



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

PROJECT DOCUMENT COVER SHEET

<p><b>Project Title: Confidence-building through Support to the Cantonment Process in Kidal</b></p>	<p><b>Recipient UN Organization(s): UNOPS (RUNO)</b></p>
<p><b>Project Contact:</b> MINUSMA DDR Unit, Bamako Mali.  <a href="mailto:boutellis@un.org">boutellis@un.org</a> +223 98 43 62 40</p> <p>UNOPS, Mali Office                  Address: c/o UNESCO, BKO, Mali</p> <p>Telephone: +223 70607777                  E-mail: luigit@unops.org</p>	<p><b>Implementing Partner(s): UNOPS</b>                  Bamako, Mali</p> <p><b>Government of Mali – Foreign Ministry</b></p>
<p><b>Project Number:</b>  <i>To be completed by UNDP MPTF Office</i></p>	
<p><b>Project Description:</b>                  This project provides support to the ceasefire and stabilization process defined in the Ouagadougou provisional agreement including the mechanisms established (CSE, CTMS &amp; cantonment) to support the agreement implementation and monitoring.</p>	<p><b>Total Project Cost: \$ 2,997,414</b></p> <p><b>Peacebuilding Fund: \$ 2,997,414</b>  <b>UNDP BCPR TTF:</b>  <b>Government Input: TBD</b>  <b>Other: 0</b>  <b>Total: \$ 2,997,414</b></p> <hr/> <p><b>Project Start Date and Duration: 15 December 2013, for 7 months duration</b></p>
<p><b>Gender Marker Score: 2</b></p>	
<p><b>PBF Outcomes :</b>  <b>Priority Area 1: Support the implementation of peace agreements and political dialogue</b></p> <p>Outcome: Increased confidence between the parties to the Ouagadougou Preliminary Agreement through the cantonment process in 3 camps.</p>	
<p><b>Project Outputs and key Activities: (see below)</b></p>	

**PBF priority area and Outcomes:**

**PBF priority area 1:** Support the implementation of peace agreements and political dialogue

**Project outcome:** Increased confidence between the parties to the Ouagadougou Preliminary Agreement through the start-up of cantonment process in 3 camps.

**Output 1:**

Three camps are erected for the sheltering of 1 350 combatants and food, water and energy are provided to the beneficiaries for a period of four months. Should the need be identified, separate sections within camps should be built for female combatants, boys and for girls respectively, consistent with IDDRS and UNICEF standards.

**Activities**

**Activity 1:** The HCUA camp in Kidal city (*Camp de la Jeunesse de Kidal*) is repaired and refurbished in order to shelter 500 combatants

- 1) The camp is prepared
- 2) 90 tents (1 for 6 men + 6) installed
- 3) A bladder system of 12 cubic meters of water is installed
- 4) 22 latrines constructed and 3 rehabilitated (1/20 people)
- 5) 15 showers and ablution places constructed (1/34 people)
- 6) 18 shaded areas are constructed (16 square meters each)
- 7) A waste management system constructed
- 8) The perimeter wall repaired and improved
- 9) Electricity and lightning provided

**Activity 2:** the MNLA camp in Kidal city (*Camp de la Gendarmerie de Kidal*) is repaired and refurbished in order to shelter 500 combatants

- 1) The camp is prepared
- 2) 90 tents (1 for 6 men + 6) installed
- 3) A bladder system of 12 cubic meters installed
- 4) 16 latrines constructed and 9 rehabilitated (1/20 people)
- 5) 15 showers and ablution places constructed
- 6) 18 shaded areas are constructed (16 square meters each)
- 7) A waste management system constructed
- 8) The perimeter wall is improved
- 9) Electricity and lightning provided

**Activity 3:** A pilot camp on the site of Agharous Keyone (42 km north-east of Kidal) is built in order to shelter 350 combatants

- 1) The camp is prepared
- 2) 65 tents (1 for 6 men + 6) installed
- 3) A bladder system of 12 cubic meters installed
- 4) 01 solar water pumps installed
- 5) 2 watering places for animals (2<sup>nd</sup> existing well)+ improvement of the well realized
- 6) 16 latrines constructed (1/20 people)
- 7) 11 showers and ablution places constructed
- 8) 10 shaded areas constructed (16 square meters)
- 9) 1 common shaded area constructed of steel beam and zinc sheet roof bolted to angle iron joists, anchored in concrete pads (10x15 M).
- 10) A waste management system constructed
- 11) A perimeter fence constructed
- 12) Solar photovoltaic system installed and lightning provided to the camp

**Activity 4:** Fuel (for 2 generators), water, food, gas stoves and butane are provided to the three camps during three months (Noting the political and unpredictable nature of the ongoing ceasefire negotiation process, in which cantonment plays a supporting role; MINUSMA and UNOPS will attempt to forecast all eventualities, however MINUSMA/UNOPS may be required to redirect budgeted resources away from existing cantonment and into new sites as requested by the CTMS).

- 1) Fuel provided to the 2 camps for electricity production for 3 months
- 2) Water provided to the Kidal city camps for 3 months
- 3) Food is provided to the three camps for 3 months
- 4) Butane refills are provided to the three camps for 3 months

**Output 2:** Increased communication and confidence between Accord parties

- **Activity 1:** MINUSMA meetings with municipal authorities, local communities, MSDF and armed groups to facilitate communication and encourage confidence.
- **Activity 2:** Initiate the joint patrols and verification teams for the three sites to ensure the security of combatants and arms and monitor compliance

<i>(for IRF-funded projects)</i>	
<p><b>Recipient UN Organization</b>  <b>UNOPS</b>  Mr. Jan Mattsson,  <i>Executive Director</i></p> <p><i>Signature:</i></p> <p><i>Date &amp; Seal</i></p>	<p><b>Representative of Government of Mali</b>  H.E. Mr. Zahabi Ould Sidi Mohamed,  <i>Minister for Foreign Affairs</i></p> <p><i>Signature:</i></p> <p><i>Date &amp; Seal</i></p>
<p><b>Peacebuilding Support Office (PBSO)</b>  Ms. Judy Cheng-Hopkins  <i>Assistant Secretary-General for  Peacebuilding</i></p> <p><i>Signature</i></p> <p><i>Date &amp; Seal</i></p>	<p><b>United Nations Multidimensional  Integrated Stabilization Mission</b>  Mr. Albert Gerard Koenders,  <i>Special Representative of the Secretary  General</i></p> <p><i>Signature</i></p> <p><i>Date &amp; Seal</i></p>

## PROJECT IMPLEMENTATION DETAILS:

### **COMPONENT 1: (The “Why”)**

In January 2012, the MNLA, in conjunction with other Islamic groups including Ansar Eddine, AQMI and MUJAO launched an attack against Malian security forces and occupied the northern part of the country. On 22 March 2012, a group of army officers provoked a mutiny that led to the overthrow of President Amani Toumani Toure. Following a decision by ECOWAS, President Blaise Compaore was appointed mediator to help resolve the crisis in Mali. The road map adopted by Parliament on 29 January 2013 provides for the re-establishment of territorial integrity; the organization of free and fair elections and the reform of the security Institutions.

