United Nations Development Programme

Federal Republic of Germany
Foreign Office

Application for an allocation from Federal Foreign Office funds
- Division S03 -
for the support of crisis prevention, stabilization, peace-building and mediation projects implemented by international and non-governmental organizations

Integrated Regional Stabilization of the Lake Chad Basin (Initial Phase)

12 September 2017



Woman in Mafa / Borno in front of her house destroyed by Boko Haram

Brief overview of the application

Project title:	**Integrated Regional Stabilization of the Lake Chad Basin**
Applicant organisation:	United Nations Development Programme (UNDP)
Legal status/official registration:	International Governmental (UN) Organisation
Implementing organization:	UNDP
Planned measures (what is to be done in concrete terms):	1. Develop and launch a common, regional approach to stabilization between the four countries of the Lake Chad Basin, including cross-border processes of reconciliation and prevention of violent extremism; 2. Promote regional stabilization through strengthening of community security, local governance and peace building / reconciliation in 20 critical border communities; 3. Support reintegration of former CJTF, vigilantes and BH fighters – and those associated with BH - into crisis-affected communities of the Lake Chad Basin.
Number of direct beneficiaries (**Initial phase**):	• Population reached by reconciliation activities: 3,000,000 • Community members directly benefiting from stabilization activities: 80,000 • Trained CJTF members / Vigilantes for community security services: 2,700 • Affected communities benefiting from stabilization: 20 (in four countries) • Local Governance Administrations benefiting: 10 (in four countries) During the initial phase, the project will also prepare for the following phase 2 results: • Youth at risk benefiting from immediate employment opportunities: 10,000 • Reintegration of former vigilantes, BH fighters, and associated people prepared for (phase 1): 15,000
Number of indirect beneficiaries:	• 4,800,000 (estimated, based on existing population figures)
Project country and location:	Project Coordination: Nigeria (Abuja & Maiduguri) Project Implementation: Nigeria (Borno, Yobe, Adamawa), Niger (Diffa), Cameroon (Far North / Logone et Chari & Mayo Tsanaga), Chad (Lac, Kanem, Hadjer-Lamis) Technical Support: UNDP Regional Service Centre (Addis Ababa)
Duration:	Initial Phase: 1 September 2017 – 31 December 2018
Total expenditure (in euro), broken down into calendar years if applicable:	**Expenditure Initial Phase: Euro 6,000,579** • Expenditure 2017: Euro 1,924,364 • Expenditure 2018: Euro 4,076,215
Amount requested (in €):	**Initial Phase: Euro 6,000,579**

Third party funding (in €):	N/A
Own resources (in €):	N/A
Is the total expenditure covered	yes ☒ no ☐
Is this an application for initial or follow-up funding	Initial funding (phase 1)
Has the organization been granted funding by the Federal Foreign Office or another federal ministry for any previous project(s)	yes ☒, by FFO & BMZ no ☐
Has the project already started	yes ☐ no ☒ project start: 1 September 2017

Application for an allocation from Federal Foreign Office funds
- Division S03 -
for the support of crisis prevention, stabilization, peace-building and mediation projects implemented by non-governmental organizations

Project title: **Integrated Regional Stabilization of the Lake Chad Basin (Initial Phase)**
Project country and location: Project Coordination: Nigeria (Abuja & Maiduguri) Project Implementation: Nigeria (Borno, Yobe, Adamawa), Niger (Diffa), Cameroon (Far North / Logone et Chari & Mayo Tsanaga), Chad (Lac, Kanem, Hadjer-Lamis)
Project duration: Initial Phase: 1 September 2017 – 31 December 2018;
Amount requested in €: 5,961,600 (Initial Phase),
Annual report and statute of the organization is enclosed ☒ Annual report and statute of partner organization(s) is enclosed ☐

If your organization is based in Germany, please email your application to s03-r@diplo.de first. Please submit a duly signed paper version of the application when advised so by division S03. When advised to submit the formal paper version by division S03, please send it by mail to Auswärtiges Amt, Referat S03, Werderscher Markt 1, 11013 Berlin. If your organization is based outside Germany, please submit your application to the German mission abroad responsible for your area.

Applicant organization

Name: UNDP, Country Office Nigeria	**Project contact person**
Address (no post box): No. 19 T.Y Danjuma Street, Asokoro, Abuja	Name: Bwalya
Telephone/mobile: +234 9070251692	First name: Samuel
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Homepage: http://www.ng.undp.org/content/nigeria/en/home/	Email: Samuel.bwalya@undp.org
Legal status/official registration:	International (UN) Organisation
Person(s) entitled to represent the organization: Resident Representative and Country Director	
Bank account details: [will be communicated separately]	
IBAN: [will be communicated separately]	

Partner organization

Name: N/A
Address:
Homepage:
Legal status/official registration:
Contact person:

1. Profile of the applicant organization and, if applicable, the partner organization

Please describe your organization, and if applicable, your partner organization(s) (outlining how it is structured, in what fields it operates, what activities it has previously undertaken, and how it is financed).

a. *Since when has your organization been involved in the partner's country?*
b. *Have you implemented similar projects there before?*
c. *Please describe the structure and the qualification of your and your partner organization's staff.*

1. Description of the Applicant

UNDP has an effective, global management system and a strong corporate record of managing complex programmes in emergencies, crisis and post-conflict settings. It has a well-established system of risk management through its result-based management structures, monitoring and evaluation, and working in partnership with multiple organisations, including governments and non-governments actors.

The UNDP is the global lead of the early recovery cluster and has demonstrated worldwide leadership in supporting early recovery and stabilization processes in countries emerging from crisis and conflicts. It has recently conducted a review of stabilization programmes world-wide, which has informed the design of the present programme strategy.

In implementing crisis-response, early-recovery and development programmes, UNDP relies on a network of country offices and representations on the ground in 192 countries. In addition, its team of global and regional advisors based in New York and Addis Ababa (for Africa) respectively, is supporting and guiding country offices in the design and implementation of programmes. UNDP's Bureau for Policy and Programme Support (BPPS) in New York brings together policy work across all regions and all levels, and ensures that risk awareness and crisis prevention and recovery are fully integrated into development work. With an increased focus on country support, a number of experts are based in regional hubs to ensure that policy-related work is directly relevant to country-level results.

The UNDP Regional Service Centre for Africa, based in Addis Ababa, Ethiopia, and with additional offices in Dakar, Senegal and Nairobi, Kenya, serves UNDP's 45 Country Offices in sub-Saharan Africa, develops high quality knowledge and policy, is the organisation's main interface with regional and continental bodies such as the African Union and the Regional Economic Communities. With dedicated expertise on PVE, stabilization and deradicalisation, the centre has established a regional PVE programme through which it supports and oversees all Africa-based country offices, especially in the Sahel and the Lake Chad Basin, in the implementaton of PVE and deradicalisation programmes. Dedicated to the Lake Chad Basin, the Regional Service Centre is currently deploying a Senior Advisor in Chad to support civil-military cooperation between the MNJTF and the LCB Commission, as well as the to support Prevention of Violent Extremism (PVE) activities between the four countries. This Senior Advisor will provide technical support to the present programme.

UNDP's Position on Reintegration / DDR

UNDP has been a key actor in reintegration / DDR since 1991, supporting national governments and stakeholders in formulating strategies, planning and managing programmes in both mission and non-mission contexts. By 2010, UNDP was supporting reintegration-DDR of ex-combatants with armed forces and groups

in 22 countries around the world.[1] Traditionally, the rationale for UNDP's engagement in reintegration/DDR has been to support peace processes and to contribute to security so that post-conflict recovery and development can begin.

UNDP co-chairs with DPKO the Inter-Agency Working Group (IAWG) on DDR, and has played a key role in the development of UN Integrated DDR Standards (IDDRS), which was launched in 2006, and subsequently led the revision of the IDDRS reintegration module in 2014. Although the UN guidance/IDDRS focuses on DDR in post-conflict contexts, UNDP has also flexibly supported reintegration efforts in conflict-affected contexts over the years. These were notably in Haiti through the joint development of the community violence reduction (CVR)/Community Security (CS) approach with the UN mission, Afghanistan through the Disbandment of Illegal Armed Groups (DIAG) and the Afghanistan Peace and Reintegration Programme (APRP), Somalia through Rule of Law/Youth for Change initiatives and Sudan Darfur Community-Based Reintegration and Stabilization Programme (DCBRP) and non-mission areas through the Community Stabilization and Security Programme (C2SP).

UNDP's role in reintegration/DDR has therefore evolved over the years, adapting to changing contexts, political imperatives, institutional reconfigurations and funding availability. To offer guidance and support for reintegration practitioners operating in the more protracted conflicts, where armed groups are linked to criminal networks and associated with violent extremism and radicalization, UNDP has been leading the IAWG in devising new standards for these contexts and creating an integrated reintegration mechanism.

For concrete lessons learned from UNDP's DDR programmes, please refer to below section 3.

UNDP programme and capacities in Nigeria

UNDP Country Office has been working with and supporting the Government of Nigeria with its efforts towards national development at all levels since the 1960s. Today, it is managing a total programme budget of US$ 70 million annually. Its northeast budget in 2017 / 2018 stands at US$ 20 million.

Piloting its crisis response in Northeast Nigeria, in 2014 UNDP launched a number of initiatives for early recovery, livelihoods, conflict prevention and peacebuilding. In close partnership with the Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR) in Borno, and the National Emergency Management Agency (NEMA) in Adamawa and Yobe, and supported by the Governments of Japan, Norway, Switzerland, and USAID, these pilot initiatives included:

- Reconstruction of public infrastructure and housing, through a labour-intensive community-led process. Eleven facilities including schools and healthcare infrastructure were reconstructed in Kaga, Mafa, Ngala, Damboa, and Hawul LGAs, all in Borno, while providing opportunities of emergency employment. Interventions benefitted over 38,500 conflict-affected people.

- Livelihoods diversification and creation of economic opportunities. Empowerment of 1,300 farmers to re-start farming activities and 480 entrepreneurs to re-start their businesses in Adamawa, Borno and Yobe. Provision of citizenship and vocational training for 580 IDPs, victims of conflict drawn from Adamawa, Borno, Gombe and Yobe. Unconditional cash transfer (UCT) and cash for work (CfW) to over 80,000 most vulnerable to cater to the immediate needs of the IDPs in Michika, Adamawa State, Askira Uba, Borno State and Fika in Yobe State.

- Enhanced social cohesion and reconciliation. Establishment of four mediation networks in 10 communities (targeting 80 religious leaders). Over one million people have been reached by peace messages through

1 United Nations, Report of the Secretary-General on Disarmament, Demobilization and Reintegration, A/65/741, 21 March 201, para. 4. The 22 countries were Afghanistan, Burundi, CAR, Chad, Colombia, Comoros, Congo, Cote d'Ivoire, DRC, Guinea-Bissau, Haiti, Indonesia, Iraq, Kosovo, Nepal, Nigeria, Papua New Guinea, Rwanda, Somalia, Sri Lanka, Sudan and Uganda. In Haiti and Somalia the programmatic focus was on community security.

community-focused radio and other sensitization programmes. Eighty security agents deployed within the region have been trained on protection of civilians, and 92 officials and 200 clerics, community leaders, women and religious leaders were trained on counter-radical narratives.

- UNDP Nigeria is also managing a regional Small Arms and Light Weapons project funded by the European Union. The project targets among others Niger and Nigeria, and an expansion to Chad and Cameroon is under consideration. As part of the project, UNDP is working closely with National Commissions for Disarmement and Demobilization, providing technical support in implemention disarmement programmes.

In March 2017, UNDP officially established a sub office in Maiduguri, Borno (the epicentre of the Boko haram crisis) coordinating and managing activities in Borno and the rest of the affected States in the North East. Currently, there is a team of six international and 10 national staff working from the office in Maiduguri and implementing UNDP's current activities in the Northeast within UNDP Nigeria's overall programme of support on Governance & Peacebuilding; Inclusive Growth and Sustainable Development. With the establishment of this office, UNDP Nigeria has launched an integrated community stabilization pilot in Ngwom, Mafa LGA and Kimba, Biu LGA. Processes and components described in the present document have been tested in these pilots, with the intention to further develop these into a regional response covering the Lake Chad Basin.

UNDP programme and capacities in Cameroon

In Cameroon since September 1972, UNDP is supporting Cameroon's efforts to achieve the Sustainable Development Goals. UNDP Cameroon's program is drawn from the United Nations Development Assistance Framework (UNDAF) covering the period 2013-2017.

UNDP has an early recovery project team in Maroua covering the Lake Chad Basin and other affected zones in the Far North. The project team is composed of a senior project manager, two national experts, an M&E specialist, an administration and financial specialist and two drivers supported by an early recovery advisor and a resource mobilisation and communication specialist in Yaoundé. Three project cars, including an armoured vehicle, are available in Maroua. UNDP is leading the Early Recovery cluster and the project team works as a secretariat of the cluster in Maroua and Yaoundé.

UN agencies are planning to establish a UN house in Kousseri town (15 km from N'djamena and 60 km Nigerian border-Borno State) to respond efficiently to the challenges in the Lake Chad Basin. UNDP is part of the process and an assessment had been conducted to identify a site complying with UNDSS requirements before the deployment of the personnel. The UN agencies are greatly committed to have this field office opened before the end of the year.

Two early recovery projects were implemented in 2015 and 2016 in Mayo-Tsanaga, Mayo-Sava and Logone et Chari divisions. UNDP interventions on early recovery focused on local cattle markets construction to revamp local economy, support to youth and women access to temporary employments and supporting social cohesion to prevent tension between displaced and host communities. UNDP. During the implementing period, the project team faced difficulty to deploy due to security reason. However, UNDP have developed a partnership with division and district delegates to pursue the activities in the field through a training session on planning and monitoring for delegates who monitored the activities. The measure of monitoring the activities by local authorities was taken to overcome the security challenge. New projects with funding from the UN Trust Fund for Human Security Trust Fund and Japan will be implemented in Mayo-Sava, Logone et Chari, Mayo-Kani and Mayo-Danay divisions in the Far North region. A cross-border project with Chad on peacebuilding and prevention of violent extremism is currently being formulated (potential funding from PBSO). All these initiatives are contributing to the government of Cameroon's effort to prevent and counter violent extremism by providing livelihoods restoration, community infrastructure rehabilitation, support to

local governance bodies and social cohesion/dialogue initiatives, closely related to the strategy proposed for this project.

Through its recognized convening power, UNDP implements the projects in partnership with several institutions, including governmental entities (the Ministry of Economy, Planning and Regional Development (MINEPAT), the Ministry of Livestock, Fisheries and Animal Industries (MINEPIA), the Ministry of Agriculture and Rural Development (MINADER), the Ministry of Youth Affairs and Civic Education (MINJEC)), local authorities (municipalities, sous-préfet, prefect), religious and traditional leaders, University of Maroua, civil society, and in close collaboration with other UN agencies in their respective mandate (FAO, UNFPA and UNICEF). UNDP is working in partnership with two local NGO (Action pour le Développement and Cellule d'Appui au Développement Intégré), a Platform for social cohesion composed of notabilities, decision makers at local levels, civil society and youths and finally with inter faith organisation (Association Camerounaise pour le Dialogue interreligieux-ACADIR).

UNDP programme and capacities in Chad

Cooperation between the UNDP and the Government of the Republic of Chad is governed by the Basic Agreement signed between the two parties on 14 October 1977. The UNDP Country Office in Chad has both an operational office and programmatic interventions in the Lake Chad basin region, through a field office located in Bol, which is currently implementing projects aiming at improving the livelihoods and at achieving the structural transformation of productive capacities that are sustainable and employment-intensive for the communities, especially women, youth, refugees, IDPs and other marginalized groups, that were impacted by the crisis.

