction need to be bolstered and institutionalised. UNDP is separately initiating a major programme for de-radicalisation, covering the target areas of this Programme, and the two efforts will be fully coordinated. The Programme will also work closely with UNICEF and national authorities in Liptako Gourma, to ensure synergy with the Go Japan-funded project to regulate and improve Koranic schools.
- 2.1.12 The proposed initiative will also benefit from results of the much awaited perception studies² of drivers of insecurity and violent extremism by the communities in border areas of the Sahel region. The studies have been implemented in G5 Sahel countries and three neighbouring states (Senegal, Cameroon and Nigeria). This very unique piece of work will clearly serve UNDP's quality programming as well as guide and promote joint programming.

2.2 Anticipated Outputs & Activities

- 2.2.1 The 2015-2016 Government of Japan-funded "Border Management & Border Communities" project established participatory mechanisms to mobilize border agencies, local authorities and community leaders in the target border regions, and supported the development of cross-border Action Plans to improve security and development in three key transboundary sub-regions of the Sahel on an emergency response basis.
- 2.2.2 It is proposed that the main component of the project herein should provide initial funding of these Action Plans, as well as support sector coordination and knowledge management on a Sahel-wide basis.
- 2.2.3 Each Action Plan has three thematic pillars, with individual activities customized to the specific cross-border area of operation. In project terms, each pillar is conceived as an output, comprising a number of activities, all of which are mutually reinforcing to achieve the overall objective of supporting stabilisation of the security and development situation in the three target sub-regions. The three Action Plan pillars/Project Outputs are as follows:
- i. Government presence consolidated/ extended, and access to public services improved, in the selected transboundary areas of Mali-Mauritania, Liptako-Gourma, and Lake Chad;
 - ii. Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced;

² The perception studies represent a major initiative that was co-funded through the "Good governance and peace consolidation in the Sahel project", by UNDP and Japan (Regional Programme and Supplementary Budget windows respectively).

- iii. Improved interaction between local communities, national security forces and law enforcement Agencies in border regions.

i. Presence & Capacities of the State strengthened

- 2.2.4 The first pillar/output relates to building the presence and capacities of the State, which need to be strengthened in each locale. Activities will be organized to support bilateral or sub-regional cooperation meetings of national and local actors to finalise cross-border Security & Development plans, as well as to monitor their implementation and impact. Technical assistance will be provided to facilitate finalisation of the cross-border plans, and to develop national arrangements for their implementation.
- 2.2.5 Training and support will be provided in support of an ‘islands of stability’ model for Liptako-Gourma region and around Lake Chad, extending secure provision of Government services in border regions through civil-military cooperation. This will be extended to the Basskounou-Timbuktu region when the security situation and project resources allows. Wherever possible, this will be accompanied by coordinated UN Agency support to the provision of humanitarian assistance and resumption of development processes. Local authorities will receive customized training authorities in development planning, project implementation, and sector coordination, following assessment of capacities and prioritisation of needs.
- 2.2.6 In Liptako-Gourma and around Lake Chad, provision will also be made for training, vehicles and communications equipment for law enforcement Agencies in support of implementation of the cross-border Security and Development plans to be developed. Technical assistance will be available to develop Standard Operating Procedures (SOPs) in support of enhanced cross-border cooperation between law enforcement counterparts at local level.

ii. Local Livelihoods diversified and improved

- 2.2.7 Specific support will be given to improve livelihoods and income levels in each target area. Young people aged 18-35 will be targeted as beneficiaries, given the need to counter potential radicalization and provide alternatives to migration.
- 2.2.8 In Diffa region of Niger, and in Region du Lac of Chad, ten emergency public works projects will be run in parallel with a corresponding G5 initiative. Inclusive and participatory Village Security & Development Committees (see pillar/output 3) will identify and agree suitable labour-intensive local infrastructure projects (eg, road rehabilitation, repair of primary schools or other public buildings). It is anticipated that each project should cost up to a maximum of \$50,000, and that the costs should average 70% labour to 30% equipment and materials. This should allow a total of 400 young people to be employed for 3 months, and to earn approximately \$300 per month.
- 2.2.9 National military forces and/or Law Enforcement Agencies will be associated with the public works wherever possible, either through the provision of security to the works in progress, or through the provision of heavy equipment (eg, by army engineers). Over and above the creation of employment and support to local income levels, the projects should aim to restore useful public infrastructure and thus reinforce the presence of the State, and to do

this through a process that helps build confidence between local communities and the State security apparatus.

- 2.2.10 Public works projects will be complimented by support to scale-up existing vocational training schemes for an estimated 200 beneficiaries in Niger and Chad. These should aim at improving agricultural skills in rural areas, and at developing personal services and or automotive repair in more urban areas.
- 2.2.11 The public works projects and vocational training schemes in Niger and Chad will be accompanied by a public awareness campaign, to advertise the State's proactivity in creating employment opportunities, restoring basic infrastructure, and extending public services and its security reach.
- 2.2.12 In the Liptako-Gourma triangle, and on the Mali-Mauritania border, UNDP will support development of cross-border corridors for livestock herding, improving industry infrastructure in the area while reducing conflicts between pastoralist and farmers, through the provision of water points, air-de-repose and vaccination pens., air-de-repose, In and around Bassikounou, UNDP will provide vaccination to livestock belonging to both the host community and refugee population, in order to reduce the spread of contagious diseases affecting livelihoods, and build a vaccination pen in parallel with another multi-functional platform for community use, comprising milling machine, free solar energy, and meeting space for a variety of purposes.

iii. Improving Community interaction and enhance dialogue with Law Enforcement Agencies

- 2.2.13 The third component of each Action Plan involves activities to improve interaction between border communities and local security forces, and will be targeted at Liptako-Gourma and Lake Chad sub-regions only, given the current security situation on the Mali-Mauritania border.
- 2.2.14 Inclusive and participatory Security & Development Committees will be established in target communities, with involvement of local authorities and security Agency representatives, replicating and extending to village level work initiated under the current *“Border Management & Border Communities”* project.
- 2.2.15 Technical assistance and training will be provided for effective civil-military cooperation procedure, to facilitate delivery of humanitarian aid, extension of Government services to remote areas, participation on village Security & Development Committees and military engineers support to implementation of community-identified public works projects to be organised in Niger and Chad.
- 2.2.16 Community Liaison Officers, with a specific remit to act as Human Rights & Gender Focal Points, and Public Information Spokespersons for military and civilian law enforcement Agencies at regional level, will be established or to improve transparency, responsiveness and accountability to local population.
- 2.2.17 Support will be provided to a military and law enforcement information campaigns via radio, dissemination of leaflets at checkpoints, regular schedule of village visits to counter rumours, improve community understanding of local operations, and provide feedback following specific incidents affecting the local population.