On 18 June 2013 the preliminary agreement for the holding of presidential elections and the organization of an inclusive national dialogue was signed in Ouagadougou (Burkina Faso). The agreement has established a follow-up and monitoring Committee as well as a Joint Technical Security Commission, tasked to facilitate the implementation of the political and security aspect of the Accord. This project supports the implementation of the Preliminary Agreement between the Government of Mali and the MNLA/ HCUA as well as adherents to the Agreement, through the *Comité de Suivi et d’Evaluation* (CSE) and to the *Comité Technique Mixte de Sécurité* (CTMS) both of which are established in line with articles 16 and 7 respectively of the Preliminary Agreement. Delegates of the MNLA, HCUA, as well as representatives of the government and MINUSMA are participating in both the CSE and the CTMS.<sup>1</sup>

Efforts to mobilize funds for these activities are ongoing and project proposals are being developed. Despite the Government commitment to contribute financially to the cantonment process, nothing has been forthcoming yet. Some fundraising has been done for the cantonment process but the gap is still significant. The Peacebuilding Fund, through the Immediate Response Facility window, is critical to the next phase of MINUSMA support to the ceasefire process; however efforts will continue towards engaging other donors for additional funds that will be required for the implementation of the final agreement.

### **COMPONENT 2: (The “What”)**

The primary project goal is to prepare a limited number of cantonment sites, in Kidal Region, in order to (i) proactively support the start-up of the DDR process, thus (ii) building confidence between the parties to the Ouagadougou Preliminary Agreement and subsequent Global Peace agreements and provide an enabling environment.

The cantonment component is a critical confidence-building and security mechanism for the implementation of the ceasefire agreement, which will allow for political dialogue and re-establishment of state authority to take place in a gradual and controlled manner with the support of MINUSMA and Serval, as negotiated by the parties. It should also create the preconditions for DDR and possible military/police integration. Other preliminary activities may be conducted provided they are in line with the provisional agreement and do not involve additional costs. These activities may include assessments made by existing staff.

As stated above, cantonment will facilitate, but does not substitute for subsequent political dialogue resulting in a comprehensive peace accord between the Government and armed groups in the North. As such cantonment should be minimalist, functioning as a short term

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<sup>1</sup> The participation of the MAA and CMFPR are anticipated in the near future.

temporary measure (over an anticipated 7 months period) until broader political processes and support programs can be initiated.

The current caseload (1,350 combatants) is an estimate based on the approximate number of combatants from signatory armed groups (MNLA & HCUA) for these three initial cantonment sites approved by the Commission Technique Mixte de Sécurité (CTMS) of the Ouagadougou Accord. The finalization of the caseload will involve several components, not only linked to the pilot launch of three sites but the future extension to a number of additional sites. In this regard the CTMS must agree upon rough global number of MNLA and the HCUA combatants to formalize eligibility criteria (currently under draft by MINUSMA). Further confirmation of effectives will include the swift EMOV field investigation and finalization in a strict MINUSMA led registration process. Registration will also provide the baseline profiling of future beneficiaries all through cantonment and DDR processes. The identification of children associated with armed groups in coordination with UNICEF should be done as early as possible in the process to secure their release and appropriate handling in accordance with international standards. Similarly, women combatants should be identified early in the process to be able to respond to their specific needs, including for separate sections within camps with separate toilets and washing areas, consistent with IDDRS standards and with support from UNFPA/UNWOMEN. Should the number of combatants significantly exceed current projected numbers, it will be taken up to the CSE and, if confirmed, taken into account in the context of fundraising for the post-pilot phase of cantonment.

Future stages of cantonment (including additional sites if agreed in the CTMS) will include the sensitive processes of selecting cantonment sites, based on accessibility by MINUSMA forces, availability of water, rough confirmation that said sites are within the historic range of influence of signatory armed groups and that there is a significant combatant base to be supported there. However presently the CTMS has wisely advised to start with only three sites, within confirmed locus' of military influence of the MNLA and the HCUA in the most easily accessible, logistically viable and most politically and security sensitive areas.

### **COMPONENT 3: (The “How”)**

NOTE: here below are described the implementation modalities and roles of each party involved.

#### **a) Implementation approach**

- Project strategic and operational management:

CSE activities are coordinated by the MINUSMA Special Representative of the Secretary General and the CTMS is chaired by MINUSMA Force Commander. Within MINUSMA the cantonment project will be managed by the DDR Team, which falls under the office of the DSRSG-HC. The implementing partner and RUNO will be UNOPS.

The lessons learned during the implementation of the 3 initial sites will serve to improve the strategy for identification, implementation and management of the subsequent anticipated 8 camps. This is particularly critical in terms of managing the impact on the fragile environment of the northern region of Mali and its people.

#### **b) Project Steering Committee**

For the management of the project, a Project Steering Committee will be put in place and will normally meet once a month or when requested by at least 2 parties. The Project Steering Committee will be composed of:

- Senior user: MINUSMA
- Senior supplier: UNOPS

Composition and Roles and Responsibilities of Project Steering Committee will be:

**Composition**

- Representative of MINUSMA DDR Section (Chair)
- Representative of the Office of the DSRSG-HC
- Representatives of UNICEF (Children) and UNFPA/UNWOMEN (women)
- Representative of MINUSMA Engineering Section
- Representative of DMS office
- Representative of Force Commander
- Representative of DDR M&E Team
- Project Manager of UNOPS
- Designated Official and any funds Admin Agent for UNOPS
- Secretary

**Responsibilities**

- Assess the progress of ongoing projects and follow up on upcoming activities.
- Evaluate the compliance of the project in accordance with the criteria laid down in the project document or as mutually agreed between MINUSMA and UNOPS.
- Review the financial and technical narrative reports and make recommendations for acceptance or rejection of the produced documents.
- Request UNOPS for clarifications/further details on financial and technical narrative reports, if required.
- Propose changes (in the ongoing project) related to the relocation of resources/change in budget lines, which should not exceed the total funding/cost of the project. Such changes will be mutually agreed upon between MINUSMA DDR section and UNOPS and will be documented accordingly.
- Review monthly report of DDR M&E team and take appropriate actions on the suggestions/recommendations of the report.
- Ensure quality of work through UNOPS project manager and M&E team.
- Keep MINUSMA senior management informed on the progress of the ongoing projects and/or the changes made in the project.
- Ensure correct disposal of all assets procured by UNOPS under overhead cost expense.
- Settle the issues/ concerns raised by the project manager of UNOPS.
- The ToRs of the Steering Committee will be determined at the first meeting of the committee.