The following relevant initiatives are currently carried out and will be leveraged for the implementation of the project:

- Through its project on **prevention of violent extremism**, UNDP Chad supports affected and displaced people i*n Bol and Baga Sola localities, including small islands alongside the lake,* by promoting social stabilization through the restoration of livelihoods for affected and displaced people. UNDP is also supporting the development of skills and capacities, in order to stabilize the community and restore people's dignity and self-worth by helping them to support themselves and their families and to regain control of their lives. To address the roots of radicalization, support for livelihood opportunities is complemented by efforts to address behavioural/attitudinal changes of youth at school and at home. Further, in the framework of the project, UNDP is supporting religious institutions and civil society to effectively participate in community resilience to conflict, radicalization and violent extremism through effective communication for peaceful cohabitation and developing counter-narrative to violent extremism and radicalization. Finally, the UNDP is supporting the development of a national strategy on the prevention of Violent Extremism in Chad.
- Furthermore, UNDP is supporting **conflict mitigation and reintegration** of refugees and returnees in the Southern part of the country, targeting the IDPs, returnees and refugees, with internal and Japan funding. UNDP is promoting social stability by creating space for civil society to be more engaged and responsive in order to address intercommunity latent conflicts between the host communities, the IDPs, the Returnees and the Refugees communities. UNDP is also implementing recovery and community driven resilience activities for the most vulnerable refugees, IDPs and host families.
- Through an extension of the **Human Security Project**, UNDP is aiming at providing livelihoods means to women's associations in the Sila region by providing Multifunctional platform for their economic activities and easing their daily workloads. UNDP is also promoting small gardening by providing water wells so that food security is combined with economic opportunities for host communities and displaced population.
- Through ***the Sahel 3 and 4 Border Management project respectively***, UNDP is addressing the legal and institutional framework against terrorism by ensuring that this is effective and consistent with the

fundamental principles of human rights. Communities, particularly the youth and the women, are expected to be able to reduce their socio-economic vulnerability and increase their ability to prevent violent extremism and radicalization. The Sahel project is also developing a Lake Chad Strategy and building the capacity of the Border management institutions. UNDP is also addressing security issues to facilitate cross-border informal trade in the region of Lake Chad.

- A new project funded by France is aiming at the restoration of fragile ecosystems around Lake Chad basin through reforestation, and the GEF is about to approve a Lake Chad basin climate risk project, under the National Adaptation Plan (NAP).

The UNDP Country office has, in the course of the implementation of these projects, secured valuable relationships with local government, international NGOs involved in resilience activities as well as local NGOs and community-based organizations. Further, strong partnership and relationship have been developed with traditional, religious and community leaders as well as youth and women leaders in the region, especially in Bol and Baga Sola, the two main towns of the region.

UNDP has established **a field office** in Bol to coordinate and monitor the different initiatives implemented in the Lake Chad Basin region. The office is currently collocated within WFP premises and prefab units have been ordered to increase the available space. The office in Bol includes the following capacities: two seasoned project coordinators (one international and one national), one international M&E and communication officer, two administrative-finance programme associates and two drivers.

UNDP programme and capacities in Niger

The United Nations Development Program (UNDP) has been present in Niger since 1977. The basic agreement governing cooperation between UNDP and the Republic of Niger was signed on 2 May 1977 by the Government.

UNDP Niger has a strong experience in de-radicalisation and community resilience (Stabilization) in the Lake Chad Basin especially through a contribution to address the root causes of migration and displacement and building resilience of affected communities in the region of Diffa. The following ongoing initiatives are worth mentioning here:

- *Supporting the resilience of communities and households*, particularly women headed households, through diversified livelihood activities along Lake Chad: Emergency labour intensive public works, job creation opportunities and income generation activities, especially for the youth to reduce incentives for youth radicalization and by addressing the feeling of abandonment, marginalization and exclusion resulting from the lack of livelihood opportunities and of access to basic social services;
- *Increasing the access of vulnerable communities, in particular women and girls, to basic socioeconomic services* through the rehabilitation and/or construction of socioeconomic infrastructure such as health centres, elementary schools, feeder roads and community market places;
- *Strengthening regional and community peace and security early warning mechanisms* to prevent and mitigate the negative impact of current insecurity as well as supporting inter/intra community social cohesion and dialogue for peaceful coexistence with particular attention to women and youth engagement. This component also includes strengthening the organizational and institutional capacity of local and decentralized authorities and institutions, including traditional and religious leaders, youth and women's organizations in the area of peace-building, conflict prevention, community security and crisis management.

UNDP has a permanent presence in Diffa currently composed of an international programme coordinator and a driver, with a UNDP car, supported by regular missions of technical assistance and implementation monitoring by staff from the country office. The office is collocated with other UN agencies in the same compound in Diffa. The team has been recently reduced due to closure of part of the projects but could easily

be beefed up for the quick start of the project by rapid deployment of additional capacity, including United Nations volunteers.

In order to carry out the activities, UNDP relies heavily on the de-concentrated services of the State and civil society organizations. UNDP has partnership arrangements with the following institutions for the implementation of its projects, which could be leveraged for the project:

- Governmental institutions: Diffa Gouvernorate, Regional Council, Regional and departmental divisions of rural engineering, environment, water and sanitation, the High Authority for Peace Building, 12 municipal authorities
- National and local NGOs: VND Nour, AJEDEV, DEMI-E
- Cooperation with other agencies: OCHA and UNICEF (rehabilitation and construction of health centers and schools)

2. Financial Management and Accounting Systems

How do you intend to ensure that the funding applied for is used and invoiced correctly (accounting)?

UNDP's project implementation, including the management and accounting for financial transactions, is based on United Nations Financial Rules and Regulations as well as the UNDP Programme and Operations Policies and Procedures (https://popp.undp.org). As part of these policies and procedures, UNDP's management and ERP systems are fully compliant with the International Public Sector Accounting Standards (IPSAS). [2]

The UNDP Enterprise Resources Planning and Accounting system, ATLAS, has been introduced in 2006, and allows for reliable real-time project implementation monitoring and reporting.

In addition, UNDP's accountability and risk management framework introduced in 2008 underscores the commitment of UNDP to results and risk-based performance management, as well as the shared values and culture of accountability and transparency. The oversight policy of UNDP includes the organization of independent internal and external oversight to provide assurances to the Executive Board and the Administrator that functional systems of internal controls are in place, including evaluation of the policy framework, efficient utilization of resources, and adherence to professional and ethical standards in UNDP.[3]

With these systems in place, country offices are subject to continuous and rigid quality tests and oversight in terms of management, invoicing and reporting of expenditures. Overall, UNDP is also subject to regular oversight from the United Nations Board of Auditors.

3. Additional Information about Project Partners

If you are cooperating with a partner organization, please describe its activities and structure.

a. *How is the partner organization funded?*
b. *Since when do you cooperate with your partner organization?*
c. *Which tasks will be implemented by the partner organization?*
d. *Do you intend to forward the grant (or a part of the grant) that you are requesting from the Federal Foreign Office to a partner organization? If applicable, please specify the mechanism. Forwarding a grant inter alia means that a partner organization is independently administrating funds.*

The present project will be directly implemented by UNDP through the *Direct Implementation Modality*, as opposed to the *National Implementation Modality* and / or the *NGO Implementation Modality*. All funds will

2 For more information, please refer to: http://www.undp.org/content/dam/turkey/docs/operations/IPSAS_CO_Presentation_for_donors.pdf .

3 More details: http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf

therefore be administered directly by UNDP and without additional project partner (as per UN terminology: "Implementing Partner").

UNDP will work with designated national counterparts in the 4 target countries and involve these in activities planning and implementation.

As per United Nations Financial Rules and UNDP regulations, UNDP might decide during project implementation and in agreement with the project steering committee to procure and contract vendors and responsible parties (NGOs) for the delivery of well-delimited, specific services and the implementation of singular, select activities not exceeding US$ 150,000. It is important to note that vendors and responsible parties will be selected based on UN Financial Rules and UNDP procurement and programme management regulations. As such, vendors and responsible parties will be selected on a competitive basis and pass a comprehensive due diligence and risk assessment prior to contracting. As part of the due diligence and risk assessment, UNDP will ensure that:

- The materials that will be used in the rehabilitation of school facilities will not be transferred to organisations associated with Boko Haram, or any other terrorist organization.
- Targeted beneficiaries are not known or believed to be current affiliates of Boko Haram, or any other terrorist organization.

All funds expended for this activity are strictly and properly channelled by the UNDP and all funds expended are strictly for materials, contractors and responsible parties, as well as to direct community beneficiaries. Contractors and vendors will be vetted prior to contracting as per standard UN procedures to ensure that there is no affiliation to Boko Haram or any other organisation.

Pursuant to United Nations Security Council Resolutions 1267 and 2253, prospective contractors and vendors will be vetted by UNDP against the Consolidated United Nations Security Council Sanctions List as well as against the UNDP suspended vendors and removed vendors list. UNDP's Programme and Operations Policy and Procedures (https://popp.undp.org/), and especially it's Procurement Ethics, Fraud and Corrupt Practices policy reads as follows:

> *"To safeguard UNDP [and the donor], against illicit use of publicly entrusted funds in terrorist financing, business units [country offices] should assess all entities with whom business is conducted to ensure that funds are used for their intended purposes. To sustain financial control of such public funds and compliance with United Nations regulations and guidelines regarding anti-terrorist financing practices, organizational due diligence requires business units to undertake a review of the entity's profile, including background, financial reports, annual statements, etc., and to confirm business registration with government authorities. All entities should be verified against the UN Security Council's 1267 Committee list of terrorists and terrorist financiers."*

For activities such as the organisation of community-level workshops in select communities, the use of local NGOs is usually preferred over private-sector vendors in a stabilization setting with a view to supporting the emerging civil society. In this case, UNDP will sign a responsible party agreement with the local NGO, which will require the NGO to administer the funds received in full compliance with the detailed work plan agreed upon for the activity and in the most cost-effective way. UNDP will remain responsible for results achievement vis-à-vis the Federal Foreign Office, and closely monitor the implementation of the work plan and the adequate and cost-effective use of funds.

2. Project situation

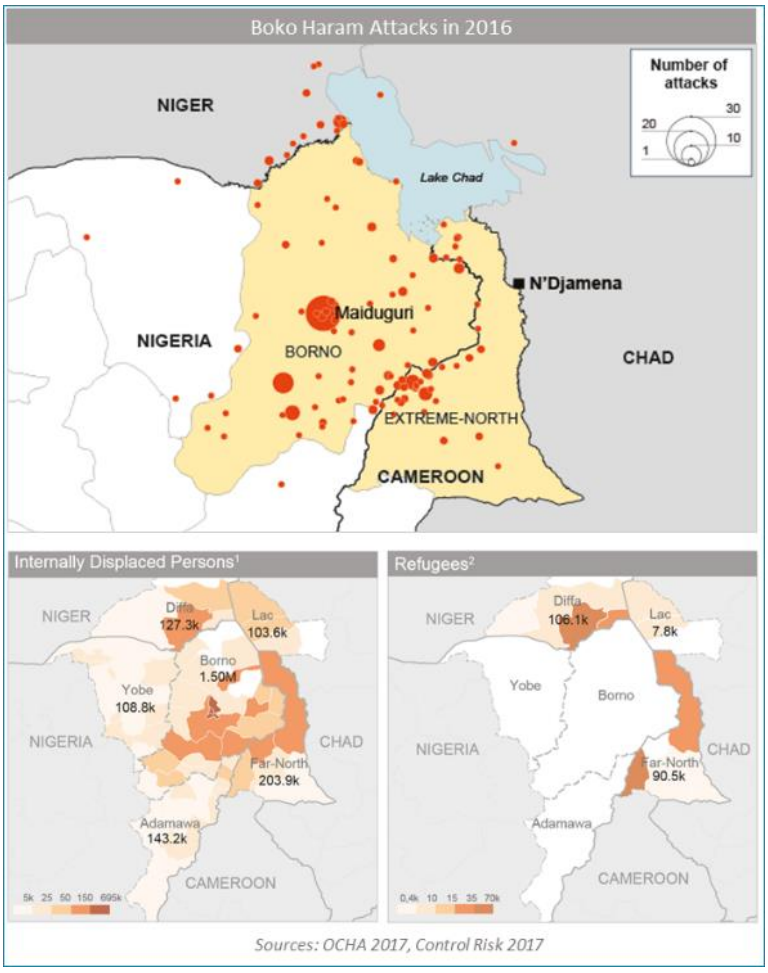
1. Current Situation

Please outline the current situation in the area where your project is to be carried out. Please specify the conflict that your project will address. Please detail the entry points of your project. How is your project going to contribute to solving the conflict?

Challenges and drivers of conflict

The Boko Haram insurgency in North East Nigeria and neighbouring countries of Cameroon, Chad and Niger has left over 10 million people displaced by 2017 with 1.8 million being internally displaced in Nigeria, and approximately 155,000 Nigerians as refugees. The conflict has also resulted in massive destruction of basic infrastructure, health and educational facilities, commercial buildings, private houses and agricultural assets.

Map 1: Attacks and Displacement in the Lake Chad Basin



While affected by the same crisis, the situation differs from country to country in the Lake Chad Basin. The below table 1, which is partially based on hard data and partially on estimations from the field level, provides a detailed overview.

In the Northeast of Nigeria alone, the epicentre of the insurgency, the total damage is estimated at USD 8.93 billion with the bulk of the losses (79%) attributed to agriculture (USD 3.7 billion) and private housing (USD 3.32 billion). Damage to private enterprises is also significant at USD 0.9 billion or 10 percent of total damages.

Recent statistics from multi-sectoral assessments reveal that in 2017, 14 million civilians were seriously affected by the conflict and suffer from instable livelihoods. More than 1 million of these people have returned to Nigeria including 136,491 refugee returnees (98,118 from Cameroon, 35,847 from Niger and 239 from Chad).

Northeast **Nigeria** also hosts the bulk of active Boko Haram fighters, and of vigilantes, estimated at approximately 15,600 to 20,000. As a result of the armed conflict and ongoing Boko Haram attacks, local governance structures are dysfunctional and civil servants displaced in most Local Governance Areas of Borno. Access to Justice and community security are similarly compromised, and lowest compared to the 3 other LCB countries.

In **Chad**, since 2014, local authorities and com-munities face a massive influx of IDPs and refugees with displaced people doubling the local population in the district of Baga Sola and Bol localities. With 118,804 displaced populations, the region continues to suffer from insecurity as well as intercommunity tensions and pressure over scarce resources in an already extremely poor region, which lacks basic services and infra-

structure. At the same time, humanitarian and development access generally satisfactory and best compared to the 3 other LCB countries. Boko Haram related violence and attacks are sporadic and of low density. Local governance structures are mostly in place and function, and access to justice only partially affected by the crisis. In addition, the closing of borders with neighbouring countries has significantly hampered the cross-border trade, thus eroding the already reduced means of livelihoods.

