



United Nations  
Peacebuilding  
Peacebuilding Fund

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

Project Title: Engaging Youth to Build Peaceful Communities in Mali	Recipient Organization(s): Mercy Corps
Project Contact: Margaret Munroe Address: 45 SW Ankeny Street, Portland, OR 97205 Telephone: (503)896-5854 E-mail: mmunroe@mercy corps.org	Implementing Partner(s) – Think Peace Mali, Association Jeunesse et Developpement du Mali
	Project Location: Mali - Gao, Timbuktu and Ménaka Regions
Project Description: <i>One sentence describing the project's scope and focus.</i> The overall goal of this project is to promote the implementation of the 2015 Algiers Peace accord through an inclusive, “whole-of-community” approach to conflict prevention, mitigation and management and a reduction of youth involvement in violence.	Total Project Cost: \$1,700,000 Peacebuilding Fund: \$1,700,000 Fully allocated first tranche: \$595,000 Conditional second tranche: \$595,000 Conditional third tranche: \$510,000 Other contributions:
	Proposed Project Start Date: 1 November 2017 Proposed Project End Date: 30 April 2019 Total duration (in months) <sup>1</sup> : 18 months
Gender Marker Score <sup>2</sup> : 2 <i>Score 3 for projects that have gender equality as a principal objective.</i> <i>Score 2 for projects that have gender equality as a significant objective.</i> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i>	
Project Outcomes: <b>Outcome 1:</b> 60 communities in Timbuktu, Gao and Menaka are equipped to support the social and economic (re)integration and inclusion of at-risk youth in their communities – including demobilized combatants - and to address conflict drivers that contribute to youth engagement in violence. <b>Outcome 2:</b>	


<sup>1</sup> The maximum duration of an IRF project is 18 months.

<sup>2</sup> PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his **Seven-Point Action Plan on Gender Responsive Peacebuilding**.

600 male and female youth – including former fighters - receive holistic social and economic support for social and economic (re)integration into their communities. Outcome 3: Youth in 60 communities play an active and meaningful role in community decision-making and promoting peace within their communities.

**PBF Focus Areas<sup>3</sup>** which best summarizes the focus of the project (*select one*):  
 Promote coexistence and peaceful resolution of conflicts- Democratic Governance, Conflict, Prevention/Management

**IRF PROJECT DOCUMENT - NUNO**

<i>(for IRF-funded projects)</i>	
<p><b>Recipient Organization</b>  <i>Name of Representative – Craig Redmond</i>  <i>Signature</i>  <i>Name of Agency – Mercy Corps</i>  <i>Date &amp; Seal – September 25, 2017</i></p> <div style="text-align: center;">  </div>	<p><b>Representative of National Authorities</b>  <i>Name of Government Counterpart</i>  <i>Signature</i>  <i>Title</i>  <i>Date &amp; Seal</i></p>
<p><b>Peacebuilding Support Office (PBSO)</b>  <i>Name of Representative</i>  <i>Signature</i>            Peacebuilding Support Office, NY  <i>Date &amp; Seal</i></p>	<p><b>Resident Coordinator (RC)</b>  <i>Name of Representative</i>  <i>Signature</i>            RCO,  <i>Date &amp; Seal</i></p>
<p><b>Partner Organization</b>  <i>Name of Representative</i>  <i>Signature</i>  <i>Name of Agency</i>  <i>Date &amp; Seal</i></p>	<p><b>Partner Organization</b>  <i>Name of Representative</i>  <i>Signature</i>  <i>Name of Agency</i>  <i>Date &amp; Seal</i></p>

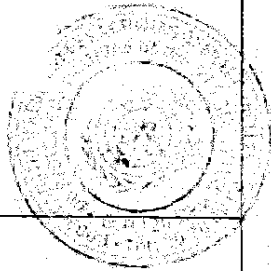
<sup>3</sup> PBF Focus Areas are:

- 1: *Support the implementation of peace agreements and political dialogue (Priority Area 1):*  
 (1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;
- 2: *Promote coexistence and peaceful resolution of conflicts (Priority Area 2):*  
 (2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;
- 3: *Revitalize the economy and generate immediate peace dividends (Priority Area 3);*  
 (3.1) Employment; (3.2) Equitable access to social services
- 4) *(Re)-establish essential administrative services (Priority Area 4)*  
 (4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including JSC/ PBF Secretariats)

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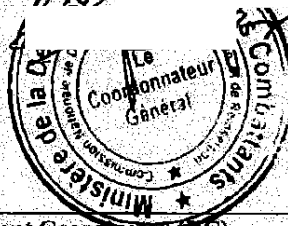
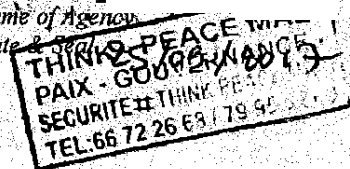
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<b>Peacebuilding Support Office (PBSO)</b> <i>Name of Representative</i> <i>Signature</i> Peacebuilding Support Office, NY <i>Date &amp; Seal</i>  <div style="text-align: center; font-size: 24px;">2/12/2017</div>	<b>Resident Coordinator (RC)</b> <i>Name of Representative</i> <i>Signature</i> RCO, <i>Date &amp; Seal</i> 26/09/2017  
<b>Partner Organization</b> <i>Name of Representative</i> <i>Signature</i> <i>Name of Agency</i> <i>Date &amp; Seal</i>	<b>Partner Organization</b> <i>Name of Representative</i> <i>Signature</i> <i>Name of Agency</i> <i>Date &amp; Seal</i>

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<p><b>Peacebuilding Support Office (PBSO)</b> Name of Representative Signature Peacebuilding Support Office, NY Date &amp; Seal</p>	<p><b>Resident Coordinator (RC)</b> Name of Representative Signature RCO, Date &amp; Seal</p>
<p><b>Partner Organization</b> Name of Representative Signature Name of Agency Date &amp; Seal</p>	<p><b>Partner Organization</b> Name of Representative <i>Think Peace</i> Signature Name of Agency <i>Kassia FonBA</i> Date &amp; Seal </p>

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<b>Partner Organization</b> <i>Name of Representative</i> <i>Signature</i> <i>Name of Agency</i> <i>Date &amp; Seal</i>  25/09/2017	<b>Partner Organization</b> <i>Name of Representative</i> Abdul Kassim FonBA <i>Signature</i> <i>Name of Agency</i> Think Peace <i>Date &amp; Seal</i> 25 September 2017

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## **PROJECT COMPONENTS:**

### **I. Peacebuilding Context and Rationale for PBF support**

#### **a) Peacebuilding context:**

The causes of the Malian crisis are profound, and deeply rooted in a history of marginalization of northern regions, poor governance, corruption, lack of development and social services, and vested economic interests, both licit and illicit. The current rebellion was launched in 2012 by the National Movement for the Liberation of Azawad (MNLA), seeking greater autonomy for northern regions and greater political representation at the regional and national level. Since that time, Mali has seen a proliferation of armed groups across the northern and central regions, including violent extremist organizations, that are exploiting the security and governance vacuum, increasingly along ethnic lines, to operate almost unchecked across much of the Malian territory. While many of the signatory armed groups articulate ideological and political objectives, many fighters also enlist due to family and community factors and grievances, defense of one's community or ethnic group, or personal ambitions that they hope to attain through participation in an armed group. Furthermore, the ideological objectives articulated by many of the armed movements also conceal objectives of economic and political gains for ethnic elites from these communities.

The signature of the Algiers Peace Accords in June 2015 created a framework for some armed groups to engage with the National Government to outline security and governance reforms that provide greater autonomy to northern regions and promote integration of their populations into governance processes. However, implementation has moved forward slowly, with tensions flaring at almost every step, calling into question the political will of parties on all sides to implement the Accord. Critically, communities have been largely excluded from these negotiations that will have a profound impact on their lives. Mercy Corps' research shows that community members have a limited understanding of the content of the Peace Accord and its implications for their community. Moreover, certain segments of the population – in particular women and youth – have limited voice in the peace process and are excluded from traditional decision-making forums. Those who do obtain leadership positions are often linked to men and elders in positions of power. Without visibility into or control over the issues that impact them, marginalized groups are more vulnerable to the community and conflict dynamics around them, as is evident in increased gender-based violence, recruitment of youth into armed groups, and rising ethnic tensions.