**c) Roles and responsibilities**

- MINUSMA is the final user of the infrastructures (cantonments camps) build-up by this project;

- UNOPS will be the RUNO for the PBF funds;

**PROVISION OF SECURITY**

An overarching question that as a direct impact on the cost of this project is the provision of security conditions matching the MOSS and MORSS compliancy to the whole cycle of working and living of UNOPS personnel in the area of Kidal.

Except for the one (1) International security officer, minimal requirement demanded by DDS, financial resources for the provision of Security are not present in this proposal. This is based on the assumption that MINUSMA will make best efforts in assisting with the security of UNOPS personnel in liaison with UNOPS Security Officer, during site local travel visits in the Kidal region, as per UN rules for guiding the safety and security of international and national staff. UNOPS should endeavor to work with local contractors which are not bound to UN security rules and regulations. UNOPS will endeavor to work with local contractors which are not bound to UN security rules and regulations. In this regard, MINUSMA (DDR, Force and DSS) will assist UNOPS in developing its own security SOPs for this project within a reasonable time, prior to project start-up operating in Kidal. UNOPS shall not be considered responsible for any delay incurred due to security conditions

**Below the detailed roles and responsibilities of MINUSMA and UNOPS\*\***

MINUSMA	UNOPS
<ul style="list-style-type: none"> <li>- Provide initial inputs on the camp specific features based on intended use;</li> <li>- Before start-up of field works assist UNOPS in obtaining and sharing with UNOPS valid written property titles/ clearances/ agreements for each cantonment site;</li> <li>- Best efforts in assisting with the security of UNOPS personnel in liaison with UNOPS Security Officer, during site visits, as per UN rules guiding the safety and security of international and national staff.</li> <li>- UNOPS should endeavor to work with local contractors which are not bound to UN security rules and regulations. In this regard, MINUSMA (DDR, Force and DSS) will assist UNOPS in developing its own security SOPs for this project.</li> <li>- Responsible for specifying the needs of beneficiaries;</li> <li>- Manage the day-to-day operation of the camp after finalization of works and provisional acceptance of works;</li> <li>- Perform with UNOPS provisional acceptance of works;</li> <li>- In order to create a consensus on the cantonment, conduct local dialogue and sensitization with all actors involved in Kidal region;</li> <li>- Liaise with UNOPS to monitor the progress and provide periodic updates/reports (see M&amp;E plan below);</li> <li>- Report on all visits performed and share the reports;</li> <li>- Provide all information necessary for M&amp;E of project (see table below);</li> <li>- Participate to the Project Steering Committee providing inputs and comments to the project progress report submitted by UNOPS;</li> <li>- Liaise with Public Information Office for</li> </ul>	<ul style="list-style-type: none"> <li>- UNOPS as RUNO shall take responsibility for the project implementation according to planning, timely delivery;</li> <li>- UNOPS should endeavour to work with local contractors which are not bound to UN security rules and regulations.</li> <li>- Deliver the cantonment on a “turn-key” basis providing all design services, labour, transport, materials, tools, equipment and plant to complete the proposed project;</li> <li>- Be accountable for the quality of inputs delivered and responsible for correct technical execution of the project;</li> <li>- Participate to the monthly Project Steering Committee, and extraordinary sessions;</li> <li>- Provide all comprehensive financial and technical reporting to PBF according to PBF rules and regulation;</li> <li>- Share the same reporting to the Project Steering Committee, including justifications for the utilization of allotted funds on a monthly basis (monthly updates/reports on the technical and financial progress of the projects);</li> <li>- Allow MINUSMA staff and M&amp;E team to have access to the project site;</li> <li>- Allow MINUSMA staff and M&amp; E team to have access to project documents to include: project document, copies of progress technical and financial reports;</li> <li>- Ensure that all expenditures on the project are within the available funding;</li> <li>- UNOPS shall not forward any claim to MINUSMA to cover the third party claims for death or injury, or loss of or damage to property, arising from or in connection with the project or the operation of any vehicle, boats, airplanes or other equipment owned or leased by the UNOPS performing work or</li> </ul>

<p>appropriate publicity;</p> <ul style="list-style-type: none"> <li>- Best efforts in assisting UNOPS activities by providing (i) transportation of UNOPS officials in UN flights, (ii) accommodation in MINUSMA compound (prefabs and equipment to be provided by UNOPS), and (iii) storage facilities where available.</li> <li>- After reception/finalization of project, the sites will be under the full responsibility of MINUSMA;</li> </ul>	<p>services in connection with the project;</p> <ul style="list-style-type: none"> <li>- At the end of the project (definitive acceptance of works), in agreement with MINUSMA and PBF rules and procedures all re-usable project's investments (equipment and assets) shall be handed to the MINUSMA DDR Section.</li> </ul>
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\*\*The relationship between MINUSMA and UNOPS in relation to this PBF-funded project will otherwise be governed by the relevant provisions of the Umbrella Memorandum of Understanding between the United Nations and the UN Office for Project Services of 25 June 2008 and, in particular by the provisions relevant to insurance and claims.