Table 1: Situation overview in the four countries

	Country[4]	NE Nigeria	Chad	Cameroon	Niger
1	Affected population	14,000,000	4,700,000	2,900,000	1,900,000
2	No. of Refugees	200,000 (returning refugees)	389,000	363,000 (86,400 from Nigeria)	149,000 (84,404 from Nigeria)
3	No. of IDPs	1,825,321	118,804	228,443	127,499
4	Estimated No. of Vigilantes	15,600	1,300	5,200	3,900
5	Estimated No. of people associated with BH	7,000	1500	4000	1,500
6	Level of destruction in target areas	High	Low	Medium	Medium
7	Food Security (number of people food-insecure)	5,800,000 / IPC 3-4	4,300,000 / IPC 2	2,600,000 / IPC 2-3	2,500,000 / IPC 2-3
8	Local Governance Structures in target areas	Displaced and dysfunctional	Partially affected, but functional	Affected, partially functional	Affected, partially functional
9	Access to Justice in target areas	Very limited	partial	limited	Limited
10	Community Security in target areas	very low	moderate	low	low
11	Level of violence in target areas	Very high (regular attacks, high density)	Medium - low (sporadic attacks, low density)	High - medium (frequent attacks, medium density)	Medium (sporadic attacks, medium density)
12	Humanitarian access	Restricted to no access	Generally satisfactory	Limited in isolated areas	Limited in isolated areas

In **Cameroon**, the high concentration of IDPs, refugees and returnees in the Far North region - the poorest in the country - puts pressure on economic activities and social cohesion, and jeopardizes peace and resilience within communities. Out of the total of 2,900,000 million crisis-affected people, 228,443 are internally displaced and 86,400 Nigerian refugees. Border communities in the Lake Chad Basin are significantly affected by the crisis, putting a strain on local economies, including production, trading, and jobs. With the closure of borders, productive youth depending on cross-border trading are particularly affected.

The level of violence in Cameroon is the second highest of the four LCB countries, local governance structures are partially dysfunctional due to violent attacks and community security low in the target areas. The crisis has increased pressure on the relatively pacific coexistence of ethnic, religious and professional groups. In fact, different ethnics such as Arabs, Kotoko, Kanouri, Mousgoum living in peace for decades, have been confronted with inter-ethnic battles for natural resources. The presence of IDPs, refugees out of camp and in camp put a great pressure on the natural resources and fueled tensions between communities.

4 Sources for 1, 2, 3, 7: OCHA 2017 HRPs and UNHCR 2017; Source for 6: UN / WB / EU RPBA 2016; Estimates for 4, 5 and 11 based on ICG and Control Risk 2017. 7 – 10 assessed based on information of UNDP field colleagues on the ground and World Justice Project 2017.

In **Niger**'s Diffa region, security measures undertaken by the government in response to the Boko Haram insurgency resulted in the relocation of more than 200,000 people, which have been cut off from their primary livelihoods. In August 2017, the number of IDPs remains at 127,499, while the nuber of refugees stands at 149,000 out of which 84,404 are from Nigeria. Access to socioeconomic services such as education, health, clean and potable water, as well as local and trans-border markets has been seriously impacted. Community security, social cohesion and resilience, as well as human rights are undermined, which hinders peace, security and the development of the region.

Enhancing regional cooperation

Regional cooperation in the Lake Chad Basin has been heavily affected by the Boko Haram insurgency and the ensuing food crisis, and institutions were not prepared to respond to the crisis. This is partially due to the fact that the four countries belong to two separate regional bodies (ECOWAS; ECCAS), and partially due to the fact that the only existing institution spanning the four countries, the Lake Chad Basin Commission, is not mandated to comprehensively address the root causes of the crisis. Established in 1964, the Lake Chad Basin Commission (LCBC) mandate and capacities are mostly focused to ensure effective and collaborative water resources management.

Recognizing the need for stronger security-sector and military cooperation in the region, the Multinational Joint Task Force (MNJTF) was established in 1994. In 2012 and further 2015, the MNJTF mandate was expanded and strengthened to encompass counter-terrorism activities.[5] The MNJTF has managed to strengthen joint military action in the basin, but is not equipped to support comprehensive socio-economic stabilization measures.

In order to ensure humanitarian operations will be complemented with comprehensive regional stabilization efforts, the organizers of the recent Oslo Humanitarian Conference on Nigeria and the Lake Chad region have in February 2017 established a consultative group in support of stabilization efforts in the Lake Chad Basin, aiming at deepening cooperation and mutual consultation on preventive action and stabilization measures in the Lake Chad Basin. The proposed programme intends to support and build on initiatives of this consultative group, as these relate to the development of an overarching stabilization strategy and the launch of a coordinated region-wide reconciliation and de-radicalization effort. The programme also aims at supporting and promoting the collaboration between existing regional institutions, especially between AU, LCBC, ECOWAS, ECCAS, and the MNJTF in the area of stabilization.

De-radicalisation and Reconciliation pending

The current conflict has worsened the pre-existing issues of poverty, exclusion, weak governance, which are key drivers of the conflict. Following 2014, conflict and displacement have eroded, and in some cases ruptured, the bonds and relationships between and within groups and communities. Intra-communal structures and processes that traditionally regulated violence and resolved conflicts have been weakened.

As a consequence, vulnerable groups in the Lake Chad Basis, especially youth, have been much more receptive to messages of radicalization and ideology combined with the promise of a purpose and socio-economic empowerment. Prevention of violent extremism and peace-building efforts will only be successful if built on a coherent regional approach and on a credible vision for the future of the basin, and if they are accompanied by opportunities especially for youth and the productive part of the population to rebuild their lives. Such an approach is equally required in the 4 Lake Chad Basin countries, especially in those areas most affected by Boko Haram attacks and the ensuing socio-economic insecurity. However, the population, especially vulnerable groups including women, female-headed households, in Northeast Nigeria and North Cameroon

5 Please refer to UN SC presidential statement S/PRST/2015/14: „"The Security Council acknowledges the economic burden borne by the Boko Haram-affected countries and welcomes the continuing commitment of Member States and international partners participating in support of the MNJTF in combatting the Boko Haram terrorist group.[...] The Security Council notes the steps being taken by the AUC to provide the support necessary for the full operationalization of the MNJTF in line with the relevant provisions of the MNJTF CONOPS to fight against Boko Haram."

are facing the most serious degradation of livelihoods and food security, and the number of youth at risk of radicalization is highest in these two countries.

A large part of the population, especially women and children, in the Lake Chad Basis has experienced violence, including sexual and gender based violence, and multiple human rights violations during the past 5 years. Levels of violence, as measured in frequency and density, is highest in Nigeria, followed by Cameroon, Niger and Chad. There are, however, signs of social fragmentation in affected areas of all four countries as tensions based on ethno-religious, social and other divisions including among internally displaced people (IDPs), refugees and host communities are emerging. There is therefore an overarching need for a basin-wide reconciliation and dialogue process that recognizes and deals with the atrocities of the past, and initiates a basin-wide process of healing.

Community security, vigilantes and the need for reintegration

Despite the efforts of the military, community security in the Lake Chad Basin has been, and continues to be one of the key challenges in the region since local security structures including community-level policing was partially affected (in Chad), strongly affected in Cameroon and Niger and to a large extend destroyed in Nigeria . In response, community and area-based vigilante groups in various shapes and forms organically grew over the past 5 years to provide a minimum of security to the population. Today, there is an estimated number of 26,000 vigilantes across the basin, most of which operate in Northeast Nigeria and belong to the semi-formalised Civilian Joint Task Forces (CJTFs).

The vigilantes in the Lake Chad Basin have filled an important gap in the provision of community security, and continue to cooperate with the Military and the local administration. Those vigilante members who will continue to provide security services to their communities urgently require more formal training and accountability processes to avoid human rights abuses, as well as a linkage to the formal early warning and security system of their region. Other members, whose service is not required anymore, need to receive support to reintegrate into the civilian life of their communities and build a new, different form of livelihood.

The improvement of community-level security services alone, however, will not have the required overall impact. A credible alternative pathway into a different, civilian life also needs to be provided for Boko Haram defectors and surrendering fighters in order to sustainably tackle the Boko Haram phenomenon. Based on international best practices and experiences (among them: Afghanistan, Haiti, Somalia and Sudan), a longer-term comprehensive programme of screening, psycho-social support, opportunities for immediate income generation (OIIG), dialogue and mediation, as well as sub-sequent reintegration for surrendering fighters is needed.

Lessons from UNDP-supported programmes (see below table 2) in this area show that it is crucial to offer a way out for members of armed groups such as the Boko Haram as well as self-defence groups/'vigilantes', but that these reintegration initiatives need to be anchored in broader stabilization efforts. UNDP acknowledges the primary role of national actors in such reintegration efforts and has often played the role of a convener and supporter of the process, coordinating efforts under the UNCT and supporting national actors and counterparts in integrated assessments and strategy development.

Experience also shows that achieving sustainable reintegration remains the most crucial and challenging aspect of the disengagement process. This requires supporting reintegration at multiple levels - the individual, family, community, national and regional, and paying attention to its multi-faceted dimensions – economic, social psychosocial and political. It also requires equal support to former fighters and the receiving communities (50/50 approach). Programmes need to be time-bound, well-resourced and consider context-specific factors and gender dimensions. Finally, in contexts where peace agreements are lacking and transitional justice mechanism are not formally agreed, attention to the legal framework that will underpin reintegration efforts as well as careful risk analysis and mitigation measures are fundamental.

The currently ongoing "Operation Safe Corridor" in Nigeria has been a first attempt in this direction, but is not yet sufficiently capacitated and not yet based on an appropriate legal framework and international standards.[6] Initial discussions between government authorities and development partners including members of the consultative group and UNDP, IOM, UNODC and UNICEF are taking place, and it will be important to pursue these and shape a solid common approach based on international standards.

Table 2: Lessons on Reintegration of Former Fighters from UNDP programmes

Afghanistan	Haiti	Somalia	Sudan
Disbandment of Illegal Armed Groups (DIAG) and Afghanistan Peace and Reintegration Programme (APRP)	Community Violence Reduction (CVR) with the UN mission Community Security	Rule of Law/Youth for Change (Y4C) with ILO, UNICEF	Darfur Community-Based Reintegration and Stabilization Programme (DCBRSP)
APRP built on DIAG and focused on the Taleban, encouraging members to renounce violence and terrorism, to live within the laws of Afghanistan and join a constructive process of reintegration and peace. Encompassed elements of mediation, reconciliation and community based approaches.	The programme emerged from the acknowledgement that the context did not require DDR but a community violence reduction approach bringing together gun control, anti-organized crime initiatives, catch up education and training, access to social services and justice, family engagement and community reconciliation.	The programme targeted youth-at-risk involved in violence, including with Al-Shabaab and in piracy. It contributed to rehabilitation through non-formal education, tools and trainings on social skills, rule of law and civic education. By the end of 2013, over 2,075 youth, including 329 women benefitted from social rehabilitation and integration.	Following the reintegration of over 30,000 ex-combatants under the CPA, of which 17% were women, the Darfur programme now supports the reintegration of ex-combatants, including women and those with disabilities in Darfur through livelihoods and psychosocial support and community-based quick-impact projects.
LESSONS show that reintegration of ex-combatants does not need to take place solely in the context of a peace agreement and a formal DDR process, though security, reputational and other risks need to be carefully considered. Reintegration should not be a standalone programme. It requires solid anchoring in a broader stabilization initiative, and linkages with peacemaking, economic recovery, and justice mechanisms. Strong communication and public information are key to success.	**LESSONS** highlight that integration is currently best achieved through coordinated programming rather than structural integration. DDR implementation presupposes certain criteria in place such as the existence of a peace agreement and political commitment to end the violence that did not exist. CVR and CS are better suited to deal with fragmented, youth criminal groups found in the country using a community-based approach.	**LESSONS** demonstrate the importance of combining approaches such as restorative justice and reintegration: - Outreach, mediation and identification; - Rehabilitation and personal development (psychosocial and family/community reconciliation); - Community service, through labor intensive projects as reparation; - skills development (, literacy and numeracy) - Mentorship and case management are key, provided in a gender responsive manner.	**LESSONS** point to further action needed to stimulate rural economies and the importance of including natural resource management in interventions. Challenges to assist those with disability can be overcome by pooling resources and capacities among civil society organizations and local NGOs. Preparatory assessments for the participation of women associated with armed groups, leading to understanding their vulnerabilities and capacities are fundamental.

6 International Crisis Group (February 2017), Report No. 244: "Watchmen of Lake Chad: Vigilante Groups Fighting Boko Haram".

In Niger, an experimental de-radicalisation and amnesty programme has started and generated initial lessons.[7] The expansion of scope of this programme is currently being discussed in Niamey. However, the process in Niger need to be strengthened and improved "as there is little transparency regarding the admission and release process—a key deficiency of the DDR effort. Nor is there transparency or established criteria determining whether defectors, detainees, and escapees are sent to prison or to the DDR program."[8]

In Chad, since March 2017, surrendering and detained fighters are being judged and vetted by the Pôle Judiciaire antiterroriste and the Chambre de jugement de la Cour d'Appel de Niamey. While clear process criteria are also still under development, so far 300 of the detained have been declared not guilty and freed, and require urgent reintegration support.

At this stage, the four Basin countries need to be supported to develop a common approach to de-radicalization and reintegration of surrendering fighters, based on a shared concept, common standards, and a common legal framework.

It will be critical to base country-level approaches to demobilization, de-radicalization and reintegration on common standards in the four countries of the Lake Chad Basin. These standards should be aligned to relevant international standards, especially the United Nations Integrated DDR Standards and relevant Human Rights standards, as well as to the specific needs in the Lake Chad Basin. Overall, it needs to be ensured that differences in approaches do not lead to incentives for displacement from one country to the other in order to benefit from better conditions and support. The present project is proposing to achieve just this, in close collaboration with all relevant partners.

Insufficient confidence in public administration and local governance

Local governance and public administration structures have been heavily affected by the crisis. While local administrations are by-and-large still in place albeit weakened in Cameroon, Niger and Chad, as well as in Yobe and Adamawa in Nigeria, they are largely dysfunctional in Borno (Nigeria). Physical and administrative structures were destroyed, most civil servants displaced and basic services provision halted. At the same time, grievances of the past related to underdevelopment and insufficient resources provision to communities were one of the drivers of the Boko Haram movement and are still to be addressed.

Generally, the confidence and trust of the population on formal state structures is therefore low. Traditional leadership structures (for instance in Borno / Nigeria: Shehu, District heads, Lawans, Bulamas) enjoy at this stage more confidence and are also more functional. The rebuilding of effective state structures at the local level, a key prerequisite of stabilization, needs to be linked to the process of dialogue, mediation and reconciliation between communities, traditional leadership structures and public administration officials. Beyond this dialogue, the public administration will need to demonstrate its ability to deliver a minimum of basic services to communities if it is to regain the confidence of the population.

In all 4 Basin countries, the insufficient presence of state authorities in Lake Chad areas, especially in Chad in the island areas, is considered as one driving factors which facilitated the expansion of Boko Haram activities. The restoration of state authorities and security forces can play a decisive role in the stabilization process in the region. Promoting an effective border management and encouraging a permanent dialogue between security/defense forces and the civil population will, in great deal, facilitate the restoration of the confidence in the public administration and local governance as well in defence and security forces.

Vulnerable groups, especially women and youth, need protection

With regards to gender equality, it has been recognized that the Lake Chad Basin has historically had a poor record of women's empowerment including low school enrolment, preponderance of early marriages for girls

7 Institute for Security Studies (June 2017), Working Paper: "AU summit 29: Eradicating more than just Boko Haram".

8 See: https://www.brookings.edu/blog/order-from-chaos/2017/06/08/under-the-hot-sahel-sun-post-boko-haram-challenges-in-niger-and-nigeria/

and poor participation of women in public life. The region's deeply-rooted patriarchal norms, often codified in law and reinforced by socio-cultural institutions, have defined women's status through marriage and childbearing and largely confined them to gender roles that do not go beyond the domestic sphere. The conflict has further exacerbated these discriminatory practices and greatly increased insecurity for women and girls who are directly targeted by Boko Haram.