Mercy Corps has undertaken a detailed gender analysis to understand the differential impact of the Malian conflict on men and women, male and female youth, and boys and girls. Each of these stakeholder groups engage in or are affected by the conflict differently. Women living in the north of the country have experienced displacement, violence, food insecurity and residual insecurity in a way that increases their vulnerability. The crisis has further limited the mobility of women as well as their opportunities to participate in the public sphere. Moreover, the risk of sexual and gender-based violence has been exacerbated. Men and boys have also been deeply impacted by the conflict. Men and male youth face strong social pressure to engage in armed groups to protect their communities, largely dictated by male elders within the community. Men and male youth have been exposed to this violence, and also see engagement with armed groups as a strategy to secure long-term employment and derive meaning and recognition through the benefits they hope to derive from the disarmament, and demobilization process.

A sustainable solution to the crisis must create governance structures that engage Mali's diverse populations in community decision-making and development. Without more inclusive structures, the dynamics that have contributed to increased violence will not be

sufficiently addressed. For young Malians in the North – both men and women – this means having options to provide for their families, opportunities to participate in community decision-making, and the chance to gain the respect of their peers and communities without having to engage in violence. If these objectives are achieved, a foundation of inclusive governance will be built, increasing the chances for the implementation of the Peace Accord.

**a) Rationale for this IRF:**

The overall goal of this project is to **promote the implementation of the 2015 Algiers Peace accord through an inclusive, “whole-of-community” approach to conflict prevention, mitigation and management and a reduction of youth involvement in violence.** This goal is in alignment with the work of UNPBF in Mali, which seeks to increase support for the peace process, including a central focus on inclusive governance. The project will complement and enhance the work of previous UNPBF projects that sought to put women and youth at the center of the peace process, increase social cohesion, and build linkages to local authorities.

Mercy Corps’ approach – which targets youth but implicates the wider community and seeks to provide holistic services and advance local development objectives – is based on the results of our work in Mali since 2012 and on recent research carried out in partnership with the Malian nonprofit Think Peace. These experiences have revealed that the key contributing factors to youth involvement in armed groups in the region are not primarily related to a desire for individual short-term economic gain or to address personal grievances. Rather, members of armed groups say that their communities support and share values with these groups, and encourage youth involvement as combatants. Youth and community members expressed deeply held grievances against the government for perceived intentional neglect, underinvestment, corruption and injustice. Furthermore, armed groups – pro-government, anti-government and violent extremist groups – are meeting needs for security and services not being addressed by the government. Together, these factors point to a solution that addresses the concerns of youth who were previously engaged in violence or who are likely to take up arms, and which also invites the wider population to mitigate and manage conflict and to work together with local government to increase participation in governance, improve government accountability and enhance service provision. Such an approach has the potential to unblock and accelerate the peace process, by interrupting a vicious cycle of violence and addressing the underlying issues that are contributing to community support for armed groups in the region.

With the support of the UNPBF, the **Engaging Youth to Build Peaceful Communities in Mali** project will help communities identify and address the main drivers of conflict; provide holistic support for the reintegration of youth who have participated in armed groups or are at risk for recruitment; and facilitate the involvement of youth in local advocacy and development activities. Mercy Corps will implement the project with two local partners, Think Peace and *Association de Jeunesse et Développement du Mali (AJDM)*. In preparation for this project, we have also met with and garnered support of key government stakeholders including the National DDR Commission and the Ministry of Reconciliation. Built into the program design are proven methodologies that have been employed successfully by Mercy Corps in Mali and in other similar contexts. These include using human-centered design (HCD) to help youth take the lead in their own development, building youth connections to mentors and other positive role models within their communities, teaching community leaders to skillfully mitigate conflict through interest-based negotiation and dispute resolution approaches, and equipping community members who have traditionally been marginalized from decision-making to advocate for their needs. The project will support key governance reforms included in the Peace Accord, notably by assisting communities to



participate in decentralized community governance structures and enhancing inclusive decision-making at the community, communal and regional levels. This process has the potential to usher in additional funding to support the development priorities identified and proposed through these inclusive community-level planning processes.