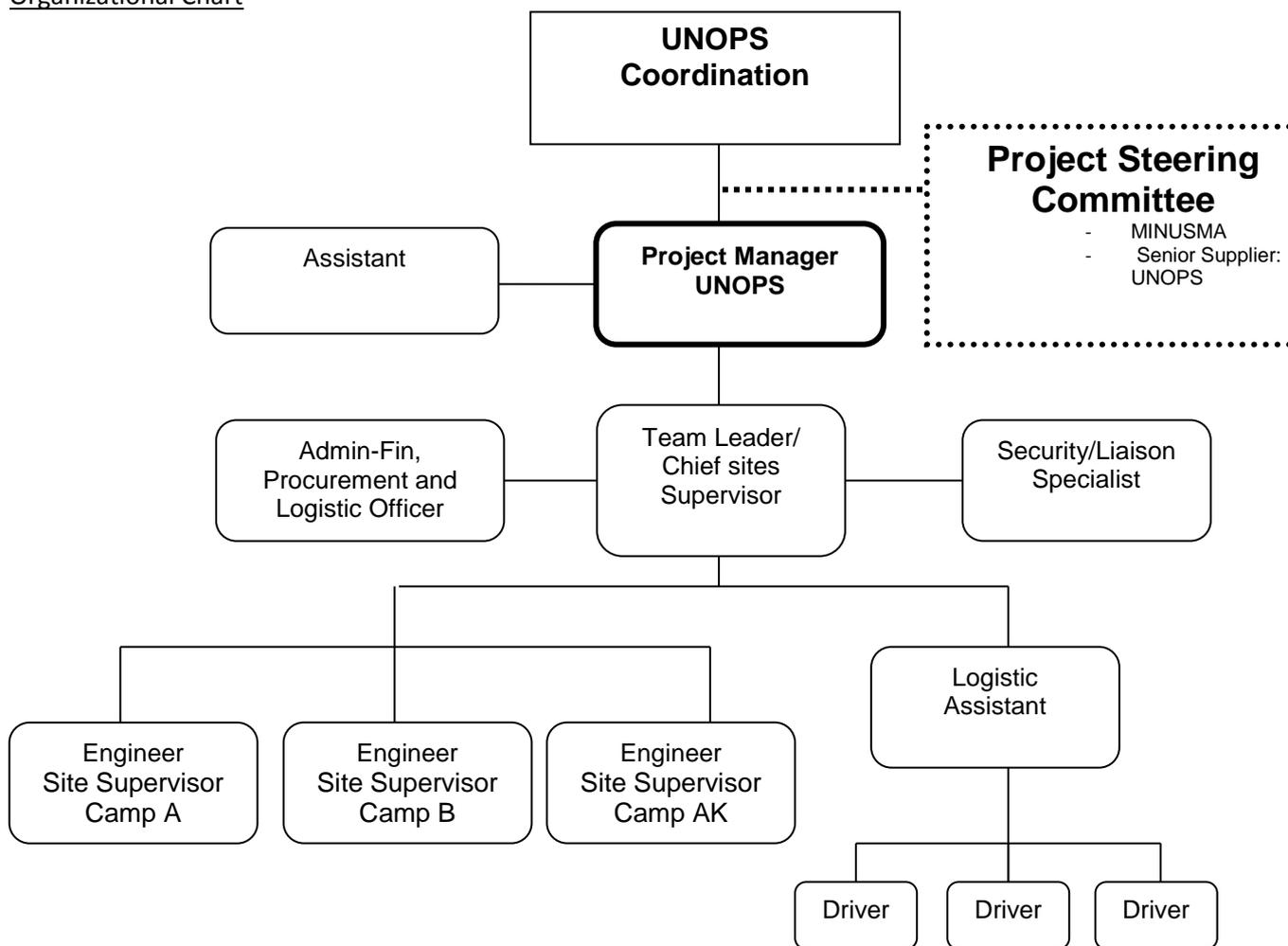
**d) Project Implementation Team:**

The UNOPS Project Implementation Team (PIT) will have the technical and administrative responsibility for the Project implementation, under the overall guidance of MINUSMA DDR staff. It is led by the UNOPS Project Manager at Bamako level and by the UNOPS Team Leader at field level. The PIT will allow for routine collaboration on project implementation between MINUSMA and UNOPS staff at field level through routine (daily and weekly as required) project implementation meetings involving staff from both organisations at HQ or field level. The level and frequency of these meeting can be fixed by the Project Steering Committee once established.

The PIT is described below and the tasks for all the personnel are described in the table below.

<p><u>Remarks on the Project Implementation Team:</u></p> <p>Given the extremely unpredictable security condition of the Kidal region, a number of precautions have been assumed when defining composition and localization of the PMT. The composition of the PMT is therefore influenced by a number of factors. The following assumptions are considered:</p> <ul style="list-style-type: none"> <li>- Until now there is no stable presence in Kidal region of any UN Agency. UNOPS presence will not be able to gain from the advantages of aggregation with other agencies.</li> <li>- The MINUSMA base in Kidal does not have appropriate facilities for hosting UNOPS PIT. Shelters, utilities and services are not available;</li> <li>- UNOPS Team will install in Kidal ONLY after an agreement is reached with MINUSMA before start-up of activities.</li> <li>- UNOPS base could be located within MINUSMA compound if logistical conditions allow so;</li> <li>- A minimum of security measures in line with MOSS and MORSS (security staff, communication, protective measures to housing and offices, armoured transportation, and more).</li> <li>- The very short timeframe of the engagement will imply that the 3 camps are built at the same time. Personnel who will work on the three sites will start at the same time.</li> <li>- Given transport and communication challenges between Bamako and Kidal, it has been considered necessary to appoint project personnel in both places. Therefore, in order to facilitate project management and coordination a small team will be based in Bamako.</li> </ul>
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Organizational Chart