iv. Regional Sector Coordination & Knowledge Management reinforced

- 2.2.18 Additional activities will be undertaken to improve international coordination in regard to stabilisation of border regions in the Sahel. The proposed project will organize a Border Management Forum for the Sahel, chaired by the G5, and a specific Conference for Lake Chad, under the auspices of the Lake Chad Basin Commission.
- 2.2.19 The envisaged Border Management Forum will 1) establish an inter-Governmental dialogue and coordination mechanism to improve border management in the broadest sense 2) increase interaction between G5 nations, third countries participating as Observers, donors, UN Agencies, IFIs and other potential stakeholders; 3) propose and promote G5-led solutions to common security and development challenges in the Sahel.
- 2.2.20 The Conference for Lake Chad will bring together national authorities and civil society to discuss the interaction of security and development issues in the regions bordering the Lake. The Conference will afford an opportunity to discuss regional level strategies for better articulating the largely homogenous ethnic population of the Lake to the security efforts of the four States involved.

- 2.2.21 The knowledge management platform established under the Japan-funded “*Border Management & Border Communities*” project will continue to serve a Community of Practice drawn from the broadest possible range of stakeholders, extending and consolidating an early warning system of the ‘at risk’ border regions, and providing a dedicated online space for sharing of experience, networking and interaction of practitioners.
- 2.2.22 A quarterly discussion forum will be established and moderated, to stimulate debate on good practice. A matrix on border management activities in the Sahel, prepared by the Border Security Initiative of the US State Department, will be made available online and updated regularly. The Programme will undertake a rolling programme of monitoring and evaluation of activities, in order to be able to adjust planning to maximise impact, and to facilitate fulfilment of donor reporting and visibility obligations.

2.4 Implementation Arrangements

- 2.4.1 The “*Border Management & Border Communities*” project was chosen as a flagship project by the Regional Governance Working Group chaired by UNDP under the UN Sahel Strategy (UNISS); as such it was also endorsed by the G5 Sahel. The project will be implemented in close collaboration with technical experts of the G5 Permanent Secretariat. The G5 will be invited to chair the international conference foreseen to establish a Border Management Forum for the Sahel. The Lake Chad Basin Commission will be invited to chair the Conference proposed to discuss Security & Development matters in regard to Lake Chad, in recognition of the fact that Cameroon and Nigeria are not G5 countries.
- 2.4.2 The project will sign a Letter of Agreement (LoA) with ICMPD for the provision of services. ICMPD will organise a platform for the provision of technical assistance from EU Member States in regard to border management, civil-military cooperation, and community-based policing methodology, and will continue to take responsibility for the knowledge management dimension of the Programme.
- 2.4.3 UNDP Country Offices will work with ICMPD staff to deliver technical assistance and capacity development activities of pillar one. UNDP COs will take sole responsibility for the procurement and delivery of vehicles and equipment for law enforcement agencies and any other national authorities. 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 selected border regions. It is intended that UN Agency efforts are supportive of the cross-border Action Plans for Security and Development, and will extend presence of the State and provision of Government services to additional border communities wherever possible.
- 2.4.4 The second pillar of the proposed project, for improving livelihoods in border regions, will be implemented directly by UNDP Country Offices. UNDP COs can decide to work with or through other well-placed UN Agencies, ie, the UNCDF ‘Lobi’ project in regard to activities in support of livestock corridors in the Liptako-Gourma area, or via other appropriate partners or subcontractors if this makes more sense than direct execution. The project supports implementation of Government strategies for security and development in both countries, and may work with and through relevant Government counterparts to do so directly.

- 2.4.5 UNDP Dakar Platform will sign a Project Cooperation Agreement (PCA) with the Danish Demining Group (DDG) in regard to implementation of Pillar 3 of the cross-border action plans, improving interaction between communities and security forces. It is not foreseen that activities under this pillar will be implemented on the Mali-Mauritania border due to security constraints. If the security situation does allow, however, a budget revision will be proposed to allow UNDP to implement similar activities directly.
- 2.4.6 The core staff team of Programme Manager and Finance/Admin Assistant will be augmented by a a part-time Lead Consultant responsible for substantive support and programme development, and a part-time Junior Consultant dedicated content provision to, and project oversight of, the ICMPD-run knowledge management platform.

2.3 Proposed Partnerships

- 2.3.1 The “*Border Management & Border Communities*” project was chosen as a flagship project by the Regional Governance Working Group chaired by UNDP under the UN Sahel Strategy (UNISS); as such it was also endorsed by the G5 Sahel and will be implemented under the auspices of the G5 Permanent Secretariat.
- 2.3.2 UNDP’s main international partner for implementation will continue to be the International Centre for Migration Policy Development (ICMPD), already providing technical assistance and capacity development expertise under phase I of the “*Border Management & Border Communities*” project. ICMPD prepared the 2010 Guidelines on Integrated Border Management in EC External Cooperation, and is currently supporting ECOWAS to develop similar IBM guidelines. On behalf of the EU, ICMPD implements the global MIEUX (Migration EU eXpertise) facility, which can provide rapid-reaction technical advisory and other support to Sahel Governments in regard to migration and border management issues. ICMPD also provides a Secretariat to the Rabat Process, a forum for dialogue and consultation between EU Member States and countries in North, West and Central Africa in regard to migration issues, including border management.
- 2.3.4 UNDP will also partner with the Danish Demining Group (DDG) in regard to implementation of Component 3 of the Programme, Improving Interaction between Communities & Security Forces. DDG is a specialised adjunct of the Danish Refugee Council, noted for its work on human security issues in border regions in the Sahel, particularly in the Liptako-Gourma triangle.
- 2.3.5 Specific to the Liptako-Gourma triangle, the project will be implemented in close collaboration with the Go France project, ‘ACTS’. The project will also cooperate closely with the sub-regional UNCDF ‘LOBI’ project, especially in regard to scaling-up the latter’s work on securing sub-regional agreement to cross-border livestock corridors and to supporting those corridors with the necessary infrastructure investments.
- 2.3.6 In support of the objective of promoting the presence of the State in border regions through the provision of humanitarian assistance, health, education and agricultural extension services, UNDP will coordinate with other specialised UN Agencies (eg, UNICEF, WHO,

UNODC, FAO), draw upon their expertise, and deliver funds through existing Agency projects wherever it makes sense to do so.