In all, the project will contribute to community violence reduction efforts in 60 communities in Gao, Timbuktu and Menaka by providing peacebuilding, conflict mitigation, and economic development support at a critical moment in the peace process, as MINUSMA and the National DDR Commission prepare for the disarmament and reintegration of former combatants. With the commitment of all parties to the Accord being tested and the security context deteriorating in the North, this process represents a serious risk point for the success of the peace process. For the disarmament and peace-building process to be successful, communities must feel that they have been consulted and prepared for the reintegration of former combatants, and youth must feel that they will have support and acceptance from their communities if they give up or resist taking up arms. Moreover, youth must see that they have viable pathways to derive economic and social status and meaning and to gain the respect of their communities through non-violent pathways. Only by addressing these pain points can the peace process resume productively, and help resolve the issues currently dividing communities, now and into the future.

## **II. Objectives of PBF support and proposed implementation**

### **a) Project outcomes, theory of change, activities, targets and sequencing:**

**Theory of change:** The theory of change underpinning the project is that IF communities are prepared to understand and mitigate conflict drivers and to monitor, prevent and address conflicts as they arise, AND male and female former fighters and at-risk youth access holistic support to facilitate their social and economic (re)integration, AND youth at the community level – including former fighters – engage actively in decision making and promoting peace, reconciliation and development, THEN communities will be more stable, prepared and resilient, youth will be less vulnerable to recruitment by armed groups, and the chances for the success of the peace process will be increased, BECAUSE communities – including youth - will feel that their voices matter and they are able to address conflict drivers without the involvement of armed groups or physical violence.

**Outcome 1: 60 communities in Timbuktu, Gao and Menaka are equipped to support the social and economic (re)integration and inclusion of at-risk youth in their communities – including demobilized combatants - and to address conflict drivers that contribute to youth engagement in violence.**

**Output 1.1 Targeted communities have developed action plans to address conflict drivers and risk factors, in particular related to youth engagement in violence and reintegration of former fighters.** Target: 60 community action plans developed, with active participation of women and female youth (50%). **Activity 1.1.1 Community members in 60 communities undertake participatory conflict mapping and identify conflict drivers that contribute to instability, particularly those that could be exacerbated by the DDR and peace processes.** In a series of community-level meetings, a diverse and representative range of community members (including women, men, traditional leaders, male and female youth, and representing the ethnic diversity of the community) will be trained to undertake conflict analysis and to identify conflict drivers within their community. Participants will analyze the main drivers of conflict within their communities at the present time – including the risk of increasing tensions between ethnic groups, increased crime, youth unemployment, etc. They will be sensitized on the DDR and peace processes and identify how these processes might impact conflict dynamics. **Activity 1.1.2 Support communities to identify actions that they can undertake to reduce tensions and mitigate risk factors related to the DDR and peace processes.** Following the conflict mapping exercise, community

members will be supported to identify actions that can be taken at the community level to mitigate these risks, with a focus on actions that communities can take on their own, rather than actions that require external resources or interventions. For example, communities can look for ways to enhance dialogue between ethnic groups, to link demobilized fighters to local mentors for encouragement and mentorship, or to find strategies for mothers/wives to engage their husbands/sons to promote non-violence and support peaceful reintegration. These actions will be consolidated into an action plan for each community, and will focus on developing a whole-of-community approach to violence reduction. **Activity 1.1.3 Support communities to network/share experiences for promoting violence reduction and reducing youth engagement in violence.** In order to enable communities to learn from one another, as well as to identify successful strategies that can be advocated or implemented at a broader scale, the project will support networking events between community leaders to share experiences and success/failures with one another. **Activity 1.1.4 Formulate and share recommendations with local, regional and national government, MINUSMA, and other stakeholders based on community experiences, concerns and priorities in order to influence design and implementation of the DDR and peace process.** Based on the community conflict mapping and ongoing engagement with the targeted communities around the DRR and peace process, Mercy Corps and its partners will continue to engage with stakeholders at all levels to share community experiences and concerns, and offer recommendations for DDR and peace process provisions that are in line with the needs and expectations of communities and at-risk youth.