Project Team and specific individual tasks

<b>1</b>	<p><b>Project Manager (Bamako)</b></p> <p>The UNOPS Project Manager will be based in Bamako. S/He will be responsible for the overall long/medium term planning and coordination of the project. S/He represents the project with partners and beneficiaries in BKO. S/He assures the quality and achievement of project objectives. S/He will thus:</p> <ul style="list-style-type: none"> <li>- Liaise between the project, UNOPS Regional Office in ABJ, MINUSMA and MINUSMA DDR in BKO, representing the Project in the Project Steering Committee;</li> <li>- Lead and oversee all planning, monitoring, evaluation and communication of project activities;</li> <li>- Inform the Steering Committee in due time of any delay or constraint in project planned activities;</li> <li>- Coordinate the implementation of all activities according to planning;</li> <li>- Ensure the proper use of resources;</li> </ul>	International
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	<ul style="list-style-type: none"> <li>- Supervise provisional and final acceptance of works;</li> <li>- Supervise and coordinate the progress and final reporting of the project</li> </ul>	
<b>2</b>	<p><b><u>Procurement and chain of supply Officer/Administration and Finance (full time, BKO)</u></b></p> <p>The Procurement and Chain of supply Officer reports directly to the Project Manager. S/he will be based in BKO (with frequent travels to Kidal) and coordinate all procurement, financial and administrative related activities of the project.</p> <p>S/He will thus:</p> <ul style="list-style-type: none"> <li>- Conduct the procurement in the local and international market following UNOPS procedures and international standards;</li> <li>- Organize the chain of procurement and prepare all technical specifications for equipment to be acquired;</li> <li>- Supervise preparation of tender documents.</li> <li>- Control and oversee the delivery of material according to contractual arrangements;</li> <li>- Verify certificates issued by the Chief Site Supervisor;</li> <li>- Assist in preparing the interim and final reports</li> <li>- Supervise the Administrative Assistant</li> <li>- Receive, log files and prepare inventories of equipment;</li> <li>- be responsible for keeping the project stock, periodically verify and launch purchase procedures when necessary;</li> <li>- Supervise periodic inventory of fixed assets and stock</li> <li>- Elaborate the establishment of use, consumption and hardware revisions process, including vehicles ;</li> <li>- Elaborate certificates of exemption from VAT and other taxes (local purchase) and the preparation of applications for franchises (international procurement);</li> <li>- Supervise the elaboration of final statement of assets and stock to sell at the end of the project</li> <li>- Accounting and financial management in accordance with UNOPS' rules including financial reporting</li> <li>- Coordinate Administrative and Human Resource Management;</li> </ul>	<p>International</p> <p>Based in BKO for facilitating international and national procurement &amp; management of chains of supply with travels to Kidal expected</p>
<b>3</b>	<p><b><u>Chief Site Supervisor/Team Leader (full time, Kidal)</u></b></p> <p>The Chief Site Supervisor/Team Leader reports directly to the UNOPS Project Manager and will supervise the day to day operations of the project on the 3 work sites. S/He will be the sole responsible for the control and supervision of the 3 site supervisors.</p> <p>S/He will be responsible for the achievement of project objectives. S/He will thus:</p> <ul style="list-style-type: none"> <li>- Supervise the overall implementation of all field activities according to the planning and monitoring documents;</li> <li>- Liaise in the field between the project, MINUSMA Senior DDR Officer, contractors and beneficiaries;</li> </ul>	<p>International</p> <p>long-time hands on experience, deep familiarity with the territory</p> <p>Previous working experience in North Mali, and direct knowledge of local construction modalities and Knowledge of a local language would be an important asset</p>

	<ul style="list-style-type: none"> <li>- Oversee the planning and monitoring of activities, and up-date regularly the project planning according to project progress;</li> <li>- Immediately inform the UNOPS Project Manager in BKO of any distortion of activities in the field;</li> <li>- Supervise the execution of works according to the bill of quantity;</li> <li>- Conduct quality control of works and assure it complies with UNOPS high quality standards</li> <li>- Supervise provisional and final acceptance of works;</li> <li>- Supervise the interim and final reports;</li> <li>- Counter-sign all statements of works advancement issued by companies and undersigned by the site supervisors.</li> </ul>	
<b>4</b>	<p><b><u>Logistics Assistant (full time, Kidal)</u></b> The Logistics Assistant will support the Chief Site Supervisor/Team Leader in all procurement related activities. S/he will thus</p> <ul style="list-style-type: none"> <li>- Prepare tender documents under the supervision of the Procurement Officer in BKO</li> <li>- Assist in controlling the delivery of material according to contractual arrangements on-site</li> <li>- Liaise between the Procurement Officer in BKO and contractors and beneficiaries in the field</li> <li>- Verification of activities</li> </ul>	National and possibly from Kidal region
<b>5</b>	<p><b><u>Site supervisor/manager (3 persons, full time, Kidal)</u></b> The site supervisor, present on the work site on a day-to-day base, reports directly to the Chief Site Supervisor/Team Leader, thus:</p> <ul style="list-style-type: none"> <li>- Carry out works assessment;</li> <li>- Prepare bill of quantities;</li> <li>- Prepare Records Bidding (DAO);</li> <li>- Conduct day-to-day quality control;</li> <li>- Perform provisional acceptance of works and undertake evaluation;</li> <li>- Perform final acceptance;</li> <li>- Coach contractor's staff in order to provide a simple but constant "on-the-job training" to all personnel.</li> </ul>	National, senior technician, surveyor, topographer with proven experience in site management and maintenance logs and other construction document supervision and control of work
<b>6</b>	<p><b><u>Administrative Assistant (full time, BKO)</u></b> Matrix reporting: to the UNOPS Project Manager for organizational matter, and to the Procurement Officer.</p> <ul style="list-style-type: none"> <li>- Accounting and financial management in accordance with UNOPS' rules;</li> <li>- Assist in Control and Monitoring of project budget;</li> <li>- Assist in Monitoring of project activities and outcome</li> <li>- Administrative Project Management;</li> <li>- Assist in Financial Reporting.</li> </ul>	National Knowledge of ATLAS
<b>7</b>	<b><u>Security/ Liaison specialist (full time, Kidal)</u></b>	International

<ul style="list-style-type: none"> <li>- Daily advise Project Manager on the security situation;</li> <li>- Participate in all Security meetings and activities in Kidal;</li> <li>- Liaise with Security staff of other UN agencies eventually present in Kidal</li> <li>- Ensure security of project's personnel and material in Kidal;</li> <li>- Liaise with UNDSS and MINUSMA armed forces in Kidal;</li> <li>- Liaise with armed groups.</li> </ul>	<p>This position will only be necessary if UNOPS is the only UN agency resident in Kidal (out of MINUSMA compound. If other UN agencies will settle in Kidal the Security cost will be shared</p>
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**e) Logistics and organization of UNOPS team in Kidal**

Before a final agreement is reached and formalized between MINUSMA and UNOPS for the eventual hosting of the project team (offices + shelters + storage) within MINUSMA compound, an informal agreement was reached during project formulation. This informal agreement constitutes the base for the formulation of the project budget as it is. It includes the following: (i) UNOPS will provide all necessary equipment for hosting its staff (living + offices) and also covers for stock of material and equipment. All this will be installed within the MINUSMA camp in Kidal, in the existing free space.

In the case this could not be applicable anymore when the project starts, alternatives will be negotiated between the two parties, and any additional cost for UNOPS will be reflected into the budget of the project.

**f) Budget Overview**

Precisions about the budget:

- Below is the budget in PBF format
- Consider that even if project duration is considered in 7 months (following a recommendation from PBSO) all salaries are considered ONLY for 7 months maximum, as agreed between UNOPS and MINUSMA,
- The security situation of Kidal has an important impact on the budget.
- Because of the security situation a minimum of security measures are necessary, according to MOSS and MORSS (security staff, communication, protective measures to housing and offices, armoured transportation, and more). These measures are independent of the amount of the project budget.