2.5 Coordination

2.5.1 Serviced by the project herein, the G5 Border Management Forum will maintain permanent liaison with countries of the broader Sahel on a bilateral basis, with the African Union, Regional Economic Commissions such as ECOWAS, ECCAS, UMA & CENSAD, and with international actors such as MINUSMA, the Government of France – responsible for coordination on security issues in the Sahel – the EU Capacity Building missions for Niger and Mali, and with representatives and projects of Government of Japan and JICA, the United States, development banks and other relevant actors.

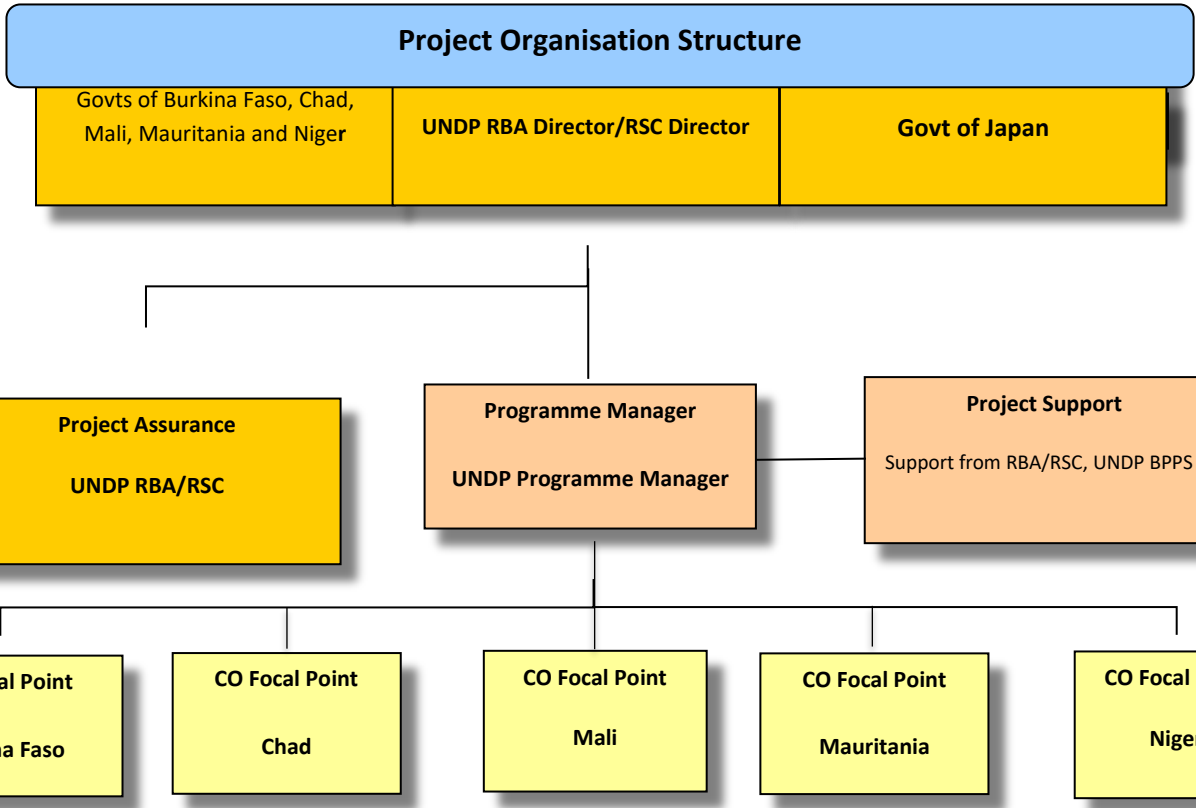
2.5.2 The project is coherent with EU and ECOWAS strategies for the Sahel, and provides horizontal support to all pillars of the UN Integrated Strategy for the Sahel: governance, security and resilience. The project builds upon security-related assistance provided by the international community, and joint security cooperation initiated by the G5 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. It is also considered complimentary to UNDP work for de-radicalisation and countering of violent extremism to be initiated in 2016, and activities being developed for addressing the root causes of migration from the Sahel.

2.6 Expanding the geographic scope & further Resource Mobilisation

2.6.1 The intention of the “*Border Management & Border Communities*” project was always to serve as a vehicle to build a broader alliance to further contribute to enhancing regional stability. Further resource mobilisation efforts will be undertaken to scale-up the approach and extend into other border regions of the Sahel. In particular, it is proposed to replicate methodology and activities in the Extreme North region of Cameroon, linking up with the Japan-funded, UNDP-implemented Early Recovery Project located in Maroua, and in Borno and Adamawa States of Nigeria once the security situation allows.

III. PROJECT MANAGEMENT & SUPPORT ARRANGEMENTS

- 5.1 UNDP Country Offices will directly implement the project with overall coordination by the Regional Manager of the UNDP Sahel Programme. The Programme 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 Programme Manager. Inception and quarterly teleconference meetings will be held between all five Focal Points, the Programme 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.
- 5.2 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).
- 5.3 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. UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.



III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
<i>Assign a number to each outcome in the country programme (1, 2,...).</i>				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Applicable Key Result Area (from 2014-17 Strategic Plan):				
Partnership Strategy				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Government presence consolidated/extended, and access to public services improved, in selected transboundary areas.</p> <p>Baseline: No Transboundary Security & Development plans exist currently for the target regions. Extent and reach of Government services is considered poor (UNDP Sahel Programme Community Security Perception Studies).</p> <p>Indicators: 3x Transboundary Security & Development plans prepared for the target regions, with targets</p>	<p>Targets (2016):</p> <p>Target 1.1: Transboundary Security & Development (TS&D) plans prepared, with targets & indicators</p>	<p>Activity : 1.1.1 1.1.1 Provision of technical assistance, 4 w/m, with 6 x missions travel & DSA (</p>	<p>ICMPD Letter of Agreement, Component 1, Technical Assistance & Capacity Development Expertise</p>	<p>100 000,00</p>