**Output 1.2 Communities monitor future conflict risks, and intervene to mitigate these risks.** **Targets:** 60 communities regularly monitor for conflict risks, with women playing an active role in conflict mitigation. 300 conflict risks are successfully mitigated through community intervention. **Activity 1.2.1 Support communities to establish monitoring mechanisms to identify future conflict risks, and to identify strategies to address these tensions.** Following the development of individualized action plans for each community, community members will be supported to create mechanisms to monitor for conflict risks, using indicators and thresholds developed during the conflict mapping exercise, and to intervene to address these tensions according to actions identified in the action plan. Examples of indicators to be monitored include tensions between families of different ethnicities, disputes over natural resources, arrival of new armed groups in the area, demobilized combatants who rejoin violent groups, new recruits to armed groups, or other indicators identified by the community. Plans are intended to be adapted and updated to consider new community and conflict dynamics, effectiveness of different interventions, and evolving actors and interventions within the community.

**Content of the support:** Activities under Outcome 1 will be undertaken in 60 villages in Timbuktu, Gao and Menaka, selected on the basis of criteria including: 1) strong presence of demobilized fighters or history of recruitment by armed groups; 2) proximity to cantonment sites; 3) community tensions likely to be exacerbated by the DDR process; 4) security and accessibility of target villages. Do No Harm considerations will be analyzed and emphasized in the selection of communities, ensuring that communities aligned with a range of different ethnic groups and armed groups are included. Direct stakeholders will be 900 participants in the conflict assessment and mapping process, who will be leaders representing diverse groups from the community (including women and young male and female representatives), while the implementation of action plans will engage additional community stakeholders.

**Gender Considerations:** The project will engage women and female youth (target: 50% of participants) in the mapping and planning processes in order to ensure that their view points are considered and to give them a stake in community planning processes, which can have the spill-over effect of increasing women's/girls' role in community decision-making. The

conflict assessment will specifically look at gender considerations, including the factors that influence the participation of male and female youth in armed groups and ways in which family and community members (elders, heads of household, mothers, wives, etc.) can positively influence their peaceful reintegration or prevent their engagement in violence. Action plans will build on this analysis to engage men and women to intervene as needed to address risk factors and promote violence reduction and conflict resolution at the community level. Action plans will aim to increase access to and control over resources important for young male and female participants to avoid participation in violence.

**Outcome 2: 600 male and female youth – including former fighters - receive holistic social and economic support for social and economic(re)integration into their communities.**

**Output 2.1. 1,800 youth within 60 communities – including demobilized fighters - participate in individual and group social support activities to build skills around non-violence, goal setting, teamwork, adapting to setbacks, etc. Target: 1,440 (80%) of group participants complete the number of prescribed hours of training content and demonstrate improvement in the subject areas covered. Activity 2.1.1 1,800 youth within 60 communities form support groups and identify priority activities to support their social and economic (re)integration and well-being through a Human Centered Design approach, of which at least 30% are female.** If the DDR process begins during the project period, the project will coordinate with MINUSMA and the DDR commission to identify ~10-15 demobilized fighters from each community who are not intended to be integrated into the military and who may or may not have undergone the demobilization process; and will work with communities to identify 15 additional at-risk youth based on criteria developed by the communities themselves. In the case that the DDR process has not yet begun, 30 youth will be selected for each group based on community-developed criteria, with a focus on youth involved in or at risk of involvement in violence as identified by community members.<sup>4</sup> To identify female ex-combatants or who have been involved in or are at risk of involvement in armed groups or other violence, the program will lean particularly on the social network approach, working through the community contacts established during program startup and through other program participants as appropriate and feasible. The project will support these youth participants to create support groups within each target community (60 support groups total) which put the youth themselves in the drivers' seat of their own empowerment. Participants will be trained to understand the objectives of the group-based activities, and will then identify their own priorities for building skills that support their social and economic (re)integration into the community and their well-being using a HCD process and with the support of group leaders. These could include psycho-social support, livelihood skills, financial literacy, group-based income generating skills, community service activities, etc. The process itself is designed to enable youth to make decisions around the interventions they believe best meet their needs and to build social linkages between the participants, which will have a positive impact on their feelings of individual agency. **Activity 2.1.2 Group members participate in Sport for Change activities to build personal resilience skills.** Interested group members will participate in Sport for Change activities, a methodology used successfully by Mercy Corps in Mali and in other conflict-affected countries to build personal resilience skills, including non-violent communication, goal-setting, managing expectations and disappointment, and other key capabilities that support violence reduction. Our partner AJDM is experienced with this intervention, having implemented it with 3,134 youth in northern Mali as a part of Mercy