**PBF budget format**

	Categories	Amount RUNO UNOPS	Total	% of total
1	Staff and other personnel	478 924	478 924	15,98
1.1	Project Manager (I-ICA 3)	99 376	99 376	3,31
1.2	Procurement and Chain of supply /Administration-Finance (I-ICA 2)	85 180	85 180	2,84
1.3	Team Leader/ Chief site supervisor (I-ICA 2)	85 180	85 180	2,84
1.4	Security Officer (I-ICA 2)	78 342	78 342	2,61
1.5	Engineer/ Site supervisor (L-ICA 4)	61 400	61 400	2,05
1.6	Assistant procurement & Logistics (L-ICA 2)	28 654	28 654	0,95
1.7	Assistant (L-ICA 2)	14 457	14 457	0,49
1.8	Drivers (L-ICA 1)	26 335	26 335	0,89
2	Supplies, commodities and materials	1 058 461	1 058 461	35,31
3	Equipment, vehicle and furniture	329 928	329 928	11,01
4	Contractual services	662 192	662 192	22,09
5	Travel	66 129	66 129	2,21
6	M&E	77 963	77 963	2,62
7	General operating and direct costs*	136 679	136 679	4,56
	<b>Subtotal project costs</b>	<b>2 810 276</b>	<b>2 810 276</b>	<b>93,76</b>
9	Indirect support costs	187 138	187 138	6,24
	<b>Total</b>	<b>2 997 414</b>	<b>2 997 414</b>	<b>100,00</b>

\*General operation and direct costs are costs generated by the direct implementation provided by UNOPS Operational Hubs. They are therefore not covered by the Management fee. Due to very tight timelines and important international acquisitions, UNOPS offices in Dakar and Abidjan will be extensively mobilized during the project as logistical Hub dedicated to the project for receiving, conditioning and re-sending of equipment and material to Mali.

**g) Sustainability**

The success of the initial stages of the ceasefire is crucial to the political dialogue that will follow and the confidence of the signatory parties depends on their mutual acceptance of the cantonment process. The UN’s reputation and partnership in this process of stabilization also depends heavily on providing timely and strategic support.

**Results Framework** for IRF project on Cantonment in Mali

(1) Outcomes and type of change required	(2) Outputs and activities	(3) Indicators	(4) Baselines and time-bound targets	(5) Inputs/ budget	(6) Assumptions
<p><b>Outcome 1:</b></p> <p>Increased security in Kidal area and increased confidence between the parties to the Ouagadougou Preliminary Agreement through the start-up of cantonment process in 3 camps.</p> <p><i>Theory of Change:</i> If 1,350 armed combatants in the Kidal area are cantoned, then security in the Kidal area will be improved and all the parties of the Ougadougou Accords will have more confidence in the peace implementation, laying the foundation for a future DDR process.</p>	<p><b>Output 1:</b> Three camps are erected for the sheltering of 1 350 combatants; and food, water and energy are provided to the beneficiaries for a period of three months</p> <p><b>Activity 1</b> The HCUA camp in Kidal city (Camp de la Jeunesse de Kidal) is repaired and refurbished in order to shelter 500 combatants</p> <p><b>Activity 2:</b> the MNLA camp in Kidal city (Camp de la Gendarmerie de Kidal) is repaired and refurbished in order to shelter 500 combatants</p> <p><b>Activity 3:</b> A camp on the site of Agharous Keyone (42 km north-east of Kidal) is built in order to shelter 350 combatants</p> <p><b>Activity 4:</b> Fuel (for 2 generators), water, food, gas stoves and butane are provided to the three camps during three months</p>	<p>Number of cantoned combatants</p> <p>Number of tents erected</p> <p>Number of showers and latrines operational</p> <p>Number of meals served</p> <p>Number of litres of water distributed</p> <p>Number of electricity hours provided</p>	<p>Baseline: 0 Target: 3 camps erected, 1,350 comb. Cantoned (female/male)</p> <p>Baseline: 0 Target: 41 showers and 54 latrines constructed; and 12 latrines rehabilitated (for female/male combatants)</p> <p>Baseline: 0 Target:243,000 meals served</p> <p>Baseline: 0 Target:180,000 litres distributed</p> <p>Baseline: 0 Target:1,080 electricity hours provided</p>	<p>Erection of HCUA Camp in Kidal: <b>\$426,819</b></p> <p>Erection of MNLA Camp in Kidal: <b>\$411,393</b></p> <p>Erection of HCUA Camp in Agharous Keyone: <b>\$470,277</b></p> <p>Provision of fuel, water, butane and food for four months: <b>\$432,335</b></p>	<p>The current cantonment process is established as a pilot process and inputs as well as prices will be adjusted based on the implementation reality. New cantonment sites to be established will take advantages of lessons learnt from these three sites.</p>

	<p><b>Output 2:</b> Increased communication and confidence between Accord parties.</p> <p><b>Activity 1:</b> MINUSMA meetings with municipal authorities, local communities, MSDF and armed groups to facilitate communication and encourage confidence.</p> <p><b>Activity 2:</b> Initiate the joint patrols and verification teams for the three sites to ensure the security of combatants and arms and monitor compliance</p>	<p>Number of butane refill distributed</p> <p>Public expression of confidence in the Ougadougou Accords expressed by civil municipal authorities and local community leaders, Tuareg and non Tuareg.</p> <p>Number of joint patrols (at least MINUSMA + HCUA + MNLA) conducted to the Kidal camps</p> <p>Decrease in the number of security incidents in Kidal area involving armed combatants</p>	<p>Baseline: 0 Target: 265 butane cylinders provided</p> <p>Baseline: 0 Target: Routine</p> <p>Baseline: Low confidence Target: Expression of increased confidence by all parties.</p> <p>Baseline: to be defined according to DSS statistics Target: 0</p>		
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## RISK MANAGEMENT

1. Ceasefire support is a high risk area of intervention. While risks are high, it is the *raison d'être* of peacekeeping missions.

The security situation remains fluid and the success of this process depends mainly on the MINUSMA work on the field and goodwill of all parties involved. The risk of violence between signatory groups remains high in particular in relation to cantonment and the re-deployment of forces. The cantonment process will almost surely change in nature as the strategic vision is set out by the parties and the current structure may change programmatically and strategically. However, it constitutes the best current approach to build upon the government's and armed group existing commitments and enhance confidence between the parties, without which the ceasefire will collapse.

In this regard MINUSMA, in order to reinforce the impact of the works executed by UNOPS, will maintain constant dialogue with all concerned parties in the field, and to the extent that is permitted at a national level in Bamako.

Financial considerations remain a concern, but once cantonment gains momentum key donors, notably bi-laterals may be eager to see that hard won ceasefire dividends are not eroded by unforeseen costs.