For instance, in April 2014, Boko Haram attacked a Girls' Boarding Secondary School in Chibok LGA in Southern Borno State / Nigeria and abducted over 200 schoolgirls in one single attack. Over 2000 young women and boys, mostly unmarried, have been among the victims of the dastardly attacks of Boko Haram between 2009 and 2015 ranging from the slaughter of about 40 School boys in Buni Yadi, Yobe State / Nigeria to incessant attacks on small communities from where they usually cart away young women and girls, many of whom are forced to marry members of the violent insurgent group. Vulnerable women and girls are compelled to live in undignified conditions in overcrowded IDP sites with weak protection and security measures in place.

Harassments of women and girls has been reported in both IDP Camps and host communities in the Lake Chad Basin, often in the course of conducting daily domestic chores such as fetching water or firewood or whilst using latrines and showers. With rampant hunger and malnutrition, displaced women are often forced to resort to negative coping mechanisms including survival/transactional sex, often to support the livelihood of their families.

Against this background, approaches to stabilization in the region will need to ensure that all vulnerable groups, especially women and girls, receive dedicated support and protection and that the effectiveness of such support is regularly monitored and programme strategies adjusted as required.

Resulting project strategy

The Boko Haram insurgency and the current humanitarian crisis in the Lake Chad Basin have affected regions and communities across borders. While humanitarian assistance will continuously be required to address immediate needs and tackle the looming food crisis, the present programme is based on a comprehensive stabilization approach to start addressing grievances and contribute to ending the spiral of insecurity, forced displacement and conflict. As part of the programme, dedicated support and protection of vulnerable groups will be provided.

Figure 1: Overall Approach to Stabilization



To launch the establishment of foundations for longer-term recovery and development activities, the programme will implement immediate stabilization measures to address community-level security concerns in each of the four countries of the Lake Chad Basin, initiate a process of reconciliation and peace-building, rebuild local administrative structures and strengthen their ability to deliver, and support the process of de-radicalisation and reintegration of former fighters as well as the reintegration of former CJTF members and vigilantes while at the same time preparing and supporting receiving communities.

To ensure effectiveness and sustainability, the proposed programme will enhance cooperation between affected regions across borders and in close cooperation with local governmental structures and regional institutions (AU, LCBC, MNJTF, ECOWAS, ECCAS). This will require a common strategy and action plan agreed between the four countries and supported by the regional institutions. While targeting the most affected areas and communities within the region, the approach will enhance cooperation between the four countries, and address the risk of further destabilization and radicalization in an integrated and sustainable manner.

This approach is aligned with the recommendations of United Nations Security Council Resolution 2349 of 2017, in particular para. 29: The Security Council

> "*(…) encourages Governments in the Region, in collaboration with regional, sub-regional organisations, relevant UN entities and other relevant stakeholders, and, in the context of this resolution, to develop and implement a regional and coordinated strategy …".*

In addition, the approach is in alignment with the objectives of the UN Integrated Strategy for the Sahel region, especially with the objective 1.6 :

> *"Support the development of a community security and social cohesion strategy, through participatory and inclusive dialogue, for Sahel countries".*

Programme objectives

The programme was developed against the above described strategy in close collaboration with the national governments and local authorities of the Lake Chad Basin, as well as with international development partners. Moving away from geographically and thematically fragmented interventions, the overarching goal of the project essentially is to stabilize the Lake Chad Basin and beginning to establish the foundations for recovery and development.

Its specific objectives are to:

1. Support the 4 countries / governments / local authorities to develop and launch a common, **regional approach to stabilization** between the four countries of the Lake Chad Basin, including cross-border processes of reconciliation and prevention of violent extremism;
2. Promote regional stability through strengthening of **community security, local governance and peace building** / reconciliation and prevention of violent extremism in 20 critical border communities; and
3. Support **reintegration of former vigilantes and people associated with BH (including surrendering fighters) and victims** into crisis-affected communities of the Lake Chad Basin, while preparing and equally supporting receiving communities.

These three objectives are mutually dependent, and need to be pursued in parallel. First, a regional approach spanning affected areas of the four countries will be established aligned with United Nations Security Council Res. 2349. Secondly, a range of integrated activities improving human security, reconciliation, preventing violent extremism, enhanced local government's accountability and citizen engagement in service delivery, as well as immediate employment opportunities, will be implemented to enhance community-level and regional

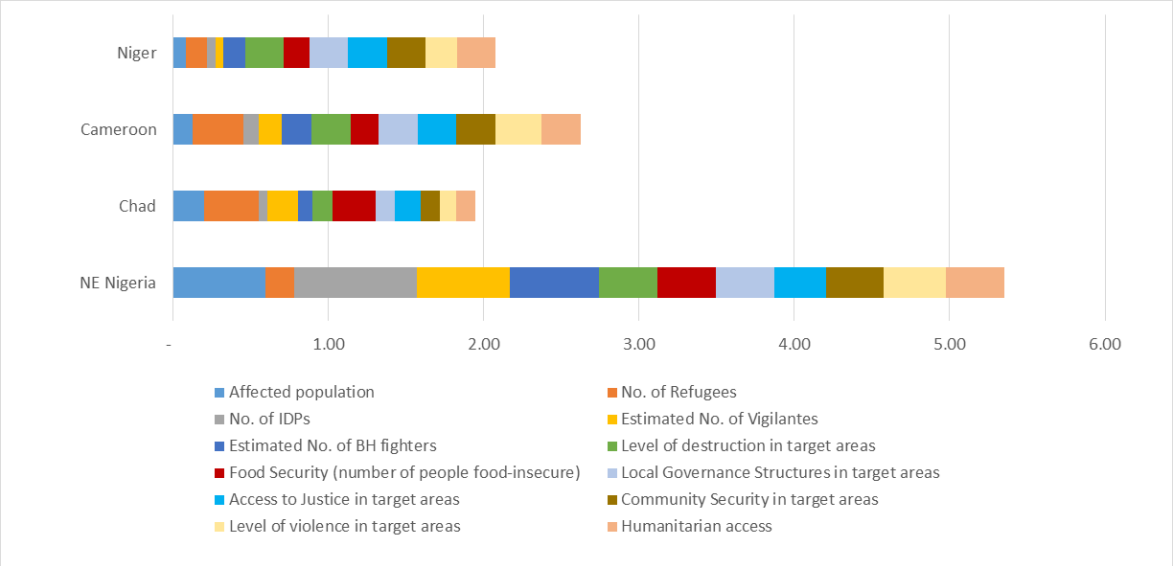
stabilization in 20 priority communities in the border areas of the four countries. Thirdly, support to de-radicalization and subsequent reintegration will be provided.

Country-specific implementation

The approach necessarily includes the flexibility to respond and adjust to situation changes, while creating synergies between its areas of intervention. Programme activities will be designed and tailored to the situation in each country based on the conflict analysis conducted during the inception phase, prioritizing interventions based on the specific country needs while ensuring an overall coherent and coordinated approach.

Overall, in line with the above analysis and identified country-specific needs (see below quantified overview based on table 1), the programme resources will be distributed between the four countries based on the following formula: Nigeria – 45%; Cameroon & Niger – 20% each; Chad – 15 %. Accordingly, 8 communities will be targeted in Nigeria, 5 communities in Cameroon, 4 in Niger, and 3 communities in Chad.

Figure 1: Quantified overview of needs in the 4 countries



Immediate priorities in Nigeria will include community security measures (including vigilante profiling and training), basic general capacity building of local governance authorities charged with basic service delivery, and the establishment of peace and grievances committees (including a committee for the protection of vulnerable people), and the provision of immediate basic opportunities for gainful employment While physical reconstruction of community infrastructure is not included in the present project, linkages will be established with the existing UNDP early recovery and access to justice projects, as well as with the GIZ resilience project and British Council activities in community security to create synergies and maximum impact. In addition, technical support to the ongoing demobilization and de-radicalisation process of the Operation Safe Corridor will be provided in consultation and collaboration with international partners (among which UNODC, IOM, UNICEF, as well as bilateral partners), and a possible expansion of this pilot project explored. Particular attention is given to IOMs existing work on DDR in order to create synergies.

Immediate priorities in Cameroon will be comparable. However, the emphasis is less on the full reestablishment of security and local governance structures, but rather on strengthening and capacity building of both, as well as the establishment of peace and grievances committees and the protection of vulnerable target groups, in addition to the provision of immediate employment opportunities. Messages against violent

extremism in Cameroon as well as awareness raising against religious radicalism should especially target prisons, which have been identified as one key location for radicalization.[9]

In Niger, strengthening and capacity building of community security providers and local government structures, as well as the establishment of peace and grievances committees and the protection of vulnerable target groups is equally important. In addition, initial demobilization and reintegration experiments are ongoing, and immediate technical assistance will be provided by the programme to strengthen and improve these in collaboration with relevant partners.

In Chad, the establishment of peace and grievances committees will be accompanied with participatory local governance planning sessions and capacity building of local administrations. Local governance structures are by-and-large in place albeit not sufficiently capacitated. At the same time, access to and linkages to the formal justice chain will be assessed and immediate improvement opportunities for protection of vulnerable people explored. In terms of DDR, the national discussions and frameworks are less advanced as in Niger and Nigeria. For the time being, no clear process and criteria have been designed – also not on pilot basis, and no systematic screening has begun. Accordingly, the programme will in Chad initiate discussions to create momentum in close collaboration with above mentioned relevant partners.

This initial set of immediate country-specific priorities will be reviewed and refined during the inception phase of the project (expected in September 2017), and detailed annual work plans developed for each of the 4 countries, in alignment with the overall programme strategy.

2. Related measures and projects of other governmental or non-governmental organizations

Is the project connected to measures and projects being implemented by other governmental or non-governmental organizations (in particular German development cooperation institutions, the EU, the UN, the OSCE)? Are these bodies carrying out similar projects in the area, and does that entail a risk of duplication or opportunities for synergies?

The programme will be align to relevant international frameworks and strategies, including relevant UN Security Council Resolutions, the UN strategy for the Sahel, the EU road map for the Lake Chad Basin, as well as prospective frameworks emanating from the Oslo Consultative Group on Prevention and Stabilization in the Lake Chad Region.

It will closely collaborate with concerned regional organizations, especially AU, LCBC, MNJTF, ECOWAS and ECCAS, fostering regional cooperation and establishing effective channels of coordination exchanges and collaboration between these and the members of the Oslo Consultative Group.

It will be guided by national stabilization frameworks and implemented in close collaboration and partnerships with the federal and state level governments in Nigeria, Cameroon, Chad and Niger, which are critical for the successful and sustainable implementation of the programme. Strong partnership with federal authorities and state governments will ensure sustainability in terms of operation and management of the restored basic services. In addition, collaboration with local government administrations and traditional structures will be essential to ensure effective and efficient service delivery. The project implementation will build on the existing network of UNDP partners in the four countries. In addition, close coordination will be undertaken with specialised institutions to enhance the impact of the programme.

In terms of specific measures and projects implemented by other organisations, the programme will establish linkages to, and attempt to create synergies with the partners and projects and initiatives highlighted in the below table. In addition to regular exchanges and discussions with the management of these initiatives, UNDP will also support Government authorities in each of the four countries to establish a stabilization stakeholder forum to which representatives from these initiatives as well as beneficiaries and stakeholders will be invited.

9 Please refer to: https://www.crisisgroup.org/africa/central-africa/cameroon/cameroon-confronting-boko-haram.

This forum will be used, among others, to ensure that possible overlaps will be avoided and that areas for collaboration will be identified and pursued.

Table 3: Overview of Related Initiatives and Programmes

Nigeria	Cameroon	Chad	Niger
• International Humanitarian Resonse (through Intersector working group) • GIZ Borno resilience project, National Police Project and Border project • British Council Access to Justice and Security Project • Worldbank MCRP project • UNICEF Child Soldier protection initiative • IOM DDR pilot project • UNODC Access to Justice project	• UNDP/UNICEF prevention of violent extremism and peacebuilding in Cameroon and Chad (under development) • UNDP community empowerment and peace building in the Far North region • UNCT Resilience joint programme in Logone et Chari division (under development) • GIZ Police Programme and Socio-economic resilience of vulnerable youth in North	• USAID funded counter-violent extremism in Chad (under development) • WFP / FAO Livelihoods and Resilience Project in the Lake Region • Ongoing MNTJ operations, especially with the civil component • GIZ Police Programme	• National Reintegration Program for the fighters of Boko Haram. • WB Community Action Project • UNODC security cooperation / deradicalisation projects • GIZ Border & Police Programmes

3. Linkages to ongoing and past UNDP projects in the Region

Which similar ongoing or past projects of your own or other relevant organizations in the partner country/countries are you aware of?

The programme „Integrated Regional Stabilization of the Lake Chad Basin" will be implemented in close alignment with, and technically supported as required by UNDP Africa's regional programme for the prevention of violent extremism (PVE). This programme is overseen by UNDP's Regional Service Centre in Addis Ababa, and is currently deploying a Senior Advisor dedicated to the Lake Chad Basin. This Advisor will support the implementation of the present programme, and ensure that regional programme activities will be linked to, and complement the activities of the present programme.

In addition, the programme will work in close conjunction with, and build on existing local UNDP initiatives. In Nigeria, these include the Integrated Community Stabilization and Resilience project (funded by the EU and Japan), as well as a project (in its final stages) to support peace building and de-radicalisation in Northeast Nigeria (funded by Japan). In Chad, the present programme will establish linkages to the ongoing early recovery, human security and border management projects (funded by UNDP and Japan). In Niger, effective linkages will be created with the existing projects supporting the resilience of communities and households, particularly women headed households, along Lake Chad as well as a small project strengthening regional and community peace and security early warning mechanisms. In Cameroon, linkages will be created with the ongoing early recovery project (funded UNDP and Japan) and new PVE and peace-building project (potentially funded by PBSO). For more details on the projects in the 4 countries, please refer to above section 1.

The UNDP Nigeria office is also managing an EU-funded regional pilot small arms and light weapons programme. The project is an integral component of the programme "European Union Support to the ECOWAS Peace, Security and Stability mandate (EU-ECOWAS PSS)", implemented 2013-2019, which seeks to

support ECOWAS in its capacity to effectively address factors of instability and reinforce a proactive approach to peace-building, conflict prevention and resolution in West Africa. It seeks to advance implementation of the component "Practical Disarmament" of the ECOWAS Conflict Prevention Framework (ECPF) in Member-States. The project, active in the two Lake Chad Basin countries Nigeria and Niger, supports National Commissions of Small Arms (NATCOMS) of the pilot countries and selected communities under the programme. The present stabilization project will draw on the expertise and work closely with the SALW project in terms of technical support to disarmament through designated national agencies in the four countries.

3. Project planning

1. Impact

Which long term changes will the project contribute to? Which political objectives of the Federal Foreign Office does the project address?

The present programme will contribute to stabilizing the Lake Chad Basin and to establishing the foundations for recovery and development in the geographic region. It seeks to address the key drivers of the Boko Haram insurgency. Guided by a common, regional approach to prevention and stabilization and supported by cross-border collaboration, the programme will launch a set of interrelated interventions that aim at improving community security, strengthen local governance, promote reconciliation, and support the reintegration of former fighters and vigilantes; thereby preparing communities for recovery.