<sup>4</sup> Mercy Corps has chosen to focus on youth who are deemed to be "at risk" of violence rather than those who meet certain vulnerability criteria, due to the findings of our research that youth from a variety of backgrounds and of different social statuses may be susceptible to recruitment, based on community level dynamics.

Corps Mali's USAID-funded Advancing Reconciliation and Promoting Peace (ARPP) conflict mitigation and management program. The activities will be led by coach pairs (one male and one female - 120 coaches total) from their community, who will serve as mentors to the youth participants. The activities will be carried out over 16 weeks, during which participants will strengthen social bonds and build key skills. **Activity 2.1.3 Additional group activities are organized based on the needs and priorities identified by group members.** Based on the activity plan developed in Activity 2.1.1, group members will be supported to undertake a variety of activities that they themselves have prioritized (see examples noted above). These activities will either be implemented directly by Mercy Corps and its partners, or outsourced to other actors (including state or private sector actors) depending on the skill sets required. **Activity 2.1.4 Groups monitor their progress against their goals and adjust activities as needed.** Using the HCD methodology, groups will set their own indicators and monitor their progress over time in achieving their objectives. As needed, groups will be supported to adapt their plans to integrate new priorities or challenges that may have come up, reprioritize activities, or adjust the activities as needed.

**Output 2.2. 600 youth receive support to establish and pursue livelihoods/career objectives.** **Target:** 480 youth (80%) – including demobilized fighters and at-risk youth - successfully secure full-time or part-time employment (or self-employment) by the end of the program. 80% of targeted youth report increased confidence in their economic futures. At least 20% of targeted youth will be female. **Activity 2.2.1. Youth receive individual coaching to identify demand-driven livelihood goals and personal action plans.** The project will provide individual coaching to support 600 youth – de-mobilized fighters and at-risk youth will be prioritized - to pursue livelihood objectives. To guide their goal-setting, a youth-led labor market assessment will be carried out. This methodology has been used in Mercy Corps Mali's USAID-funded Irtoun II program by identifying sectors with high potential for youth involvement. The process of carrying out the assessment served multiple purposes - helping Mercy Corps expand its network of private sector partners in the area, and giving youth an opportunity to make initial contact with potential employers. The activity helped youth develop their confidence, better understand the management of local businesses and expand their knowledge of entrepreneurship and employment opportunities in the area. To address the particular needs of ex-combatant women or women who have been involved in armed groups, the program will also incorporate elements of the Cohorts Livelihood and Risk Analysis Tool (CLARA) into the labor market assessment, which was developed by the Women's Refugee Commission (WRC) and piloted by Mercy Corps in Nigeria. The implementation of the tool entails working with women and girls to identify safety issues of viable livelihood options for girls and women, and incorporating a 360 degree scan to solicit feedback from other key stakeholders such as family members, trades people and other influential actors in the community about the potential safety impacts and gendered concerns of placing women in certain occupations. Following the labor assessment, youth will be guided in the creation of a personal action plan. **Activity 2.2.2. Youth supported to undertake training/livelihoods based on their personal action plan (including business start-up support, apprenticeships, education support, tutoring, etc.).** The program will work with each youth individually to support them to attain their goals based on their personal action plan. Examples of activities include training and mentoring on business development, apprenticeship or internship support, vocational skills training, etc. Ongoing coaching will help the youth to remain motivated and to navigate any challenges they encounter.