TYPE OF RISK	ACTUAL RISK	LIKELYHOOD	SEVERITY	MITIGATING MEASURE
<b>OPERATIONAL</b>	Sandstorms destroy infrastructure (for example tents).	<b>VERY LOW</b> Risk is limited until June-July 2014 (sandstorms are seasonal).	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Efforts to secure tents capable of withstanding 120 Km winds underway, and earthwork or hesco bastion windbreaks are being considered.</li> </ul>
	Roads prohibit provisioning contractors from timely delivery.	<b>VERY LOW</b> Very limited risk as project window is planned for dry season	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Options for route rehabilitation and alternative means of delivery will be investigated.</li> </ul>
	Theft of materials for cantonment site refurbishment	<b>MEDIUM</b>	<b>LOW</b>	<ul style="list-style-type: none"> <li>Intervention with armed group leadership locally, suspension of work and resort to Political leadership via the CTMS if required.</li> <li>Most materials to be stored at SERVAL compound (theft not possible). Only immediately required materials to be stored on site (armed groups responsible for security).</li> <li>UNOPS security Officer in coordination with UNDSS will clear the security conditions before transportation</li> <li>Malian forces or MINUSMA escort sensitive material to destination</li> </ul>
	Unforeseen legal contestation of land or wells used in the Cantonment process.	<b>LOW</b>	<b>LOW</b>	<ul style="list-style-type: none"> <li>Efforts to secure titles/permission before work starts. Work with the municipal authorities to resolve unforeseen problems.</li> </ul>
	Insufficient capacities of local contractors	<b>MEDIUM</b>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Hiring of sufficient UNOPS personnel for daily quality control and quality assurance</li> <li>Direct support of UNOPS Operational Hub for West Africa (CIOH)</li> <li>On the work training for local contractors workers</li> </ul>

	Local water sources dry up unexpectedly	<b>LOW</b>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>MINUSMA survey of past well dry season durability, and contingency planning for secondary sources.</li> </ul>
	The time-limit provided is exceeded	<b>MEDIUM</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>Weekly report of project progress to the Steering Committee</li> <li>Early warning to UNOPS Office for West Africa (CIOH)</li> <li>Budgeting of CIOH for direct support</li> <li>Preserve option to extend implementation period up to 12 months</li> </ul>
<b>FINANCIAL</b>	Number of Combatant exceeds initial cost estimates (including political admission of new armed groups/caseloads)	<b>MEDIUM</b>	<b>VERY LOW</b>	<ul style="list-style-type: none"> <li>Measures will be implemented to reduce artificial inflation: agreement on total numbers and eligibility criteria in the CTMS, and strict application of the criteria in the registration process.</li> <li>Should new caseloads be included further sources of support must be solicited in the context of the national ceasefire process.</li> </ul>
	Duration of Cantonment exceeds current cost estimates	<b>HIGH</b>	<b>VERY LOW</b>	<ul style="list-style-type: none"> <li>Duration of cantonment depends on political process which cannot be fully predicted. However a 6 month window places pressure on the parties and the international community to find a solution swiftly, and returns responsibility to them for continued support/approval of cantonment if they do not.</li> </ul>
	Unforeseen inflation exceeds current budgeted costs	<b>LOW</b>	<b>LOW</b>	<ul style="list-style-type: none"> <li>Elaborate conservative budget</li> </ul>
<b>POLITICAL</b>	Overarching political process/negotiations stall, leading to an open-ended and unsustainable cantonment process.	<b>MEDIUM</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>Intervention at the level of the SRSB and the international community (mediation(s) and UN Security Council action) to encourage the parties to resume discussions within CTMS/CSE towards further decisions on cantonment and DDR (sites, lists, verification criteria, etc.) and ultimately a global peace accord (as a condition for final disarmament).</li> </ul>
	MNLA/HCUA locally object to extension of Government civil and military and political authority in the north, threatening non-cooperation.	<b>MEDIUM</b>	<b>LOW</b> Periodic breakdowns are problematic, but a normal part of ceasefire negotiations.	<ul style="list-style-type: none"> <li>MINUSMA intervention with local armed group leadership with possible recourse to political leadership via the CTMS.</li> </ul>
	The project loses support from the Government making the implementation impossible.	<b>LOW</b>	<b>LOW</b>	<ul style="list-style-type: none"> <li>Continuous dialogue and coordination with the MINUSMA and the <i>Comité Technique Mixte de Sécurité</i> (CTMS)</li> <li>Local dialogue and sensitization with political actors involved in Kidal region</li> </ul>

<b>REPUTATION</b>	Local population objects to cantonment process	<b>MEDIUM</b>	<b>LOW</b>	<ul style="list-style-type: none"> <li>• Currently using local contractors to ensure local community business interests are invested in cantonment. Ongoing outreach to local community leaders (particularly non-Tuareg) and close cooperation with municipal authorities.</li> <li>• Assure dialogue and coordination with the MINUSMA and CTMS</li> </ul>
	MINUSMA or MINUSMA contracted personnel behavior jeopardizes program integrity.	<b>LOW</b>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>• Formal disciplinary action within MINUSMA and sensitization of offended parties. Possible revisit of contracts in the event of non-UN personnel.</li> </ul>
	MSDF or armed groups behave in ways that adversely affect people's perception of cantonment.	<b>HIGH</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>• MINUSMA local intervention with civil and military authorities. Recourse to CMTS if required.</li> <li>• MINUSMA and UNOPS's support to the cantonment process is part of the UN support to ceasefire implementation and mediation related support, and any MINUSMA support to MSDF will be done in compliance with the Human Rights Due Diligence Policy (HRDDP) as per UN SC resolution 2100 (2013);</li> <li>• Continuous dialogue and coordination with the MINUSMA and the CTMS</li> <li>• Local dialogue and sensitization with conflict actors involved in Kidal region</li> </ul>
	Negative ecological footprint of the project	<b>LOW</b>	<b>LOW</b>	<ul style="list-style-type: none"> <li>• Choice of local materials and adapted techniques with low environmental impact,</li> <li>• waste collection and separation on camp sites assured</li> </ul>
<b>SECURITY</b>	The security standards are not met for UNOPS personnel to stay and work in Kidal area	<b>HIGH</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>• MINUSMA provides sufficient space for UNOPS personnel installation in its Kidal military camp.</li> <li>• MINUSMA will make best efforts in assisting with the security of UNOPS personnel in liaison with UNOPS Security Officer, during site local travel visits in the Kidal region, as per UN rules for guiding the safety and security of international and national staff.</li> <li>• UNOPS should endeavor to work with local contractors which are not bound to UN security rules and regulations.</li> <li>• MINUSMA (DDR, Force and DSS) will assist UNOPS in developing its own security SOPs for this project.</li> <li>•</li> </ul>