As such, the programme supports the vision of the German Federal Foreign Office to address conflicts that pose a particular threat to German and European security – in the arc of crisis extending from North Africa to the Middle East, and to support mediation and reconciliation between parties in conflict, the establishment of the rule of law and institutions to protect human rights, and to provide training and developing a democratically-controlled security sector.

The programme is also aligned with the emerging vision of the Oslo Consultative Group on Prevention and Stabilization in the Lake Chad Region, which recognizes that there is an urgent need for the international community together with the Governments and local organisations in the affected areas to complement humanitarian assistance with a scale up of conflict management and crisis prevention as well as stabilization activities that set the foundations of a sustainable peace in the region. The programme will enhance regional cooperation, foster local and intra-regional political dialogue and increase the legitimacy of state institutions in conflict-affected areas of the Lake Chad Basin.

2. Outcome/Outputs

Please describe in concrete terms the changes that will be achieved by the project in the context of the current situation

In order to contribute to the above described impact, the programme aims to achieve three specific objectives (outcomes) through a number of interrelated outputs. These include (for details, please refer to the log frame below):

Objective 1 - A common, regional approach to stabilization launched in the 4 countries of the LCB

- The development of a regional roadmap to stabilization and prevention/de-radicalization in the Lake Chad Basin supported, agreement between states facilitated and implementation initiated, including a detailed inter-regional strategy that is aligned with existing UN, WB, EU strategies as well as with strategies of key regional institutions (AU, LCBC, ECOWAS, ECCAS, MNJTF). A governors' meeting and

a follow-up meeting to the First Senior Officials Meeting of the Oslo Consultative Group on Prevention and Stabilization in the Lake Chad Region is organized in the region

- Inter-state dialogue on prevention/de-radicalization and reconciliation established, and reconciliation process launched

Objective 2 - Regional stabilization promoted through strengthening of community security, local governance and reconciliation

- Stabilization needs are identified and adopted in target areas
- Cross-border community security, early warning and early response in border communities in the LCB
- Community counter-radical engagement and reconciliation across borders is enhanced, and violent extremism prevented
- Effective and accountable local governance is emerging in target states

Objective 3 - Reintegration of former fighters, CJTF members / vigilantes and those associated with BH[10] supported

- Legal framework and approach for rehabilitation, de-radicalization and reintegration of former fighters (vigilantes / BH) and others associated with BH is established
- Former BH fighters and other BH associated groups are de-radicalized and are reintegrated through support both to receiving communities and former fighter
- Former CJTF members and vigilantes have developed transferable skills and are reintegrated both, through support to receiving communities and former vigilantes

The programme is conceptualized in 2 different phases. During the **initial phase 1** subject to the present request of funding from the Federal Foreign Office spanning the period of September 2017 to December 2018, the first specific objective and related outputs will be achieved, and key activities for the outputs of specific objective 2 and 3 implemented. This will kick-start regional cooperation, and the process of reconciliation and de-radicalisation. This phase will also lay the foundations for the reintegration of BH fighters and vigilantes during the **planned follow-up phase 2.** In this planned phase, the remaining activities related to the second and third objective will be implemented and all outputs and objectives reached. The below section on activities as well as the timeline in section 6 provide details on each of the two planned phases.

3. People/groups targeted and beneficiaries

Please describe the people/groups this project is aimed at. Are there particular reasons for choosing them? Does gender play a role? Does the project contribute to implementing UN resolution 1325 and following resolutions?

Supporting conflict-affected populations in the Lake Chad Basin, three main target groups will be engaged throughout the duration of the programme (phases 1 & 2):

- Youth with conflict-carrying capacities;
- Conflict-affected women and young girls, especially female breadwinners;
- Vulnerable community members (elderly, people with disabilities, marginalized social groups);
- Surrendering fighters and former vigilantes.

10 Including 'Boko Haram wives', children from forced marriages, and suspected BH supporters.

- Civilians and women associated with Boko Haram.

As part of the initial community-level rapid needs assessment, these groups will be identified and mapped. Gender empowerment is a critical element of the proposed programme. Previous programme implementation experience in the Lake Chad Basin has shown that the systematic inclusion of women in decision making, as well as activities targeting female-headed households, is possible and contributes significantly to the sustainability of interventions.

By the completion of phase 1 of the project, processes of regional collaboration, especially as it concerns AU, ECOWAS, ECCAS, LCBC and MNJTF, will be strengthened as measured in the level of alignment of institutional strategies as well as in the increase in information exchanges and consultations.

Over 3,000,000 people in the four countries will have benefitted from the programme through participation in dialogues on de-radicalization and reconciliation, the effects of cross-border cooperation and exchanges, as well as increased community security.

Figure 2: Overview of Key Activity Results for phases 1& 2

Programme results	Number
Phase 1	
Total indirect beneficiaries	4,500,000
Population reached by reconciliation activities	3,000,000
Affected communities benefiting from stabilization	20 (in four countries)
Local Governance Administrations benefiting	10 (in four countries)
Total community beneficiaries directly benefitting from stabilization activities	75,000 (52% women)
Trained CJTF members / Vigilantes for community security services	2,600
Additionally planning for Phase 2	
Youth at risk benefiting from immediate employment opportunities	10,000
Trained CJTF members / Vigilantes for community security services	1,400
Reintegrated vigilantes	10,000
Reintegrated former BH fighters	5,000

Community-based interventions will have directly supported 75,000 people[11] in 20 most affected target communities in the four countries of the Lake Chad Basin. Twenty comprehensive, evidence-based community stabilization plans and budgets, with a component of community security, will be formulated, and the same number of community participation and monitoring mechanism will be put in place. In addition, 10 percent of community members selected by the communities as part of community dialogue and planning sessions, will receive training and mentoring on de-radicalization and 20 percent on early detection and prevention of violent extremism.

11 This calculation assumes an average size of one community of 3,750 people and 500 households, with an average size of 8 persons per household.

In addition, 10 local governance administrations and their officials will benefit from capacity building in basic services participatory budgeting, planning and management[12]. The project will facilitate population return, contribute to reinstate the key sector ministries' presence (administrative governance) in ten local governance areas, and support the return of informal governance leaders to their communities. They all will be engaged in development and implementation of community or cluster stabilization plans. These plans will be linked to the federal level transfers that the local governments receive to ensure sustainability within the participatory planning and budgeting.

As planned for **phase 2**, over 10,000 youth at risk of radicalisation will benefit from immediate employment opportunities through cash-for-work initiatives infrastructure organised by the programme, as well as employability and entrepreneurial support, in order to offer an immediate peace-dividend. Based on an adopted regional framework and engagement of communities on reintegration modalities, 5,000 former Boko Haram fighters and 10,000 former vigilantes will receive training and support to reintegration.

Target communities

With its first objective, the programme targets the general population of the crisis-affected areas of the Lake Chad Basin across the four countries. With regard to community-level interventions, the programme will target 20 communities of the Lake Chad Basin (Nigeria: 8; Cameroon: 5. Niger: 4. Chad: 3), focussing specifically on the geographic areas detailed in the below table.

Criteria used for the selection of target communities will be: accessibility and security, population size (actual and displaced), vulnerability, and the strategic importance of the main location for stabilization and cross-border cooperation.

Table 4: Geographic Target Areas of the Project

Nigeria	Niger	Cameroon	Chad
Borno, Yobe, Adamawa	Diffa	The Far North	Lac, Kanem, Hadjer-Lamis

Mainstreaming of support to the most vulnerable

Findings from multiple studies and assessments of the crisis reveal that gender equality concerns in the humanitarian crisis in the Lake Chad Basin are multi-dimensional and complex. Even prior to the onset of the crisis a combination of structural factors, inter alia, socio-cultural and religious norms were responsible for alarming gender disparities in the northeast of Nigeria. The region was always bottom of the ladder with regards to multiple human development indicators such as school enrolment and completion for girls, maternal mortality rates, women economic and political empowerment and incidents of gender based violence including FGM/C. These weak indicators which have been issues of critical national concern have been

12 Following the assumption that in average, one local government body covers two targeted communities.

further exacerbated by the ongoing humanitarian crisis in the region. The displacement of the local population as a result of the crisis further served to deepen existing gender disparities. The number of female headed households increased because of the crisis which has claimed an estimated 2 million lives. Lack of access to early warning messages, restriction in mobility due to socio-cultural barriers, dependence on male partners for decision-making and a higher risk of sexual exploitation and abuse are among the specific difficulties encountered by women and young girls in the context. Therefore, inclusiveness in stabilization programming targeted at women girls and youths will be prioritized in interventions to ensure full including and participation of this group in all programme activities, community-level dialogue and decision making as well as stabilization planning.

The project will prioritize both gender mainstreaming approaches as well as women-specific initiatives to achieve gender equality and women's empowerment in all programming stages. As part of the inception phase, the project will also establish a set of key indicators that will monitor the overall theory of change and specifically situation changes related to target beneficiaries (vulnerable population, female-headed households and women). Project activities will be adjusted during implementation based on the findings of regular sex-disaggregated indicator monitoring.

Sustained advocacy with traditional cultural institutions as well as mainstream government institutions is expected to result in transformational changes in knowledge and practices towards women's empowerment within target communities. Technical support provided by UNDP Programme Manager and Gender Advisor will ensure that gender mainstreaming is an integral aspect of all stages of the design, implementation and monitoring of all activities under the project.

4. Key actors

Identify the individuals/groups with whom you primarily cooperate for the purpose of implementing the project and achieving the desired changes. Why did you choose them?

The project spans interventions at the political and technical regional level, at the federal and state level as well as interventions at the community level across the Lake Chad Basin. Successful implementation of the project will require the involvement of stakeholders of these three levels. Accordingly, actors (stakeholders) involved in programme implementation will include in the four countries:

- Key officials of relevant regional institutions (ECOWAS, ECCAS, AU, LCBC, MNJTF)
- Designated national and state level focal points for regional cooperation and stabilization
- Designated national and state level technical focal points for stabilization and reintegration planning
- Civil society representatives active in the conflict affected areas
- Traditional leaders and selected community representatives
- Representatives of vulnerable groups (especially youth and women)

Close collaboration and partnerships with the federal and state level governments in Nigeria, Cameroon, Chad and Niger are critical for the successful and sustainable implementation of the programme. Strong partnership with federal authorities and state governments will ensure sustainability in terms of operation and management of the restored basic services. In addition, collaboration with local government administrations

and traditional structures and civil society representatives will be essential to ensure effective and efficient implementation of community level activities as well as to design the overarching regional approach. The project implementation will build on the existing network of UNDP partners in the four countries. In addition, close coordination will be undertaken with specialised institutions to enhance the impact of the programme.

5. Measures and Activities

What concrete steps does the project envisage to achieve the aim?

All project activities will be carefully coordinated with key stakeholders of the four countries as well as with international partners involved in humanitarian and recovery efforts. In designing its activities, the programme will consult with representatives from target communities, sub-national administrations as well as with representatives of local government administrations of areas affected by the crisis, and with federal authorities. Programme design will also build on the results of the First Senior Officials Meeting of the Oslo Consultative Group on Prevention and Stabilization in the Lake Chad Region as well as the inter-regional workshop(s) and follow-up meeting(s).

1. A common, regional approach to stabilization launched in the 4 countries of the LCB

The project will support the development of a regional roadmap (strategy and action plan) for stabilization, peace-building, prevention of violent extremism and de-radicalisation through a series of consultations between community and state-level stakeholders of the four countries. These will involve focus group discussions and fora with representatives of civil society and social groups in conflict-affected regions of the four countries as well as a regional meeting of civil society, as well as a governors' meeting and consultations with local government representatives of the conflict-affected regions. Based on these consultations and in close collaboration with designated national and state-level focal points as well as civil society representatives from the four countries, the project team will support the four governments in the development of a detailed inter-regional strategy and action plan for stabilisation and de-radicalization. The specific focus of this strategy is to provide a comprehensive de-radicalisation and reconciliation concept that connects dialogue with peace dividends and concrete improvements at the community level in the areas of security, local governance and reconciliation.

The strategy and action plan will be presented during an inter-regional workshop of the newly established Oslo Consultative Group on Prevention and Stabilization in the Lake Chad Region with key stakeholders of government, civil society and affected communities from the four states in the first quarter of 2018. Once adopted, the roadmap will be communicated through various channels (radio stations, newspapers, consultations) across the affected areas in the four countries.

All relevant and concerned regional organizations, especially LCBC, MNJTF, ECOWAS and ECCAS will be fully involved in the development of the strategy and action plan. The Oslo Consultative Group and its planned follow-up meeting(s) in the region will give all concerned parties the occasion to provide input on lessons learned and best practices from regional cooperation in the Lake Chad Basin, and accordingly shape the emerging strategy. The present project will ensure maximum harmonization of efforts concerning regional cooperation and avoid potential duplication.

It is expected that the strategy will include the launch of an inter-state dialogue on reconciliation, prevention of violent extremism and de-radicalisation. Project activities supporting the implementation of the strategy, to be adjusted based on the adopted strategy, will include the establishment of cross-border peace and development committees, the design and roll-out of modules on prevention and early detection of radical extremism, as well as the development of basin-wide counter narratives.

Most activities under objective 1 will be completed during the first six months of the initial phase, and set the stage for implementation of stabilization activities at the community level.

Table 5: Overview of Key Activities under Objective 1

Output	➔ Initial Phase (Sep 2017 – Dec 2018)	➔ Phase 2 (Jan 2019 – Feb 2020)
1.1. A regional roadmap to stabilization and prevention / de-radicalization in the Lake Chad Basin developed, agreed between states and initiated.	1.1.1 Focus group discussions with representatives of social groups in conflict-affected regions of the 4 countries 1.1.2 Consultations with local government representatives of the conflict-affected regions, state & federal level official and representatives of regional institutions (AU, ECOWAS, ECCAS, LCBC and MNJTF). 1.1.3 Development of an inter-regional strategy and action plan for socio-economic stabilisation and de-radicalization 1.1.4 Organisation of a governors' meeting and a regional workshop (as a follow-up the Oslo Consultative Group) to review and adopt the strategy 1.1.5 Communication of the strategy across the conflict-affected regions of the 4 countries	Complete.
1.2. Inter-state dialogue on prevention / de-radicalization and reconciliation established, and reconciliation process launched	1.2.1 Consultations with most affected communities and social groups of the 4 countries 1.2.2 Development of basin-wide counter-narratives and a Lake Chad-wide vision for the future 1.2.3 Establish cross-border peace and development committees 1.2.4 Cross-border Reconciliation dialogue forums in conflict-affected regions of the 4 countries 1.2.5 Conduct sensitization and training for religious & traditional leaders on radicalization across borders 1.2.6 Implementation of cross-border peace and development initiatives	1.2.6.1 Implementation of cross-border peace and development initiatives (Phase 2)

2. Regional stabilization promoted through strengthening of community security, local governance, peace-building and reconciliation

While the regional approach to stabilization and reconciliation will be developed, geographic areas of intervention of the project will be identified in the border areas of the 4 countries through a process of criteria-based selection of target areas and communities, as well as participatory prioritization and adoption of stabilization plans (for the proposed selection of criteria for community selection, please refer to the section on targeting). These plans will be also used as input into the regional strategy.

To strengthen cross-border community security, an initial review of community-level security arrangements including actors, security plans and early warning / response mechanisms will be conducted in each of the four countries. Following the identification and profiling – and in collaboration with international and national partners active in this field (including GIZ, UNICEF and UNODC, British Council) – training will be provided to community-based vigilante groups. The training, which will be tailored to the specific needs identified in each of the four countries, will include basic security management capacities, human rights and early warning. The community leadership structure as well as designated community representatives (including representatives of vulnerable groups) will be consulted prior to, and participate in the training.