and indicators, to include local populations benefiting from increased access to, and quality of, Government services.				
			Subtotal, Output 1	100 000,00
			GMS at 8%	8000,00
			Total, Regional Component, Output 1	108 000,00
<p>Output 3:</p> <p>Interaction between local communities and national security forces improved in the Liptako-Gourma triangle, and around Lake Chad</p> <p>Baseline: Weak social contract between State and border communities, including in relation to cross-border security issues.</p> <p>Indicators:</p> <p>Community volunteers information to security forces in regard to illegal or irregular activity in border regions, in return for increased dialogue, protection and development.</p>	<p>Target 3.1 : Dialogue and interaction between communities and security forces increased in 2 x sub-regional areas</p>	<p>Activity 3.1.1 : 3.1.1 Inclusive & participatory Village Security & Development Committees established on 5 x "islands of stability", Liptako-Gourma & Lake Chad areas (56,000 per committee for establishment, training and procurement of security equipment in each VS & DC)</p> <p>Activity 3.1.2 : Community Liaison Officers appointed for security forces, to participate on VS&D Committees & make regular visits to communities (25,000.00 for 5 officers X 5 VS&D)</p>	<p>Danish Demining Group (DDG) Project Cooperation Agreement</p> <p>DDG/National authorities</p>	<p>400 000,00</p> <p>-</p>
	<p>Target 3.2 : Security forces more transparent, responsive and accountable to community needs and concerns</p>	<p>Activity 3.2.1 : Public Awareness raised in regard to security situation and operations, through local language radio, leaflets, theatre etc.. (20,000.00 for all islands)</p> <p>Activity 3.2.2: Public Information Spokespersons appointed to provide media briefings and respond to public</p>	<p>DDG/National authorities</p> <p>DDG/National authorities</p>	<p>-</p> <p>-</p>

		interest (15,000 X 5 per annum for a total of 75,000.00)		
			Subtotal, Output 3	400 000,00
			GMS at 8%	32 000,00
			Total, Output 3	432 000,00
<p><u>Output 4. :</u></p> <p>Sector knowledge management & coordination improved</p> <p>Baseline: Limited awareness regionally in regard to the connections between security and development; no regional training or networking facilities exist for stakeholders to improved border management; no regular regional coordination mechanisms in place for inter-governmental and civil society dialogue.</p> <p>Indicators: Bi-annual Border Management Forum for the Sahel established under the auspices of the G5, for cross-border dialogue and coordination purposes; at least 600 security and development practitioners registered for an online Knowledge Management</p>	<p>Target 4.1 : Inclusive G5-led Conference on Border Management & Border Communities to be held in Mali, March 2016</p>	<p>Activity 4.1.1 : Agree dates, substantive agenda, keynote speakers & proposed participants with G5 Technical Secretariat, Go. Mali & UNDP Regional Bureau for Africa</p> <p>Activity 4.1.2 : Organise preparation of background papers & other Conference materials (10,000 for consultants honoraria for production of background papers)</p> <p>Activity 4.1.3 : Organise logistical arrangements for Conference venue, travel & DSA arrangements for national Delegations, speakers and other selected participants (25,000 for venue, DSA, ATK, some resources persons)</p> <p>Activity 4.1.4 : Hold Conference, organise</p>	<p>UNDP Dakar Platform/UNDP Mali</p> <p>ICMPD (Previous Contract)</p> <p>UNDP Dakar Platform/UNDP Mali</p>	<p>-</p> <p>-</p> <p>50 000,</p> <p>-</p>

<p>Platform; more security and development programming proposed and implemented for key Sahel border regions.</p>		<p>press briefing & disseminate final Conference communication (15,000 for DSA + ATK + honoraria communication consultant supporting event+ mobilizing press/media)</p>	<p>UNDP Dakar Platform/UNDP Mali</p>	
	<p>Target 4.2 : Lake Chad Basin Commission-led Conference on the security & development nexus around Lake Chad</p>	<p>Activity 4.2.1 : Agree dates, substantive agenda, keynote speakers & proposed participants with LCBC, Go. Chad & UNDP Regional Bureau for Africa</p>	<p>UNDP Dakar Platform/UNDP Chad</p>	-
		<p>Activity 4.2.2 : Organise preparation of background papers & other Conference materials (5,000 for mobilizing consultants for background paper)</p>	<p>UNDP Dakar Platform/UNDP Chad</p>	-
		<p>Activity 4.2.3 : Organise logistical arrangements for Conference venue, travel & DSA arrangements for national Delegations, speakers and other selected participants (25,000 for venue, DSA, ATK, some resources persons)</p>	<p>UNDP Dakar Platform/UNDP Chad</p>	40 000,00
	<p>Activity 4.2.4 : Hold Conference, organise press briefing & disseminate final</p>	<p>UNDP Dakar</p>	-	

		Conference communication (15,000 for DSA + ATK + honoraria communication consultant and mobilizing press/media)	Platform/UNDP Chad	
	Target 4.3 : Relevant national and int. stakeholders to security and development in the Sahel more aware of on-going situation, interventions, tools & proposals	Activity 4.3.1 : New Knowledge Management Platform content developed & uploaded on monthly basis (108,000 costs for consultants honoraria or dedicated staff to support process) Activity 4.3.2 : US State Dept coordination matrix for border management in the Sahel available & updated on the KMP (honoraria + DSA for consultant missions as appropriate) Activity 4.3.3 : Quarterly discussion forums for KMP Community of Practice on significant issues	ICMPD Letter of Agreement, Component 2, Knowledge Management	108 000,00
UNDP Dakar Platform Knowledge Management Consultant, 120 work days			24 000,00	
UNDP Dakar Platform Knowledge Management Consultant			-	
			Subtotal, Output 4	222 000,00
			GMS at 8%	17 760,00
			Total, Output 4	239 760,00
			SUBTOTAL REGIONAL COMPONENT	722000,00
			TOTAL GMS, REGIONAL COMPONENT	57760,00

			REGIONAL COMPONENT TOTAL BUDGET	779760,00
BURKINA FASO				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INDICATIVE BUDGET
Output 1 : Government presence consolidated/extended, and access to public services improved, in selected transboundary areas	Target (2016) Target 1.1 : Transboundary Security & Development (TS&D) plans prepared, with targets & indicators	Activity 1.1.1 : Support to deployment of ICMPD technical assistance for preparation of TS&D plans (24,000 for salary)	UNDP CO/Project Staff (National UNVs). BMBC Country Manager extended for additional 12 work mths	24 000,00
		Activity 1.1.2 : Logistical support to hosting and/or travel of 12 national participants to TS&D cooperation meetings, x 2 (20,000 DSA +ATK+ Event management services)	UNDP CO	20 000,00

	Target 1.2 : Local Government & Border/Law Enforcement Agency staff better capacitated for civil-military cooperation	<p>Activity 1.2.1 : Provision of technical assistance to support development of national arrangements for implementation of TS&D plans (10,000 salary/honoraria)</p> <p>Activity 1.2.2 : Training of 12 local civil authority representatives in civil-military cooperation modalities, aid coordination, sector planning & project management (20,000 for honoraria+ equipment + transportation costs)</p>	<p>UNDP CO logistical support to ICMPD missions/TA provision</p> <p>UNDP CO/Project Staff (National UNVs)</p>	<p>10 000,00</p> <p>20 000,00</p>
	Target 1.3 : Provision of humanitarian assistance, security, and public services extended in border regions	<p>Activity 1.3.1 : Vehicles and communications equipment delivered for use by Border/Law Enforcement Agency staff at "islands of stability" (15,000 X 5 Island)</p> <p>Activity 1.3.2 : Implementation of national arrangement of TS&D for delivery of public services</p> <p>Activity 1.3.3 : UN/UNCT coordination effort to support delivery of assistance and services from "islands of stability"</p>	<p>UNDP Country Office</p> <p>National authorities</p> <p>Office of the UN Resident Coordinator/UNDP CO</p>	<p>75 000,00</p> <p>-</p> <p>-</p>
			Subtotal, Output 1	149 000,00
			GMS at 8%	11 920,00