	Hostilities between MNLA/HCUA and MSDF	<b>MEDIUM</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>• Increased security coordination between DSS, MINUSMA Force and Serval.</li> <li>• Increase in security measures or temporary suspension of work.</li> <li>• MINUSMA intervention via EMOVs and resort to political action at the level of the CTMS.</li> </ul>
	Hostilities between the MSDF and people on the ground	<b>LOW</b>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>• Increased security coordination between DSS, MINUSMA Force and Serval. Increase in security measures or temporary suspension of work.</li> <li>• MINUSMA intervention via EMOVs and resort to political action at the level of the CTMS.</li> <li>• Continuous dialogue and coordination with the MINUSMA and the CTMS</li> </ul>



### Template 4.1 M&E Plan

**Purpose:** The M&E plan is required to support oversight functions of the JSC, Fund recipient agencies and PBSO with the timely collection and analysis of data for internal performance assessments and the substantive reporting on results. The M&E plan - elaborated at the level of the Priority Plan and for each PBF supported project - determines HOW indicators will be tracked for the measuring of results, and by WHEN and WHOM monitoring activities have to be accomplished. Both M&E plans must be fully consistent with the results framework of the Priority Plan and the project logframe.

Outcomes / outputs	Indicator per result	Means of verification / method of data collection-	Frequency of data collection / analysis and timeline	Responsibilities for: - data collection / analysis - reporting - performance assessment
<b>Outcome 1</b> Increased confidence between the parties to the Ouagadougou Preliminary Agreement through the start-up of	<b>Outcome 1 indicator</b> 1350 combatants cantoned safely	List of registered cantoned combatants	<ul style="list-style-type: none"> <li>• Cantonment and disarmament: permanent on-site monitoring of weapon and ammunition</li> </ul>	<u>All data concerning combatants, disarmament, presence and monitoring of their activities is responsibility of MINUSMA</u>

<p>cantonment process in 3 camps</p> <p><b>Output 1</b> Three camps are erected for the sheltering of 1 350 combatants; and food, water and energy are provided to the beneficiaries for a period of three months</p> <p><b>Output 1.1.</b> 2 cantonments in Kidal city rehabilitated and refurbished</p> <p><b>Output 1.2.</b> 1 pilot cantonment constructed in Aghelous Keyone</p> <p><b>Output 1.3.</b> Camp management facilities are installed</p> <p><b>Output 1.4.</b> 1350 combatants cantoned</p> <p><b>Output 1.5.</b> Inputs (fuel, food, etc.) delivered for a period of 2 months</p> <p><b>Output 2</b> Increased communication and confidence between Accord parties.</p> <p><b>Output 2.1</b> Facilitation of communication and confidence between the parties.</p> <p><b>Output 2.2</b> The security of combatants and arms are secure and compliance monitored</p>	<p><b>Output indicators</b></p> <p>1.1. Written Agreement for the use of cantonment site is signed by the legal owner</p> <p>1.2. Number of tender documents prepared by project and published</p> <p>1.3. Number of contract awarded to construction companies</p> <p>1.4. Number of workers employed by contractors for construction of cantonments</p> <p>1.5. Number of monthly reports elaborated by Project (including financial and technical advancement of works)</p> <p>1.6. Number of facilities and utilities existing, functioning and accessible by cantoned people</p> <p>1.7. Number of combatant registered</p> <p>1.8. Quantities of food and non food items delivered daily</p> <p>2. Public expression of confidence in the Ougadougou Accords expressed by civil municipal authorities and local community leaders, Tuareg and non Tuareg.</p> <p>2.1 Number of joint patrols conducted to the Kidal camps</p> <p>2.2 Decrease in the number of security incidents in Kidal area involving armed combatants</p>	<p>Legal documentation</p> <p>Technical documentation</p> <p>Rapid survey of construction companies technical and financial capacities and availability</p> <p>Contract signed</p> <p>Monthly report</p> <p>Direct survey and measurement Contracts</p> <p>Daily supervisory sheets</p> <p>Projects reports</p> <p>Direct survey and measurements</p> <p>MINUSMA register of combatants cantoned</p> <p>Daily reception sheets for food and non food items delivered by project</p>	<p>storage during two months by MINUSMA</p> <ul style="list-style-type: none"> <li>Construction works: daily data collection on-site according to activities and reporting system; consolidated weekly reports, monthly reports reported by Site Supervisor</li> <li>Detailed documentation (photo and safety measures included) of storage</li> <li>List of verification items: performance (persons deployed, time on duty, incidents reported) to be included in the weekly reporting, evaluation of performance in end-report</li> <li>provisional acceptance of works issued for each site</li> <li>Weekly security analysis provided by DSS</li> <li>Hand-over protocol to be delivered by Chief Site Supervisor /Team Leader at works completion (after 6 months) to MINUSMA</li> </ul> <p>Survey of civil municipal authorities and local and Tuareg leaders; participation to joint meetings</p> <p>MINUSMA and DSS security reports</p>	<p><b>Data collection:</b> Site Engineers under supervision of Chief Site Supervisor/Team Leader</p> <p><b>Reporting:</b> UNOPS Project Manager in Bamako</p> <p><b>Internal performance assessment:</b> JSC / RUNOS with support of Technical Commission/PBF Secretariat</p> <p><b>External performance assessment:</b> ONLY final evaluation in close collaboration PBSO / PBF secretariat (TORs, selection / recruitment of evaluation team)</p>
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**Budget allocation of the M&E plan of the Priority Plan (JSC) or Project logframes (RUNOS):**

<b>Type of data collection method</b>	<b>Costs in US \$</b>
(1) Baseline survey/ perception surveys: - before start of PP / project implementation (Rapid survey of construction companies technical and financial capacities and availability)  - update of baseline data before end of Priority Plan// project implementation (at the end of the project up-date of construction companies capacities and number) Subtotal:	<b><u>21,507</u></b>
(2) Monitoring and internal performance assessments: - Field visits JSC / RUNOs on project sites (at least once a year) - JSC meetings (quarterly, half year) to assess implementation status of PP - RUNO meeting (monthly, quarterly) to assess implementation status of projects Subtotal:	<b><u>16,130</u></b>
(3) Reporting( cost for WS, facilitation support, additional data collection if needed): 7 monthly reports + 1 final Subtotal:	<b><u>16,130</u></b>
(4) Costs for the use of secondary data sources: - Consultants fees	
(5) Independent evaluation ONLY final Subtotal:	<b><u>24,196</u></b>
<b>TOTAL</b>	<b><u>77,963</u></b>

## Chronogram

Cantonment of Armed Groups in Kidal Region