A local level stakeholder dialogue on reconciliation, peace-building and counter narratives to radicalization will be conducted in target communities of the four countries, aiming at strengthening existing community reconciliation and mediation mechanism, in particular traditional conflict resolution mechanisms, and link communities across borders. The aim of this set of activities is not only to support communities in their fight against radicalisation, but also to allow conflict-affected community members across borders to voice their grievances so as to launch and support the process of healing. The dialogue process will be guided by a set of predefined standards regarding inclusiveness, key messages, outreach channels and broad participation. Country specifics regarding groups in conflict, "hot topics", and traumata from the past will be designed based on the initial conflict and development assessment (done during the inception phase of the project) and in collaboration with national authorities and civil society representatives.

Regional radio and TV outreach programmes with peace-building and reconciliation messages and counter narratives will accompany and strengthen the activities of community-level committees, and local and cross-border peace initiatives within and between communities, including sport events, cultural exchanges, community peace programmes will be encouraged and supported. Complementing these activities, at the beginning of phase 2, youth lacking opportunities and being at risk of radicalisation will have access to immediate cash for work opportunities, combined with employability support and the opportunity to put their newly acquired skills into practice, in order to ensure an immediate peace dividend.

Moreover, the project will build linkages between community-level initiatives and formal governance structures, aiming at re-establishing confidence and trust of the population in local administrations. Following a mapping and profiling of local government structures in target areas, targeted capacity building and training will be provided of local government officials and community representatives to engage in participatory planning processes, budgeting and monitoring of government services.

The training will lead to the establishment, at the beginning of phase 2, of formalised transparency & accountability mechanisms for local government processes through systematic community participation. Similar to all other activities, this mechanisms will follow a set of common standards, but adjusted in each country (and possibly community) in response to local specificities.

Gradually, starting in phase 2, the project will also promote the deployment and capacity building of community police, creating linkages and formal relationships between vigilantes and community police, as well as between security forces and communities. The establishment of an effective and functional Early Warning and Early Response System will link community security arrangements with formal intervention and

protection forces. Finally, information-sharing mechanisms among the security agencies of the Lake Chad basin and the provision of joint Operational Training Exercises for Police/Gendarmerie and Immigration across the Borders will enhance linkages between community security and formal security and protection forces.

Table 6: Overview of Key Activities under Objective 2

Output	➔ Initial Phase (Sept 2017 – Dec 2018)	➔ Phase 2 (Jan 2019 – Feb 2020)
2.1. Stabilization needs are identified and adopted in target areas	2.1.1. Prioritization and selection of targeted areas and communities 2.1.2. Rapid assessment of stabilization needs in the targeted areas, including conflict/power dynamics, gender and age relations, security needs, and existing local governance structures and capacities. 2.1.3. Community engagement, participatory prioritization and adoption of area-based action plans for stabilization	Complete.
2.2 Cross-border community security, early warning and early response in border communities in the LCB are promoted	2.2.1 Review of community-level security arrangements including security plans and early warning / response mechanisms 2.2.2 Identification, profiling, training and deployment of community-based vigilante groups and CJTF members (Initial Phase)	2.2.2.1 Identification, profiling, training and deployment of community-based vigilante groups and CJTF members (Phase 2) 2.2.3 Deployment and capacity building of community police (Phase 2) 2.2.4 Establish effective and functional Early Warning and Early Response System (Phase 2) 2.2.5 Development and deployment of Information-sharing mechanisms (Database) among the security agencies of LCB (Phase 2)
2.3 Community counter-radical engagement and reconciliation across borders is enhanced, and violent extremism prevented	2.3.1 Strengthen the existing community mobilization mechanism, in particular with traditional conflict resolution mechanisms and access to the formal legal chain (community peace committees) 2.3.2 Conduct stakeholder dialogue on reconciliation and counter narratives to radicalization in selected communities 2.3.3 Radio and TV outreach programmes with reconciliation messages and counter narratives	2.3.4 Support peace initiatives within and between communities (sport, cultural exchanges, peace programmes in media) (Phase 2) 2.3.5 Immediate cash for work opportunities for youth at risk of radicalisation (Phase 2) 2.3.6 Employability support for youth at risk of radicalisation (Phase 2) 2.3.7 Business grants for youth at risk of radicalisation for small and micro-enterprise development (Phase 2)
2.4 Effective and accountable local governance is emerging in target states	2.4.1 Mapping and profiling of local government structures in target areas 2.4.2 Training of community representatives to engage in participatory planning processes 2.4.3 Capacity building for state and local governments on budget planning and execution for basic services, and monitoring and reporting	2.4.4 Develop and establish Transparency & Accountability models through community participation (Phase 2)

3. De-radicalisation and reintegration of former fighters supported

Initial discussions at national level in Nigeria and Niger on a legal framework and approach for rehabilitation, de-radicalisation and reintegration have started. In close collaboration with national and international partners active in this field (IOM, UNODC, UNICEF) as well as with UNDP's regional small arms and light weapons

programme, the present project seeks to support and expand this process through an assessment of the existing legal base and needs in the four countries, followed by technical support to the authorities in developing a common, regional framework and approach guiding both, de-radicalisation and reintegration of former Boko Haram fighters as well as CJTF and members and vigilantes. The adoption of this framework will be sought during a technical workshop (following the initial workshop adopting the regional strategy) between security and government officials of the 4 countries.

Once adopted, the project will offer to provide, in partnership with international actors, technical support to the authorities of the 4 countries will be provided to develop an internationally guided approach to de-mobilisation and reintegration of vigilantes / CJTF members, and to the de-radicalisation / demobilisation processes for Boko Haram fighters.

When the time is right and fighters have been disarmed, demobilised and screened by the national authorities in the 4 countries with the support of international partners, as of the beginning of phase 2, the project will support authorities to conduct a dialogue with communities of origin on reintegration modalities, followed by the provision of reintegration support to up to 5,000 former fighters and BH victims (including civilians associated with BH) and of support to receiving communities. Reintegration will be prepared through sensitisation of, and dialogue with communities to welcome people previously associated to Boko Haram to their communities, as well as advocacy towards political leaders at central and local levels to facilitate the return and reintegration.

At the same time and separately, the project will technically support the registration and profiling of CJTF members and vigilantes. It will provide transferable skills training, and subsequently support to reintegration of up to 10,000 vigilantes into their communities of origin through the provision of support to former vigilantes and to receiving communities.

Similar to other contexts (Nepal, Somalia), a common approach with development partners will be sought as part of the reintegration process to establish an Information, Counselling and Referral System (ICRS) in the four countries. Such system aims at supporting the social and economic reintegration of surrendering fighters while ensuring legitimacy, transparency and accountability of the reintegration programme.

Table 7: Overview of Key Activities under Objective 3

Output	➔ Initial Phase 1(Sept 2017 – Dec 2018)	➔ Phase 2 (Jan 2019 – Febh 2020)
3.1 Legal framework and approach for rehabilitation, de-radicalisation and reintegration of former fighters (vigilantes / BH) is established	3.1.1 Assessment of existing legal base and needs in the four countries 3.1.2 Technical support to the development of a common legal framework and technical approach guiding rehabilitation, de-radicalisation and reintegration of Boko Haram fighters 3.1.3 Technical support to the authorities of the 4 countries to develop an internationally guided approach to de-mobilisation and reintegration of vigilantes / CJTF members	Complete.

	3.1.4 Workshop between security and government officials of the 4 countries to adopt framework and approach	
3.2 Former BH fighters are de-radicalised, have developed transferable skills and are reintegrated	3.2.1 Technical support to screening and de-radicalisation	3.2.3 Dialogue with to communities of origin on reintegration modalities and provision of support (Phase 2) 3.2.4 Provision of reintegration support to former BH fighters (Phase 2)
3.3 Former CJT members and vigilantes have developed transferable skills and are reintegrated	N/A.	3.3.1 Technical support to registration and profiling of CJFT members and vigilantes (Phase 2) 3.3.2 Provision of transferable skills training to CJTF / vigilantes (Phase 2) 3.3.3 Provision of reintegration support to former CJTF members and vigilantes (Phase 2)

6. **Timetable** and Activity Budget overview (For details, please refer to attached Excel Sheets)

Please identify and list - using a graphic or a table as an annexe to this application - the main activities of the project.

Overall objective: **The Lake Chad Basin is stabilized and foundations for recovery and development established**		Initial Phase				Phase 2					
Specific objective 1: **A common, regional approach to stabilization launched in the four countries of the Lake Chad Basin**											
Outputs	Key activities	Quarterly (Sep 2017 - Feb 2020)									
		4	1	2	3	4	1	2	3	4	1
1.1. A **regional roadmap to stabilization and prevention / de-radicalization** in the Lake Chad Basin developed, agreed between states and initiated.	1.1.1 Focus group discussions with representatives of social groups in conflict-affected regions of the 4 countries										
	1.1.2 Consultations with local government representatives of the conflict-affected regions, state & federal level official and representatives of regional institutions (AU, ECOWAS, ECCAS, LCBC and MNJTF).										
	1.1.3 Development of an inter-regional strategy and action plan for socio-economic stabilisation and de-radicalization										
	1.1.4 Organisation of a governors' meeting and a regional workshop (as a follow-up the consultative group) to review and adopt the strategy										
	1.1.5 Communication of the strategy across the conflict-affected regions of the 4 countries										
1.2. **Inter-state dialogue** on prevention / de-radicalization and reconciliation established, and **reconciliation process** launched	1.2.1 Consultations with most affected communities and social groups of the 4 countries										
	1.2.2 Development of basin-wide counter-narratives and a Lake Chad-wide vision for the future										
	1.2.3 Establish cross-border peace and development committees										
	1.2.4 Cross-border Reconciliation dialogue forums in conflict-affected regions of the 4 countries										
	1.2.5 Conduct sensitization and training for religious & traditional leaders on radicalization across borders										
	1.2.6 Implementation of cross-border peace and development initiatives										
	1.2.6.1 Implementation of cross-border peace and development initiatives (Phase 2)										

Specific objective 2: **Regional stabilization promoted through strengthening of community security, local governance and reconciliation**												
2.1. **Stabilization needs are identified** and adopted in target areas	2.1.1. Prioritization and selection of targeted areas and communities	■										
	2.1.2. Rapid assessment of stabilization needs in the targeted areas, including conflict/power dynamics, gender and age relations, security needs, and existing local governance structures and capacities.	■										
	2.1.3. Community engagement, participatory prioritization and adoption of area-based action plans for stabilization	■										
2.2 Cross-border **community security, early warning** and early response in border communities in the LCB are promoted	2.2.1 Review of community-level security arrangements including security plans and early warning / response mechanisms		■	■	■							
	2.2.2 Identification, profiling, training and deployment of community-based vigilante groups and CJTF members (Phase 1)		■	■	■							
	2.2.2.1 Identification, profiling, training and deployment of community-based vigilante groups and CJTF members (Phase 2)					■	■	■				
	2.2.3 Deployment and capacity building of community police (Phase 2)					■	■	■				
	2.2.4 Establish effective and functional Early Warning and Early Response System (Phase 2)					■	■	■	■			
	2.2.5 Development and deployment of Information-sharing mechanisms (Database) among the security agencies of LCB (Phase 2)									■	■	
2.3 Community counter-radical engagement and **reconciliation across borders** is enhanced, and **violent extremism** prevented	2.3.1 Strengthen the existing community mobilization mechanism, in particular with traditional conflict resolution mechanisms and access to the formal legal chain (community peace committees)	■										
	2.3.2 Conduct stakeholder dialogue on reconciliation and counter narratives to radicalization in selected communities		■	■	■							
	2.3.3 Radio and TV outreach programmes with reconciliation messages and counter narratives		■	■	■							
	2.3.4 Support peace initiatives within and between communities (sport, cultural exchanges, peace programmes in media) (Phase 2)					■	■					
	2.3.5 Immediate cash for work opportunities for youth at risk of radicalisation (Phase 2)					■	■	■				
	2.3.6 Employability support for youth at risk of radicalisation (Phase 2)						■	■	■			
	2.3.7 Business grants for youth at risk of radicalisation for small and micro-enterprise development (Phase 2)									■	■	
2.4 Effective and accountable **local governance** is emerging in target states	2.4.1 Mapping and profiling of local government structures in target areas	■										
	2.4.2 Training of community representatives to engage in participatory planning processes		■	■								
	2.4.3 Capacity building for state and local governments on budget planning and execution for basic services, and monitoring and reporting		■	■	■							
	2.4.4 Develop and establish Transparency & Accountability models through community participation (Phase 2)					■	■	■				

Specific objective 3: **Reintegration of former fighters, CJTF members and vigilantes supported**												
3.1 Legal framework and approach for rehabilitation, de-radicalisation and reintegration of former fighters (vigilantes / BH) is established	3.1.1 Assessment of existing legal base and needs in the four countries											
	3.1.2 Technical support to the development of a common legal framework and technical approach guiding rehabilitation, de-radicalisation and reintegration of Boko Haram fighters											
	3.1.3 Technical support to the authorities of the 4 countries to develop an internationally guided approach to de-mobilisation and reintegration of vigilantes / CJTF members											
	3.1.4 Workshop between security and government officials of the 4 countries to adopt framework and approach											
3.2 Former BH fighters are de-radicalised, have developed transferable skills and are reintegrated	3.2.1 Technical support to screening and de-radicalisation											
	3.2.3 Dialogue with to communities of origin on reintegration modalities and provision of support (Phase 2)											
	3.2.4 Provision of reintegration support to former BH fighters (Phase 2)											
3.3 Former CJT members and vigilantes have developed transferable skills and are reintegrated	3.3.1 Technical support to registration and profiling of CJFT members and vigilantes (Phase 2)											
	3.3.2 Provision of transferable skills training to CJTF / vigilantes (Phase 2)											
	3.3.3 Provision of reintegration support to former CJTF members and vigilantes (Phase 2)											
Subtotal Objective 3												

7. Indicators

What are the criteria for measuring the success (output and outcome) of the project? Please choose your indicators to be SMART: specific, measurable, accepted, realistic, and timed). How do you intend to capture and measure your indicators, based on which information?

To reliably measure project progress and success, a number of specific and measurable indicators have been developed for the overall objective, the specific objectives and the project outputs. UNDP, through its project team as well as its country-office based M&E advisor, will regularly monitor progress against these indicators and communicate indicator results to partners and the donor.

To measure progress, a combination of official external and internal data sources will be used. These include humanitarian and development data sets available (ER indicator tracking, Displacement and Return Tracking), official communications and reports of Ministries and national commissions, UNDP's annual Livelihoods and Economic Survey as well as its annual Basic Services and Conflict Perception Survey, the international Armed Conflict Location & Event Data Project database, as well as regional workshop results report, project monitoring reports and the final project evaluation report.