			Total, Output 1	160 920,00
<p>Output 2 :</p> <p>Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced</p> <p>Baseline:</p> <p>Lack of employment opportunities in border areas is undermining development, and promoting youth radicalisation and migration.</p> <p>Indicators:</p> <p>Increased access to emergency employment and vocational training opportunities (numbers employed); improved livelihoods and reduced social tensions through support and regulation of transboundary pastoralism (increased livestock numbers; decreased conflict incidents reported).</p>	<p>Target 2.3 : Two Cross-border livestock corridors agreed and related infrastructure renewed/constructed, supporting pastoralism in the Liptako-Gourma triangle, and Bassikounou-Timbuktu trans boundary areas</p>	<p>Activity 2.3.1 : Water points established for livestock, according to cross-border corridors agreed (45,000 for procurement of equipment)</p> <p>Activity 2.3.2 : Air-de-Repose built for livestock, according to cross-border corridors agreed (50,000 honoraria for selected company + materials)</p> <p>Activity 2.3.3 : Vaccination pens built for livestock, as part of multi-functional services platforms for trans boundary communities (50,00 medical and logistical equipment and materials)</p>	<p>UNDP CO/Local Subcontractor</p> <p>UNDP CO/Local Subcontractor</p> <p>UNDP CO/Local Subcontractor</p>	<p>45 000,00</p> <p>50 000,00</p> <p>50 000,00</p>
			Subtotal, Output 2	145 000,00

	<p>Target 1.2 : Local Government & Border/Law Enforcement Agency staff better capacitated for civil-military cooperation</p>	<p>Activity 1.2.1 : Provision of technical assistance to support development of national arrangements for implementation of TS&D plans (10,000 salary/honoraria)</p> <p>Activity 1.2.2 : Training of 12 local civil authority representatives in civil-military cooperation modalities, aid coordination, sector planning & project management (20,000 for salary/ honoraria + equipment + transportation costs)</p>	<p>UNDP CO logistical support to ICMPD missions/TA provision</p> <p>UNDP CO/Project Staff (National UNVs)</p>	<p>10 000,00</p> <p>20 000,00</p>
	<p>Target 1.3 : Provision of humanitarian assistance, security, and public services extended in border regions</p>	<p>Activity 1.3.1 : Vehicles and communications equipment delivered for use by Border/Law Enforcement Agency staff at "islands of stability" (15,000 X 5 Island)</p> <p>Activity 1.3.2 : Implementation of national arrangement of TS&D for delivery of public services</p> <p>Activity 1.3.3 : UN/UNCT coordination effort to support delivery of assistance and services from "islands of stability"</p>	<p>UNDP Country Office</p> <p>National Authority</p> <p>Office of the UN Resident Coordinator/UNDP CO</p>	<p>75 000,00</p> <p>-</p> <p>-</p>
			<p>Subtotal, Output 1</p>	<p>149 000,00</p>

			GMS at 8%	11 920,00
			Total, Output 1	160 920,00
Output 2 : Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced	Target 2.1 : Public works projects on Lake Chad employ x young people for x work months, with a wage of x per month	Activity 2.1.1 : Utilise Village S&D Committees (Activity 3.1.1) to identify labour-intensive public works project to improve local infrastructure, on basis of 70% labour, 30% equipment/materials	UNDP CO/Project Staff (National UNVs)	-
	Target 2.2 : 100 young people 18-35 on Lake Chad benefit from vocational skills training courses	Activity 2.2.2 : Work with local authorities & traditional community leaders to identify & employ 200 x local youth 18-35 years as employees, to ear average \$300 each for 3 work months	UNDP CO Direct/Local Subcontractor	-
		Activity 2.2.3 : Undertake 5 x public works with military engineers wherever possible, and/or visible participation of other Border/Law Enforcement Agency representatives (275,000 for company honoraria + equipments)	UNDP CO Direct/Local Subcontractor	275 000,00
		Activity 2.2.4 : Visibility event & media reporting to promote awareness of infrastructure renewal, employment opportunities, extension of State authority with international donor support	UNDP CO/Project Staff (National UNVs)	-
	Activity 2.2.1 : Provide support to extend access to existing local vocational training	UNDP CO/Local Subcontractor	100 000,00	

		opportunities in target area (100,000 honoraria)		
			Subtotal, Output 2	375 000,00
			GMS at 8%	30 000,00
			Total, Output 2	405 000,00
			SUBTOTAL CHAD CO COMPONENT	524 000,00
			TOTAL GMS, REGIONAL COMPONENT	41 920,00
			CHAD CO TOTAL BUDGET	565 920,00
MALI				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INDICATIVE BUDGET
Output 1 :	Targets (2016)			
Government presence consolidated/ extended, and access to public services improved, in selected transboundary areas	Target 1.1 : Transboundary Security & Development (TS&D) plans prepared, with targets & indicators	Activity 1.1.1 : Support to deployment of ICMPD technical assistance for preparation of TS&D plans (24,000 for salary)	UNDP CO	24 000,00
		Activity 1.1.2 : Logistical support to hosting and/or travel of 12 national	UNDP CO	20 000,00

		participants to TS&D cooperation meetings (20,000 DSA +ATK+ Event management services)		
	Target 1.2 : Local Government & Border/Law Enforcement Agency staff better capacitated for civil-military cooperation	<p>Activity 1.2.1 : Provision of technical assistance to support development of national arrangements for implementation of TS&D plans (10,000 salary/honoraria)</p> <p>Activity 1.2.2 : Training of 12 local civil authority representatives in civil-military cooperation modalities, aid coordination, sector planning & project management (20,000 for salary/ honoraria + equipment + transportation costs)</p>	<p>UNDP CO logistical support to ICMPD missions/TA provision</p> <p>UNDP CO/Project Staff (National UNVs)</p>	<p>10 000,00</p> <p>20 000,00</p>
	Target 1.3 : Provision of humanitarian assistance, security, and public services extended in border regions	<p>Activity 1.3.1 : Vehicles and communications equipment delivered for use by Border/Law Enforcement Agency staff at "islands of stability" (70,000 acquisition of equipment and 5,000 for installation of equipment)</p> <p>Activity 1.3.2 : Implementation of national arrangement of TS&D for delivery of public services</p> <p>Activity 1.3.3 : UN/UNCT coordination</p>	<p>O</p>	<p>75 000,00</p> <p>-</p> <p>-</p>