**Output 2.3. 600 youth benefit from mentoring to support their social and economic (re)integration.** **Target:** 600 male and female youth report interpersonal connections that provide helpful resources, including 20% female youth and mentors. **Activity 2.3.1. Youth are linked to a community-level mentor and receive ongoing advice to support their (re)integration.** The project will identify community-level mentors (approximately 300

total) - respected leaders within business, civil society, or public functions who engage actively in supporting peace-building initiatives. To ensure sensitivity to gender concerns and the experiences of the youth, we will seek to include mentors who may have gone through similar experiences as the male and female youth targeted by the program, or have previous experience with this population for participation in the program. The mentors will participate in an initial 3-day training led by project staff to understand how to provide basic psychosocial support and mentorship to these young people as well as to discuss factors at the individual or community level that expose youth to the risk of recruitment, and to develop a whole-of-community approach to reducing youth engagement in violence. The training will be gender-sensitive, and explain the particular challenges faced by male and female former combatants or female youth previously involved in the activities of armed groups, acknowledging that girls have played myriad roles in the conflict. To address high rates of gender based violence among women with previous involvement in armed groups or violent activities, mentors will be given information on psychosocial services that female youth can be referred to, including Peace Huts supported by Mercy Corps Mali's Advancing Reconciliation and Promoting Peace program and clinics run by ICRC. Mentors will also be linked with the local leaders trained under Outcome 3, and receive assistance from the program to advocate for the needs of their mentees. The initial training will be followed by quarterly meetings to allow mentors to strengthen their skills in supporting their mentees, learn from each other, share information about risks/vulnerabilities, and discuss the whole-of-community approach. Youth will be linked to these mentors for ongoing support. Mentorship will focus on supporting youth to navigate a range of social and economic challenges, with the goal of providing an external resource to help support their successful social and economic (re)integration. **Activity 2.3.2. Mentors monitor the social integration of their mentees, and signal issues to local authorities/community members for intervention according to strategies identified under Activity 1.2.1.** Through regular mentorship meetings, mentors will monitor the ongoing progress of their mentees towards personal development, and in the case of those working with de-mobilized combatants, will help to address the challenges that their mentees face related to the return to civilian life. Mentors working with de-mobilized fighters or youth previously involved in violence will be trained on risk detection and mentees will be informed of this arrangement so as not to erode trust and transparency. In the case that a risk is identified, mentors will be trained to alert the wider community through pre-determined channels. Mentors will receive ongoing support from the project and one another to detect and manage risks related to at-risk youth.

**Content of the support:** Activities under Outcome 2 will be undertaken in the same 60 villages in Timbuktu, Gao and Menaka targeted under Outcome 1. In total, 1,800 youth will be engaged in the youth groups, with a mix of youth who were previously involved in violence, those who are identified by their communities as at-risk, and the wider youth community, providing them an opportunity to benefit connect with one another. Participants in group activities will be between the ages of 15-30, selected through a community-based process based on pre-established criteria. Mercy Corps will carry out a competitive process with community leaders to select which youth will benefit from entrepreneurship and employment activities, with a focus on de-mobilized fighters and at-risk youth not eligible for the DDR provisions. If implemented in tandem with the DDR process, demobilized fighters will be identified in collaboration with MINUSMA and government DDR representatives, with a focus on those who are not eligible for support under other DDR provisions, including youth from both signatory armed groups and self-defense groups.<sup>5</sup> If

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<sup>5</sup> If implemented outside of the DDR timeframe, Mercy Corps will still coordinate and communicate with Malian authorities to understand their selection criteria for youth participating in the DDR process and benefitting from economic support, to avoid duplication of efforts.

implemented outside of the DDR process, Mercy Corps will still consult closely with MINSUMA and government DDR representatives when establishing selection criteria and identifying former combatants, and seek to avoid overlap with youth targeted for assistance by DDR. Do No Harm considerations will be emphasized in the final selection, ensuring inclusion of youth from different ethnic communities and armed groups, based on criteria that are clearly communicated with youth and communities to avoid misunderstanding or frustration. Mentors will be chosen based on recommendations from participants in Objective 1 activities, and efforts will be undertaken to ensure ethnic and gender diversity in the selection.