Key indicators include (for both phases, with phase 1 highlighted):

Overall Objective – The Lake Chad Basin is stabilized and foundations for recovery and development established:

- % of conflict affected, displaced women, men and children who have sustainably returned / resettled. *Phase 1 target: 20%.*
- % of vulnerable women, men and children in target areas perceiving significant improvements in terms of safety and access to basic services. *Phase 1 target: 80%.*

Specific Objective 1 – A common, regional approach to stabilization launched in the four countries of the Lake Chad Basin:

- Level of agreement (as measured in % of stakeholders and regional institutions supporting the approach) on the strategy among Lake Chad basin countries and stakeholders. *Phase 1 target: 80%.*
- Level of implementation of the strategy (measured in % of completion of action plan in each country and region-wide). *Phase 1 target: 25%.*
- % of population in conflict affected areas of the Lake Chad Basin reached by messages and involved in activities of the reconciliation process: *Phase 1 target: 90%.*

Specific Objective 2 – Regional stabilization promoted through strengthening of community security, local governance and reconciliation:

- % increase of stabilized and accessible communities. *Phase 1 target: 25%.*
- % of area based action plans developed and adopted for target areas: *Phase 1 target: 100%.*
- Number of vigilantes profiled, trained and deployed with the area-based security scheme. *Phase 1 target: 60%.*
- % of target communities with functioning peace and development committees. *Phase 1 target: 80%.*

- % of population in target communities that feel the dialogue on reconciliation and deradicalisation and peace initiatives were meaningful and have improved intra- and inter-community tensions. *Phase 1 target: 80%.*
- % of target communities with trained community police in place (Phase 2)

Specific Objective 3 – Reintegration of former fighters, CJTF members and vigilantes supported:

- Aligned legal frameworks in place in the 4 Basin countries and compliant with key international standards (y/n). *Phase 1 target: Y.*
- % of surrendering fighters and demobilised vigilantes sustainably reintegrated (Phase 2).
- Number of surrendering BH fighters sustainably reintegrated (Phase 2).
- Number of demobilized vigilantes sustainably reintegrated (Phase 2).

By the **first interim report** (end of 2017) the following targets will be reached:

Table 8: Overview of targets for the first interim report (December 2017)

Indicator	Target December 2017
Specific Objective 1	
- Level of agreement (as measured in % of stakeholders and regional institutions supporting the approach) on the strategy among Lake Chad basin countries and stakeholders. *Phase 1 target: 80%.*	80%
- Level of implementation of the strategy (measured in % of completion of action plan in each country and region-wide). *Phase 1 target: 25%.*	Strategy drafted, to be endorsed in regional workshop early 2018
- % of population in conflict affected areas of the Lake Chad Basin reached by messages and involved in activities of the reconciliation process: *Phase 1 target: 90%.*	Counter narratives and reconciliation messages developed
Specific objective 2	
- % of area based action plans developed and adopted for target areas: *Phase 1 target: 100%.*	60%
- % of target communities with functioning peace and development committees.	60%
Specific objective 3	
- Aligned legal frameworks in place in the 4 Basin countries and compliant with key international standards (y/n).	Compliant legal frameworks drafted.

For more details, please refer to the logical framework at the end of this document.

8. Risks

What risks and undesirable side-effects could obstruct the output, outcome and impact of the project? How do you intend to minimize and/or mitigate these risks? Are there side-effects of the project that might fuel conflict?

The overall risk level of this project is medium to high due to the general volatility of the situation especially as it relates to security and access in conflict-affected areas. Regular assessments and active mitigation will therefore be necessary to manage the various risks in the current environment.

Key risks and mitigation

Security risks will be managed through appropriate mitigation measures including negotiations with formal and informal authorities and community leaders to secure a safe environment for implementing partners and community members themselves. The key political risk to successful implementation of the programme will be insufficient buy-in of key stakeholders in the four countries. This risk will be mitigated through a process of extensive consultations at local, state and national level in the four countries, to ensure that all perspectives are as much as possible aligned. In addition, it is expected that the consultative group will support the generation of political buy-in at national and regional level.

Operational risks include availability of procurement channels, transparency in procurement and recruitments, payment mechanisms, and community engagement modalities that have to be assessed in each locality to identify alternative methods as required, among others. Operational risks will be mitigated by extensive advance planning of procurement and logistics as well as of implementation modalities on the ground. Key processes including the prepositioning of vendors and key recruitments have already been launched during the finalisation of project development and will be completed during the project inception phase. In addition, UNDP can draw in all four countries on established implementation modalities in target areas.

Reputational risks include associations (real or perceived) with parties of the conflict, political actors, rights violators, and need to be managed through wide stakeholder engagement, communication, and coordination with human rights and political arms of the UN system. In addition, regular transparent communication of project activities to all stakeholders as well as regular consultation with counterparts in the four countries will help mitigating this risk.

The project will thus adopt an active risk management and mitigation approach. During its inception phase (first 2 months), a detailed risk identification exercise will be carried out, and mitigation actions developed and included in annual project work plans. Partners and programme stakeholders (including communities) will be informed of risks, and included in consultations and decision making to plan for or take action to mitigate these risks.

Conflict sensitivity

Widespread disunity and tension in conflict-affected communities in the Lake Chad Basin poses challenges for programmatic interventions. These dynamics risk undermining the outcome and overall attainability of results under this programme if not properly addressed. To ensure that this work adequately takes into account these dynamics and leverages the connectors in target communities for enhanced peace-building impact, UNDP will conduct a Conflict Development Analysis (CDA) on grass-roots level during the inception phase, which will

serve as a baseline for the tensions and divisions within and across communities. Programmatically, UNDP will integrate key indicators of divisions and tensions in their regular monitoring activities to ensure that exacerbating tensions and trends can quickly be detected. The integration of key indicators on tensions within the programme's M&E framework will also ensure feedback into the programme management cycle and allow for a review and possible modification of activities to address deteriorating dynamics within affected communities.

Social and Environmental Safeguards

The programme is also fully compliant with UNDP's Environmental and Social Safeguards policy. As such, all activities will pass a screening process in terms of possible negative impact, and a grievances reporting mechanism will be established for communities and individual beneficiaries.

Table 9: Overview of Risks and Mitigation Measures

Risks / externalities	Impact	Probability	Proposed mitigation measures	Responsible organization(s)
Insufficient buy-in of key stakeholders in the four countries.	High	Medium	Political advocacy, and extensive consultations at local, state, national and regional level in the four countries, to ensure that all perspectives are as much as possible aligned.	Consultative group / UNDP
Continued Boko Haram attacks	High	High	Work with religious leaders to promote inter- and intra-faith dialogue and inclusivity among community members, as well as to suppress violent narratives. Ensure that community resilience mechanisms such as early warning systems and voluntary community patrols are responsive and in place	UNDP
Lack of access due to insecurity	High	Medium	Negotiations with military, formal and informal authorities and community leaders to secure a safe environment for implementing partners and community members themselves.	Local authorities / UNDP
Operational bottlenecks (procurement, payments, logistics)	High	Low	Advance planning of procurement and logistics as well as of implementation modalities on the ground (including the prepositioning of vendors and key recruitments). Use of established and tested implementation modalities in target areas.	UNDP
Perceived association of project with parties of the conflict, political actors, rights violators	Medium	Medium	Wide stakeholder engagement, communication, and coordination with human rights and political arms of the UN system	Government, local authorities, UNDP
Lack of interest of the local stakeholders/communities	High	Medium	Assure that all stakeholders are fully involved at the inception of the project and involve as much as possible key actors at all level to the LPAC	UNDP
Political situation/turnover of government	Medium	Medium	Identify key community members who can support and promote community participation/management in activities in the event that local or national government leaders are replaced or that local governments are not able to function due to political transition	UNDP
Political blockage at central level	High	High	Set up a continuous platform dialogue between high political, donor, UNDP senior management	UNDP/Donor

4. Management, Monitoring, performance review and evaluation

1. *How do you guarantee that the project is constantly monitored so that you can swiftly react to changing conditions?*
2. *Please detail how you intend to review the project for its performance, efficiency and effectiveness, and if applicable how to facilitate an external evaluation.*

Programme steering

The programme will be overseen and guided by a steering committee composed of designated representatives of the four countries (Government and UNDP, with rotating chair between the four countries) and the German Federal Foreign Office. Regional institutions (AU, ECOWAS, ECCAS, MNJTF, LCBC) will be invited as observers. Technical guidance for implementation of activities in each of the four countries will be provided as required through locally established technical committees comprising key local stakeholders. The UNDP Regional Service Centre for Africa will provide on-going technical guidance to the committee and the project team on aspects related to de-radicalization and stabilization drawing on experience and lessons learnt from UNDP's regional and multi-country programme and technical advisory services.[13] The programme strategy and work plans will be coordinated with, and support initiatives of the Oslo consultative group on the Lake Chad Basin as adequate.

Implementation modalities

The programme will be implemented by UNDP through the Direct Implementation Modality (DIM). As such, implementation will be ensured by UNDP, while select activities might be transferred to relevant local government bodies through the establishment of Letters of Agreement (LOAs) tailored to the capacities of the relevant bodies within the four countries.

At the beginning of the project and each consecutive year, planned activities for the year will be reviewed and annual work plans fine-tuned for project activities at the regional level and in each of the four countries. This annual work planning process will allow to adjust planned activities based on the respective country context and changing realities, and will be approved by the programme steering committee. Additional adjustments in light of situation changes can be done as required during the year, based on steering committee approval.

As per United Nations Financial Rules and UNDP regulations, UNDP might decide during project implementation and in agreement with the project steering committee to procure and contract vendors and responsible parties (NGOs) for the delivery of well-delimited, specific services and the implementation of singular, select activities. It is important to note that vendors and responsible parties will be selected based on UN Financial Rules and UNDP procurement and programme management regulations. As such, vendors and responsible parties will be selected on a competitive basis and pass a comprehensive due diligence and risk assessment prior to contracting.

All funds expended for this activity are strictly and properly channelled by the UNDP and all funds expended are strictly for materials, contractors and responsible parties, as well as to direct community beneficiaries.

13 UNDP Nigeria is successfully managing a regional programme in six other countries through ECOWAS drawing on its development network at the country level

Contractors and vendors will be vetted prior to contracting as per standard UN procedures to ensure that there is no affiliation to Boko Haram or any other organisation.
Pursuant to United Nations Security Council Resolutions 1267 and 2253, prospective contractors and vendors will be vetted by UNDP against the Consolidated United Nations Security Council Sanctions List as well as against the UNDP suspended vendors and removed vendors list. UNDP's Programme and Operations Policy and Procedures (https://popp.undp.org/), and especially it's Procurement Ethics, Fraud and Corrupt Practices policy reads as follows:

> *"To safeguard UNDP [and the donor], against illicit use of publicly entrusted funds in terrorist financing, business units [country offices] should assess all entities with whom business is conducted to ensure that funds are used for their intended purposes. To sustain financial control of such public funds and compliance with United Nations regulations and guidelines regarding anti-terrorist financing practices, organizational due diligence requires business units to undertake a review of the entity's profile, including background, financial reports, annual statements, etc., and to confirm business registration with government authorities. All entities should be verified against the UN Security Council's 1267 Committee list of terrorists and terrorist financiers."*

For activities such as the organisation of community-level workshops in select communities, the use of local NGOs is usually preferred over private-sector vendors in a stabilization setting with a view to supporting the emerging civil society. In this case, UNDP will sign a responsible party agreement with the local NGO, which will require the NGO to administer the funds received in full compliance with the detailed work plan agreed upon for the activity and in the most cost-effective way. UNDP will remain responsible for results achievement vis-à-vis the Federal Foreign Office, and closely monitor the implementation of the work plan and the adequate and cost-effective use of funds.

Project Management

The programme will be managed by a project coordinator and a dedicated coordination team based in Nigeria. The coordinator and team will be overseen by the UNDP Country Office in Nigeria, and technical support will be provided as required by the UNDP Regional Service Centre.

The coordination team will be supported by dedicated staff in each of the 4 basin countries, and supported by staff of the UNDP country offices in Nigeria, Cameroon, Chad and Niger in terms of day-to-day operations and coordination with partners.

- *Project coordination team*: a project coordinator (P5, at 50%); one regional stabilisation specialist (P4); a national M&E specialist (NOB); a national procurement officer (NOB, at 50%); a national finance officer (NOB, at 50%); a programme associate and one driver;

- *4 project cells in charge of the implementation and monitoring in the other countries*, located in UNDP project offices in Nigeria (Maiduguri, Borno), Cameroon (Maroua, Extreme North Region), Tchad (Bol, Lake Chad Region) and Niger (joint UN compound in Diffa). Each cell comprises: 1 national coordination officer (NOC), 1 Project Associate (G7), and 1 driver.

Each national project cell will have a matrix supervision and reporting lines towards their respective UNDP country office and the regional project coordinator.

In addition, the Lake Chad Basin PVE advisor deployed by the UNDP regional service centre and located in N'djamena / Chad, will support all regional coordination aspects and regional activities of the programme.

Start-up support, especially in terms of critical procurement and recruitments, will be provided by the UNDP Nigeria country office, the regional UNDP Service Centre in Addis Ababa and UNDP Headquarters as required. The Nigeria country office will also oversee the quality of results and the effective implementation of the accountability system.

The project implementation will build on expertise of existing UNDP projects on stabilization, conflict prevention and reintegration, and on coordination mechanisms currently in place in the four countries. In addition, the use of existing UNDP capacities on the ground, specifically existing UNDP project and Sub Office structures in the target areas, will allow for important cost efficiencies.

Monitoring and Evaluation

The programme approach includes the flexibility to respond and adjust to situation changes and to address the specific needs of each community. Accordingly, budget allocations and beneficiary numbers will change from country to country, and community to community, and will need to be overall adjusted during programme implementation.
Regular monitoring and tracking of results will therefore be required in order to allow for such adjustments of the proposed approach and/or site specific interventions. The following arrangements will be used for monitoring:

- Progress tracking: data will be collected by UNDP on a quarterly basis to track physical progress as well as initial results (on beneficiaries), against defined indicators. This will be achieved through regular field visits by programme staff and specific monitoring visits by the M&E officers, who will regularly collect data against all indicators defined in the log frame. Documented progress will be discussed in regularly technical committee meetings and recommendation for adjustments made.
- Risk and Scenario monitoring: quarterly monitoring of risks and assumptions, as well as possible scenarios will be undertaken to adjust the risk mitigation plan. Management actions will be defined and followed up using a risk log.
- Knowledge management: lessons learned and good practices will be captured regularly to allow for scaling up and replication.

UNDP will submit to the members of the Programme Steering Committee: Quarterly progress updates; annual reports; and a final report upon programme closure.

Evaluation of the impact will require regular and sound long term analysis. To that effect, UNDP will conduct and use a Livelihoods and Economic Survey and a Basic Services and Conflict perception survey on an annual basis (funded separately). The programme will also be subject to an independent evaluation at the end of each of the 2 phases. These evaluations will draw on all monitoring and survey data, and generate additional qualitative and quantitative data to establish an overall conclusion. The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of respective UN entities.

5. Public relations

What are you planning to do to generate publicity and to guarantee the visibility of the project and the funding of the Federal Foreign Office. If you do not foresee such measures (e.g. for reasons of confidentiality and/or to guarantee the safety of the project staff), please specify.

UNDP will take all appropriate measures to publicise the programme and its achievements as part of the support of Germany to the Lake Chad Basin countries, and the stabilization of this region. To that effect, a detailed Communications and Visibility Plan will be developed and agreed with Germany during the project inception phase, including dedicated visibility events and round tables with development partners, local project launches and regular press briefings. Information given to the press and programme beneficiaries, all related publicity materials, official notices, reports, and publications, as well as all procurement notices shall acknowledge that the programme was carried out with funding from the German government.

6. Financial plan

NB: Please provide a detailed financial plan. A binding template is provided online by division S03 and can be downloaded from its website.

The financial plan should constitute a detailed list of the revenue and expenditure involved in achieving the intended purpose of the allocation you are applying for. It needs to be laid out in a way that third parties can easily understand. You should also include a binding declaration of the amount of own resources, third-party funding and other grants available for the project. The Federal Foreign Office decides on a case by case basis whether the relevant positions of the financial plan are eligible for an allocation. Please note that the overall funding of the project (including own resources, third-party funding and other grants) must be guaranteed.