		effort to support delivery of assistance and services from "islands of stability"		
			Subtotal, Output 1	149 000,00
			GMS at 8%	11 920,00
			Total, Output 1	160 920,00
Output 2 :				
Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced	Target 2.3 : Cross-border pastoralism supported in the Liptako-Gourma triangle, and in Bassikounou-Timbuktu region	<p>Activity 2.3.1 : Water points established for livestock, according to cross-border corridors agreed (45,000 for procurement of equipment)</p> <p>Activity 2.3.2 : Multi-functional community platforms built at Leri, Timbuktu region & south of Gao (50, 000 for procurement of equipment + 20,000 for training)</p> <p>Activity 2.3.3 : Air-de-Repose built for livestock, according to cross-border corridors agreed (50,000 honoraria for selected company + materials)</p> <p>Activity 2.3.4 : Vaccination pens (x2) built for livestock, as part of multi-functional services platforms for transboundary</p>	<p>UNDP CO/Local Subcontractor</p> <p>UNDP CO/Local Subcontractor</p> <p>UNDP CO/Local Subcontractor</p> <p>UNDP CO/Local Subcontractor</p>	<p>45 000,00</p> <p>70 000,00</p> <p>50 000,00</p> <p>50 000,00</p>

		communities		
			Subtotal, Output 2	215 000,00
			GMS at 8%	17 200,00
			Total, Output 2	232 200,00
			SUBTOTAL MALI CO	3 64 000,00
			TOTAL GMS, REGIONAL COMPONENT	29 120,00
			MALI CO TOTAL BUDGET	393 120,00
Mauritania				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INDICATIVE BUDGET
Output 1 : Government presence consolidated/ extended, and access to public services improved, in selected transboundary areas	Targets (2016) Target 1.1 : Transboundary Security & Development (TS&D) plans prepared, with targets & indicators	Activity 1.1.1 : Support to deployment of ICMPD technical assistance for preparation of TS&D plans (24,000 for salary)	UNDP CO/Project Staff (National UNVs). BMBC Country Manager extended for additional 12 work mths	24 000, 00

		Activity 1.1.2 : Logistical support to hosting and/or travel of 12 national participants to TS&D cooperation meetings, x 2 (20,000 DSA +ATK+ Event management services)	UNDP CO	20 000, 00
	Target 1.2 : Local Government & Border/Law Enforcement Agency staff better capacitated for civil-military cooperation	Activity 1.2.1 : Provision of technical assistance to support development of national arrangements for implementation of TS&D plans (10,000 salary/honoraria)	UNDP CO logistical support to ICMPD missions/TA provision	10 000, 00
		Activity 1.2.2 :Training of 12 local civil authority representatives in civil-military cooperation modalities, aid coordination, sector planning & project management (20,000 for honoraria+ equipment + transportation costs)	UNDP CO/Project Staff (National UNVs)	20 000, 00
			Subtotal, Output 1	74 000,00
			GMS at 8%	5920,00
			Total, Output 1	79 920,00

Output 2. Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced	Target 2.3: Cross-border pastoralism supported in the Liptako-Gourma triangle, and Bassikounou-Timbuktu region	Activity 2.3.1 : Water points established for livestock, according to cross-border corridors agreed (45,000 for procurement of equipment)	UNDP CO/Local Subcontractor	45 000,00
		Activity 2.3.2 : Multi-functional community platform built near Bassikounou, Mauritania (50, 000 for procurement of equipment + 20,000 for training)	UNDP CO/Local Subcontractor	70 000,00
		Activity 2.3.3 : Vaccination pens built for livestock, as part of multi-functional services platforms for transboundary communities (50,00 medical and logistical equipments and materials)	UNDP CO/Local Subcontractor	50 000,00
			Subtotal, Output 2	165 000,00
			GMS at 8%	13 200,00
			Total, Output 2	178 200,00
			SUBTOTAL MAURITANIA CO	239 000,00

			TOTAL GMS, REGIONAL COMPONENT	19 120,00
			MAURITANIA CO TOTAL BUDGET	258 120,00
NIGER				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INDICATIVE BUDGET
Output 1 : Government presence consolidated/ extended, and access to public services improved, in selected transboundary areas	Targets (2016)			
	Target 1.1 : Transboundary Security & Development (TS&D) plans prepared, with targets & indicators	Activity 1.1.1 : Support to deployment of ICMPD technical assistance for preparation of TS&D plans (Salary)	UNDP CO	24 000,00
		Activity 1.1.2 : Logistical support to hosting and/or travel of 12 national participants to TS&D cooperation meetings, x 4 (20,000 DSA +ATK+ Event management services)	UNDP CO	20 000,00
	Target 1.2 : Local Government & Border/Law Enforcement Agency staff better capacitated for civil-military cooperation	Activity 1.2.1 : Provision of technical assistance to support development of national arrangements for implementation of TS&D plans (10,000 salary/honoraria)	UNDP CO logistical support to ICMPD missions/TA provision	10 000,00

		Activity 1.2.2 : Training of 12 local civil authority representatives in civil-military cooperation modalities, aid coordination, sector planning & project management (20,000 for honoraria+ equipment + transportation costs)	UNDP CO/Project Staff (National UNVs)	20 000,00
	Target 1.3 : Provision of humanitarian assistance, security, and public services extended in border regions	Activity 1.3.1 : Vehicles and communications equipment delivered for use by Border/Law Enforcement Agency staff at "islands of stability" (75,000 for equipment)	UNDP Country Office	75 000,00
Activity 1.3.2 : Implementation of national arrangement of TS&D for delivery of public services		National authorities	-	
Activity 1.3.3 : UN/UNCT coordination effort to support delivery of assistance and services from "islands of stability"		Office of the UN Resident Coordinator/UNDP CO	-	
			Subtotal, Output 1	149 000,00
			GMS at 8%	11 920,00
			Total, Output 1	160 920,00