All amounts have to be presented in the same currency as in the final report on expenditure of funds. To make it easier for you to plan and subsequently audit your expenditure, you should use one and the same currency in all your calculations (preferably euro). Please indicate the exchange rate (source, date) that you use.

Staffing costs may only be included if they can be directly attributed to the project.

For complex projects, the financial plan needs to include a breakdown of revenue and expenditure by year and by activities. The general budget lines may be further specified by subparagraphs. All lump sums need to be detailed by providing expenditure and/or cost calculations; a separate sheet is included in the financial plan template.

Total required funding for **phase 1 amounts to EURO 6,000,579**. For the implementation of activities of phase 1, EURO 1,924,364 will be required in 2017, and EURO 4,076,215 for 2018. The expected distribution of allocations between the 4 countries as well as for regional activities in phases 1 and 2 will be as shown in the following table. Please note, however, that allocations will be adjusted based on detailed annual work plans developed and approved by the steering committee at the beginning of each implementation period.

Table 10: Overview of anticipated distribution of funds between countries

Phase 1				
Reg (NG)	Nigeria	Cameroon	Niger	Chad
590,000	1,988,412	1,392,789	1,116,724	911,855

For further details on the funding plan and budget, please refer to the attached excel workbooks on budget planning and an itemised budget.

7. Other

Please declare the following:

1. a) Have you enclosed the financial plan? yes ☒ no ☐
   b) Is the total expenditure covered? yes ☒ no ☐
   c) Do you request a lump sum for a budget item? yes ☒ no ☐

2. Does the amount of public allocations exceed 50% of your organization's expenditures?
   N.B. Public allocations include all subsidies received directly and indirectly from a German public authority, including the federal, regional and local authorities. This also includes subsidies received from the European Union.
   yes ☐ no ☒

3. a) Total of allocation being applied for (initial phase 1) Euro **5,961,600**
   b) Total own resources and third party funding euro N/A
   c) Total cost of the project euro **5,961,600**

4. This is an application for initial ☒ or follow-up funding ☐
   If follow-up funding, are the accounts for the previous allocation settled? yes ☐ no ☐
   Reference number if the most recent item of correspondence received from the Federal Foreign Office: _____

5. Project start date: 1 September 2017
   Project end date: 31 December 2018
   Has the project already started? yes ☐ no ☒
   If yes, why: _____

6. Have you enclosed your annual report and statutes? yes ☐ no ☒
   If not, why? A separate web link will be provided for all UNDP annual reports.

7. Do you plan to use Federal Foreign Office funds to finance the project next year as well?
   Yes

8. Have you investigated any other possible way of financing your project?

yes ☐ no ☒ if not, please specify: _____

By signing this funding application, the applicant confirms that he or she has exhausted all efforts to find alternative funding sources for this project. As a result, funds of the Federal Foreign Office are being applied for as subsidiary funds.

9. Did you already apply or receive any other public grant for this project?

no ☒ yes ☐ if yes, please specify: _____

10. What are your overheads for administration?

8%, as per UNDP Executive Board Decision (to which Germany is a member)

11. Are you entitled to deduct value added tax under Section 15 of Germany's Value Added Tax Act?

yes ☐ no ☒

if yes: By signing this application, the applicant confirms, that he/she is eligible to deduct German Value Added Tax for this/all projects according to Section 15 of Germany's Value Added Tax Act. The Federal Foreign Office hereby informs the applicant, that only net values may be stated in the financial plan and that only those qualify for funding.

Or are you or your organization eligible for any other form of tax concession?

yes ☒ no ☐

If yes, please specify.

As per UNDP's status and based on the SBAA signed with Nigeria, UNDP is exempted from value-added taxes in Nigeria.

12. Will you use the allocation to purchase deliveries, services and/or construction work?

yes ☒ no ☐

If yes, please specify.

Services include (as per project work plan): expert (consultancy) services for the provision of technical expertise to national counterparts, office equipment for dedicated project staff, evaluation and audit services, printing and production for visibility, as well as various activity-related goods and equipment.

13. Will you use the allocation to purchase euqipment in the course of the project?

yes ☒ no ☐

If yes, how will they be used after the project has ended?

Office equipment will be disposed or transferred in agreement with the donor. Activity-related equipment will be immediately transferred to beneficiaries.

Abuja, 20 August 2017

Signature 1: ***Signature 2:***

Resident Representative ***Country Director***

LogFrame: Projekt-Nr. / Project no.**:** ___
PROJEKTTITEL / Project title**:** **Integrated Regional Stabilization of the Lake Chad Basin**

INTERVENTIONSLOGIK Intervention logic		**PROJEKTBESCHREIBUNG** Project Description	**INDIKATOREN** Indicators & Target Phase 1	**QUELLEN DER NACHPRÜFBARKEIT** Sources of Verification	**ANNAHMEN UND RISIKEN *** Assumptions and Risks
INTERVENTIONSEBENE Level of intervention	**OBERZIEL** Overall objective/ Impact	The Lake Chad Basin is stabilized and foundations for recovery and development established	- % of conflict affected, displaced women, men and children who have sustainably returned / resettled. Phase 1 target: 20%. - % of vulnerable women, men and children in target areas perceiving significant improvements in terms of safety and access to basic services. Phase 1 target: 80%.	- Displacement and Return Tracking (DRM) - UNDP Livelihoods and Economic Survey - UNDP Basic Services and Conflict Perception Survey - ACLED (Armed Conflict Location & Event Data Project) database	Bitte nicht ausfüllen/leave empty.
	PROJEKTZIEL 1 Specific objective	1. A common, regional approach to stabilization launched in the four countries of the Lake Chad Basin	- Level of agreement (as measured in % of stakeholders and regional institutions supporting the approach) on the strategy among Lake Chad basin countries and stakeholders. Phase 1 target: 80%. - Level of implementation of the strategy (measured in % of completion of action plan in each country and region-wide). Phase 1 target: 25%.	- Regional workshop results report, and stakeholder comments - Project monitoring report	- Political buy-in and engagement of the 4 countries, as well as civil sociey stakeholders - Risk: Specific national and civil society actors will undermine the process
	Ergebnisse 1 Expected results 1/output 1	1.1. A regional roadmap to stabilization and prevention / de-radicalization in the Lake Chad Basin developed, agreed between states and initiated.	- Strategy developed and endorsed by stakeholders of the 4 countries (Y/N). Phase 1 target: Y.	- Regional workshop results report, including official statement of the 4 countries	- All necessary consultations can be completed in the required timeframe - Risk: Security situation in the LCB will prevent the timely conclusion of consultations
	AKTIVITÄTEN/ Maßnahmen 1 Activities/ Tasks 1	1.1.1 Focus group discussions with representatives of social groups in conflict-affected regions of the 4 countries 1.1.2 Consultations with local government representatives of the conflict-affected regions, state & federal level official and representatives of regional institutions (AU, ECOWAS, ECCAS, LCBC and MNJTF).1.1.3 Development of an inter-regional strategy and action plan for socio-economic stabilisation and de-radicalization 1.1.4 Organisation of a regional workshop (as a follow-up the consultative group) to review and adopt the strategy 1.1.5 Communication of the strategy across the conflict-affected regions of the 4 countries			
	Ergebnisse 2 Expected results 2/output 2	1.2. Inter-state dialogue on prevention / de-radicalization and reconciliation established, and reconciliation process launched	- % of population in conflict affected areas of the Lake Chad Basin reached by messages and involved in activities of	- Project monitoring reports - UNDP Community Basic Services and Conflict Perception Survey	- All relevant communities can be reached - Relevant stakeholders (including government, civil

			the reconciliation process: Phase 1 target: 90%.		society, vigilante groups, etc) agree to participate in the process
	AKTIVITÄTEN/ Maßnahmen 2 Activities/Tasks 2	- 1.2.1 Consultations with most affected communities and social groups of the 4 countries - 1.2.2 Development of basin-wide counter-narratives and a Lake Chad-wide vision for the future - 1.2.3 Establish cross-border peace and development committees - 1.2.4 Cross-border Reconciliation dialogue forums in conflict-affected regions of the 4 countries - 1.2.5 Conduct sensitization and training for religious & traditional leaders on radicalization across borders - 1.2.6 Implementation of cross-border peace and development initiatives			
	PROJEKTZIEL 2 Specific objective	2. Regional stabilization promoted through strengthening of community security, local governance and reconciliation	- % increase of stabilized and accessible communities	- Final project evaluation - Humanitarian access mapping	- Local governance and security work will synergise with basic services interventions of other actions, thus supporting stabilization
	Ergebnisse 1 Expected results 1/output 1	2.1 Stabilization needs are identified and adopted in target areas	- % increase of stabilized and accessible communities. Phase 1 target: 25%.	- Project monitoring reports - Final project evaluation	- Population and local authorities will engage in the development of local stabilization & security plans
	AKTIVITÄTEN/ Maßnahmen 1 Activities/Tasks 1	2.1.1. Prioritization and selection of targeted areas and communities 2.1.2. Rapid assessment of stabilization needs in the targeted areas, including conflict/power dynamics, gender and age relations, security needs, and existing local governance structures and capacities. 2.1.3. Community engagement, participatory prioritization and adoption of area-based action plans for stabilization			
	Ergebnisse 2 Expected results 2/output 2	2.2 Cross-border community security, early warning and early response in border communities in the LCB are promoted	- Number of vigilantes profiled, trained and deployed with the area-based security scheme. Phase 1 target: 60%. - % of target communities with functioning peace and development committees. Phase 1 target: 80%.	- Project monitoring reports - Official reports of the Ministries of Interior of the four countries - UNDP Community Basic Services and Conflict Perception survey	- A critical mass of vigilantes voluntarity participate in the programme - Local and police authoritries buy-in
	AKTIVITÄTEN/ Maßnahmen 2 Activities/Tasks 2	2.2.1 Review of community-level security arrangements including security plans and early warning / response mechanisms 2.2.2 Identification, profiling, training and deployment of community-based vigilante groups and CJTF members (Phase 1) 2.2.2.1 Identification, profiling, training and deployment of community-based vigilante groups and CJTF members (Phase 2) 2.2.3 Deployment and capacity building of community police (Phase 2) 2.2.4 Establish effective and functional Early Warning and Early Response System (Phase 2) 2.2.5 Development and deployment of Information-sharing mechanisms (Database) among the security agencies of LCB (Phase 2)			
	Ergebnisse 3 Expected results 3/output 3	2.3 Community counter-radical engagement and reconciliation across borders is enhanced, and violent extremism prevented	- % of target communities with functioning peace and development committees. Phase 1 target: 80%. - % of population in target communities that feel the dialogue on reconciliation and de-radicalisation and peace	- Project Monitoring Reports - Final Project Evaluation - UNDP Community Basic Services and Conflict Perception Survey	- Cross-border work of comittees will be supported by state and local authorities

			initiatives were meaningful and have improved intra- and inter-community tensions. Phase 1 target: 80%.		
	AKTIVITÄTEN/ Maßnahmen 3 Activities/Tasks 3	2.3.1 Strengthen the existing community mobilization mechanism, in particular with traditional conflict resolution mechanisms and access to the formal legal chain (community peace committees) 2.3.2 Conduct stakeholder dialogue on reconciliation and counter narratives to radicalization in selected communities 2.3.3 Radio and TV outreach programmes with reconciliation messages and counter narratives 2.3.4 Support peace initiatives within and between communities (sport, cultural exchanges, peace programmes in media) (Phase 2) 2.3.5 Immediate cash for work opportunities for youth at risk of radicalisation (Phase 2) 2.3.6 Employability support for youth at risk of radicalisation (Phase 2) 2.3.7 Business grants for youth at risk of radicalisation for small and micro-enterprise development (Phase 2)			
	Ergebnisse 4 Expected results 4/output 4	2.4 Effective and accountable local governance is emerging in target states	- % of targeted local government administrations with improved basic service delivery function. Phase 1 target: 75%. - % of population in target communities involved in participatory planning processes. Phase 1 target: 75%.	- Project Monitoring Reports - Final Project Evaluation	- State governments will provide the required support to local administrations too maintain their functioning (operations budget)
	AKTIVITÄTEN/ Maßnahmen 4 Activities/Tasks 4	2.4.1 Mapping and profiling of local government structures in target areas 2.4.2 Training of community representatives to engage in participatory planning processes 2.4.3 Capacity building for state and local governments on budget planning and execution for basic services, and monitoring and reporting 2.4.4 Develop and establish Transparency & Accountability models through community participation (Phase 2)			
	PROJEKTZIEL 3 Specific objective	Reintegration of former fighters, CJTF members and vigilantes supported	- % of surrendering fighters and demobilised vigilantes sustainably reintegrated (Phase 2)	- Official reports of the National Commissions on demobilization and reintegration - Project Monitoring Reports - Final Project Evaluation	- Buy-in and participation of the various vigilantes groups - Political willingness to engage in the process at federal and state level
	Ergebnisse 1 Expected results 1/output 1	3.1 Legal framework and approach for rehabilitation, de-radicalisation and reintegration of former fighters (vigilantes / BH) is established.	- Aligned legal frameworks in place in the 4 Basin countries and compliant with key international standards (y/n). Phase 1 target: Y.	- Project Monitoring reports - Final Project Evaluation	- Contexts are comparable, and the four countries can agree on common standards, as per IDDRS.
	AKTIVITÄTEN/ Maßnahmen 1 Activities/Tasks 1	3.1.1 Assessment of existing legal base and needs in the four countries 3.1.2 Technical support to the development of a common legal framework and technical approach guiding rehabilitation, de-radicalisation and reintegration of Boko Haram fighters 3.1.3 Technical support to the authorities of the 4 countries to develop an internationally guided approach to de-mobilisation and reintegration of vigilantes / CJTF members 3.1.4 Workshop between security and government officials of the 4 countries to adopt framework and approach			
	Ergebnisse 2 Expected results 2/output 2	3.2 Former BH fighters are de-radicalised, have developed transferable skills and are reintegrated.	- Number of surrendering BH fighters sustainably reintegrated (Phase 2)	- Official reports of the National Commissions on demobilization and reintegration	- Sufficient fighters will surrender and be available / cleared for reintegration

				- Project Monitoring Reports - Final Project Evaluation	- Agreements with the receiving communities can be established
	AKTIVITÄTEN/ Maßnahmen 2 Activities/ Tasks 2	3.2.1 Technical support to screening and de-radicalisation 3.2.3 Dialogue with to communities of origin on reintegration modalities and provision of support (Phase 2) 3.2.4 Provision of reintegration support to former BH fighters (Phase 2)			
	Ergebnisse 3 Expected results 3/output 3	3.3 Former CJT members and vigilantes have developed transferable skills and are reintegrated.	- Number of demobilized vigilantes sustainably reintegrated (Phase 2)	- Official reports of the Ministries of Interior of the four countries - Project Monitoring Reports - Final Project Evaluation	- Sufficient vigilantes will participate and be available / cleared for reintegration - Agreements with the receiving communities can be established
	AKTIVITÄTEN/ Maßnahmen 3 Activities/ Tasks 3	3.3.1 Technical support to registration and profiling of CJFT members and vigilantes (Phase 2) 3.3.2 Provision of transferable skills training to CJTF / vigilantes (Phase 2) 3.3.3 Provision of reintegration support to former CJTF members and vigilantes (Phase 2)			

** Risks and Assumptions are presented in this table as interlinked: political buy-in is assumed; the risk is that there is not sufficient political buy-in, etc.*