<p>Output 2 :</p> <p>Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced</p>	<p>Target 2.1 : Public works projects on Lake Chad employ x young people for x work months, with a wage of x per month</p>	<p>Activity 2.1.1 : Utilise Village S&D Committees (Activity 3.1.1) to identify labour-intensive public works project to improve local infrastructure, on basis of 70% labour, 30% equipment/materials</p> <p>Activity 2.1.2 : Work with local authorities & traditional community leaders to identify & employ 200 x local youth 18-35 years as employees, to earn average \$300 each for 3 work months</p> <p>Activity 2.1.3 : Undertake 5 x public works with military engineers wherever possible, and/or visible participation of other Border/Law Enforcement Agency representatives (275,000 for company honoraria + equipments)</p> <p>Activity 2.1.4 : Visibility event & media reporting to promote awareness of infrastructure renewal, employment opportunities, extension of State authority with international donor support</p>	<p>UNDP CO/Project Staff (National UNVs)</p> <p>UNDP CO Direct/Local Subcontractor</p> <p>UNDP CO Direct/Local Subcontractor</p> <p>UNDP CO/Project Staff (National UNVs)</p>	<p>-</p> <p>-</p> <p>275 000,00</p> <p>-</p>
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	Target. 2.2: 100 young people 18-35 on Lake Chad benefit from vocational skills training courses	Activité.2.2.1: Provide support to extend access to existing local vocational training opportunities in target area (70,000 honoraria + 30,000 training material)	UNDP CO/Local Subcontractor	100 000,00
	Target 2.3: Cross-border pastoralism supported in the Liptako-Gourma triangle, and Bassikounou-Timbuktu region	Activité.2.3.1: 1 x water point established for livestock, according to cross-border corridors agreed (35,000 for equipment +10,000 honoraria) Activité2.3.2: 1 x Air-de-Repose built for livestock, according to cross-border corridors agreed (20,000 honoraria for selected company + 30,000 materials) Activité2.3.3: 1 x vaccination pen built for livestock, as part of multi-functional services platforms for transboundary communities (50,00 medical and logistical equipments and materials)	UNDP CO/Local Subcontractor	45 000,00
UNDP CO/Local Subcontractor			50 000,00	
UNDP CO/Local Subcontractor			50 000,00	
			Subtotal, Output 2	520 000,00
			GMS at 8%	41 600,00
			Total, Output 2	561 600,00
			SUBTOTAL NIGER CO	669 000,00

			TOTAL GMS, REGIONAL COMPONENT	53 520,00
			NIGER CO TOTAL BUDGET	722 520,00
OVERALL REGIONAL MANAGEMENT				
INTENDED OUTPUT	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	TOTALS
		Consultancy		54 000,00
		UNDP Direct Management Costs		374 741,00
		Subtotal UNDP Project Management		428 741,00
		GMS at 8%		34 299,00
		Total, UNDP Project Management		463 040,00
		GRAND TOTAL		3 500 000,00

IV. ANNUAL WORK PLAN

Year: 2016

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Government presence consolidated/extended, and access to public services improved, in selected transboundary areas Baseline: No Transboundary Security & Development plans exist currently for the target regions. Extent and reach of Government services is considered poor (UNDP Sahel Programme)	1. Activity Result: Transboundary Security & Development (TS&D) plans prepared, with targets & indicators - Provision of technical assistance and capacity development expertise - Support to deployment of ICMPD technical assistance for preparation of TS&D plans - Logistical support to hosting and/or travel of at least 60 x national participants to TS&D cooperation meetings	*				UNDP CO/Project staff	Go. Japan	100 000,00	
		*						UNDP CO/Project staff	120 000,00
		*						UNDP CO	100 000,00

Community Security Perception Studies). Indicators: 3x Transboundary Security & Development plans prepared for the target regions, with targets and indicators, to include local populations benefiting from increased access to, and quality of, Government services. <i>Targets: Increased number of police stations/security patrols, schools, health centres and/or pharmacies, veterinary services, accessed by larger number of beneficiaries in target border regions.</i>	2. Activity Result: Local Government & Border/Law Enforcement Agency staff better capacitated for civil-military cooperation - Provision of technical assistance to support development of national arrangements for implementation of TS&D plans - Training of minimum 60 local civil authority representatives in civil-military cooperation modalities, aid coordination, sector planning & project management		*			UNDP CO logistical support to ICMPD missions/TA provision UNDP CO/Project Staff (National UNVs)	Go. Japan	50 000,00 100 000,00
	3. Activity Result: Provision of humanitarian assistance, security, and public services extended in border regions - Vehicles and communications equipment delivered for use by Border/Law Enforcement Agency staff at "islands of instability" - Implementation of national arrangement of TS&D for delivery of public services - UN/UNCT coordination effort to support delivery of assistance and services from "islands of stability"		*	*	*	UNDP CO National authorities Office of the UN Resident Coordinator/UNDP CO	Go. Japan	300 000,00 - -

<p>Output 2</p> <p>Local livelihoods improved on an emergency basis; longer-term access to employment opportunities enhanced</p> <p>Baseline:</p> <p>Lack of employment opportunities in border areas is undermining development, and promoting youth radicalisation and migration.</p> <p>Indicators:</p> <p>Increased access to emergency employment and vocational training</p>	<p>1. Activity Result: Cross-border pastoralism supported in the Liptako-Gourma triangle, and Bassikounou-Timbuktu region</p> <ul style="list-style-type: none"> - 3 x Water points established for livestock, according to cross-border corridors agreed - 3 x Air-de-Repose built for livestock, according to cross-border corridors agreed - 4 x Vaccination pens built for livestock, as part of multi-functional services platforms for transboundary communities - 2 x Multi-functional community platforms built near Bassikounou, Mauritania, & south of Gao, Mali 		*			UNDP CO/Local Subcontractor	Go. Japan		180 000,00
			*						150 000,00
			*						200 000,00
			*						140 000,00

<p>opportunities (numbers employed); improved livelihoods and reduced social tensions through support and regulation of transboundary pastoralism (increased livestock numbers; decreased conflict incidents reported).</p> <p><i>Targets: Functioning cross-border infrastructure built on agreed livestock migration routes; cattle vaccinated against contagious diseases; 400 young people offered short-term employment around Lake Chad to bolster key seasonal income, 200 additional young people supported with long-term vocational training opportunities.</i></p>	<p>2. Activity Result: Public works projects on Lake Chad employ X young people for X work months, with a wage of X per month</p> <ul style="list-style-type: none"> - Utilise Village S&D Committees to identify labour-intensive public works project to improve local infrastructure, on basis of 70% labour, 30% equipment/materials. - Work with local authorities & traditional community leaders to identify & employ 400 x local youth 18-35 years as employees, to earn average \$300 each for 3 work months - Undertake 10 x public works with military engineers wherever possible, and/or visible participation of other Border/Law Enforcement Agency representatives - Visibility event & media reporting to promote awareness of infrastructure renewal, employment opportunities, extension of State authority with international donor support 	*				UNDP CO/Project Staff (National UNVs)			-
			*		*		UNDP CO Direct/Local Subcontractor	Go. Japan	
				*		UNDP CO Direct/Local Subcontractor			550 000,00
				*	*	UNDP CO/Project Staff (National UNVs)			-
	<p>3. Activity Result: 200 young people 18-35 on Lake Chad benefit from vocational skills training courses</p> <ul style="list-style-type: none"> - Provide support to extend access to existing local vocational training opportunities in target area 		*	*	*	UNDP CO/Local Subcontractor	Go. Japan		200 000,00

<p>Output 3 Interaction between local communities and national security forces improved in the Liptako-Gourma triangle, and around Lake Chad</p> <p><i>Baseline: Weak social contract between State and border communities, including in relation to cross-border security issues.</i></p> <p><i>Indicators: Community volunteers information to security forces in regard to illegal or irregular activity in border regions, in return for increased dialogue, protection and development.</i></p> <p><i>Targets: Establish five Village Security & Development Committees in Liptako-Gourma and Lake Chad areas; appoint one community liaison officer; appoint several public information spokespersons; arrange for local language radios to diffuse information on security situation and operations on a daily basis.</i></p>	<p>1. Activity Result: Dialogue and interaction between communities and security forces increased in 2 x subregional areas</p> <ul style="list-style-type: none"> - Inclusive & participatory Village Security & Development Committees established on 5 x “islands of stability”, Liptako-Gourma & Lake Chad areas - Community Liaison Officer appointed for security forces, to participate on VS&D Committees & make regular visits to communities. <p>2. Activity Result: Security forces more transparent, responsive and accountable to community needs and concerns.</p> <ul style="list-style-type: none"> - Public Awareness raised in regard to security situation and operations, through local language radio, leaflets, theatre, etc. - Public Information Spokespersons appointed to provide media briefings and respond to public interest 	*	*	*	*	DDG/National authorities	Go. Japan		400 000,00 - - -
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<p>Output 4</p> <p>Sector knowledge management & coordination improved</p> <p>Baseline: Limited awareness regionally in regard to the connections between security and development; no regional training or networking facilities exist for stakeholders to improved border management; no regular regional coordination mechanisms in place for inter-governmental and civil society dialogue.</p> <p>Indicators: Bi-annual Border Management Forum for the Sahel established under the auspices of the G5, for cross-border dialogue and coordination purposes; at</p>	<p>1. Activity Result: Inclusive G5-led Conference on Border Management & Border Communities to be held in Mali, March 2016</p> <ul style="list-style-type: none"> - Agree dates, substantive agenda, keynote speakers & proposed participants with G5 Technical Secretariat, Go. Mali & UNDP Regional Bureau for Africa - Organise preparation of background papers & other Conference materials - Organise logistical arrangements for Conference venue, travel & DSA arrangements for national Delegations, speakers and other selected participants - Hold Conference, organise press briefing & disseminate final Conference communication 	*				UNDP Dakar Platform/UND Mali	Go. Jaan		<p>-</p> <p>-</p> <p>50 000,00</p> <p>-</p>
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<p>least 600 security and development practitioners registered for an online Knowledge Management Platform; more security and development programming proposed and implemented for key Sahel border regions.</p> <p><i>Targets: Organize an inclusive G5-led conference on border management in March 2016; organize a Lake Chad Basin Commission-led Conference on the security & development nexus around Lake Chad; develop a new knowledge management platform to be updated on a monthly basis; launch quarterly discussion forums on significant issues.</i></p>	<p>2. Activity Result: Lake Chad Basin Commission-led Conference on the security & development nexus around Lake Chad</p> <ul style="list-style-type: none"> - Agree dates, substantive agenda, keynote speakers & proposed participants with LCBC, Go. Chad & UNDP Regional Bureau for Africa - Organise preparation of background papers & other Conference materials - Organize logistical arrangements for Conference venue, travel & DSA arrangements for national Delegations, speakers and other selected participants - Hold Conference, organise press briefing & disseminate final Conference communication 			*		UNDP Dakar Platform/UNDP Chad	Go. Japan		-
				*					40 000,00
	<p>3. Activity Result: Relevant national and int. stakeholders to security and development in the Sahel more aware of on-going situation, interventions, tools & proposals</p> <ul style="list-style-type: none"> - New knowledge management platform content developed & updated on monthly basis - US State Department coordination matrix for border management in the Sahel available & updated on the KMP - Quarterly discussion forums for KMP Community of Practice on significant issues 	*	*	*	*	ICMP Letter of Agreement, Component 2, Knowledge Management			108 000,00
		*	*	*	*	UNDP Dakar Platform			24 000,00
		*	*	*	*	UNDP Dakar Platform			-
SUBTOTAL									2 812 000,00

SUBTOTAL + GMS at 8%			3 036 960,00
UNDP Project Management (including GMS at 8%)			463 040,00
TOTAL			3 500 000,00

VI. MONITORING FRAMEWORK AND EVALUATION

- 6.1 *In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:*
- 6.2 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.
- 6.3 An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- 6.4 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.
- 6.5 Based on the above information recorded in Atlas, the Country Offices will submit a Project Progress Reports (PPR) to the Programme Manager through Project Assurance, using the standard report format available in the Executive Snapshot.
- 6.6 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.
- 6.7 A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- 6.8 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.
- 6.9 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 Programme Manager and used by the Executive Board as an evaluative tool.
- 6.10 UNDP will provide a mid-term 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.

- 6.11 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.
- 6.12 Building on work initiated under the first phase of intervention, the “*Border Management & Border Communities*” Project, the Knowledge Management Platform will ensure enhanced donor visibility, intimately linked with the substance of the security and development programming; a wide-ranging Community of Practice of Sahelian and international stakeholders using the Platform will become aware of the strong support given by Go Japan to the better management of borders and border regions in the Sahel. The Platform will be administered and moderated by a dedicated consultant, with specific responsibilities for communications and production/dissemination of donor visibility materials.
- 6.1.3 Wherever possible, within the rules and regulations of UNDP in regard to open procurement and human resources recruitment procedures, priority will be given to the selection of Japanese staff and consultants, involvement of Japanese NGOs, and contracting of Japanese companies. Furthermore, as stated in Paragraph 2.5.1 of Section 2.5, “Coordination”, the project will collaborate closely with JICA, particularly in regard to border management and the development of efficient regional trade corridors.

VII. LEGAL CONTEXT

- 7.1 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.
- 7.2 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.
- 7.3 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 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	Organisational	Limited field capacity or access restrictions could render the CO's unable	Utilizing existing programme structures and working through

	ability to effectively implement and monitor community-level interventions		to deliver local-level outputs	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.