**Gender Considerations:** To the extent possible, the project will engage female youth in the activities, recognizing however that male youth are likely to comprise the bulk of ex-combatants or youth at-risk of violence. Mercy Corps understands that male youth face a variety of social pressures to engage in violence, including pressure to defend their communities and ethnic group, and that masculinities are deeply tied to these roles of protecting community interests and providing for one's family. Women and girls often reinforce these masculinities and will therefore be included in an effort to encourage non-violent behavior among male youth. The project will engage a small percentage of non-violent female youth in group activities (target 30%), and to the extent relevant and possible, will emphasize support for the successful reintegration of female ex-combatants. Female ex-combatants face particular challenges related to the fact that their engagement in violence in many ways violates traditional gender roles. Female ex-combatants will receive deeper psycho-social support, work with strong female mentors and can be connected to resources to support their reintegration (for example, in the case of GBV or other traumatic experiences).

**Outcome 3: Youth in 60 communities play an active and meaningful role in community decision-making and promoting peace within their communities.**

**Output 3.1 Local government actors receive training and support to increase demand for youth participation in local governance processes.** **Target:** 80% of targeted community leaders (30% women) actively solicit the input of male and female youth in community development planning. **Activity 3.1.1 Prepare 300 local government authorities to authentically listen to and consider input from youth when making decisions.** The training will be carried out over the course of three days, and key skills will be reinforced through quarterly meetings. The training will build local leaders' skills in undertaking consultative and participatory decision-making processes with male and female youth. The training will help leaders understand the benefits of engaging youth in local decision-making, teach techniques for engaging directly with youth so they can share their unique needs, and detail how local planning processes can address these needs. This approach was used successfully in Mercy Corps Mali's US Department of State-funded Women Investing in more Secure Environments (WISE) program to sensitize leaders in northern Mali to the benefits of involving women in decision-making forums. Ninety-six leaders were trained on gender-sensitive development programming and inclusive governance through the program and linked to local woman advocates. Endline results from the program showed that members of target communities found that government services were perceived as more equitable and women were included more often in decision making when compared to the baseline. To support this activity, Mercy Corps will draw from its guide to *Community Engagement for Local Governments*, used successfully in other similar Mercy Corps programming globally. Embedded in this training will be information sessions for local leaders on the particular challenges faced by male and female former combatants and their need for support and extra services, such as psychosocial services in the case of women impacted by gender based violence. Leaders will also be informed of the work of the program under Outcome 2, and be linked to the mentors working with male and female

youth. **Output 3.2 Youth (50% female) work with local government to identify priority actions to promote social and economic development.** Targets: 120 initiatives that directly respond to the development or security needs of youth are undertaken through partnerships between local authorities and male and female youth. 80% of youth leaders indicate the success of at least one advocacy action. **Activity 3.2.1 Undertake a mapping of male and female youth groups at the community level.** A mapping exercise will be undertaken to identify male and female youth groups within each targeted community in order to understand their objectives, strengths, needs and capacities. Based on the mapping exercise, youth groups will be selected to engage in the program based on criteria including organizational viability, diversity of membership, clarity of purpose or vision, etc. **Activity 3.2.2 Prepare youth to identify their needs and advocate these needs to local authorities.** Representatives of the selected youth groups will convene in a workshop where they will be supported to undertake an analysis of needs that are representative of the diverse young people in their community, to identify strategies that can be adopted to address these needs, and to build their advocacy skills to prepare them to engage in advocacy with local decision-makers. Workshops will be resourced to maximize participation of various groups of young people (male/female, ethnicity, ability). **Activity 3.2.3 Hold meetings for youth to express their needs and community leaders to consider and respond.** The project will organize meetings that bring together the youth and local decision-makers to give youth the opportunity to advocate for their needs and for community leaders to receive this advocacy. These meetings will be held quarterly over the course of the program to build engagement skills, and give youth the opportunity to hold leadership accountable for addressing youth needs. Local leaders previously trained in youth engagement will explore opportunities for sustained youth engagement in community level planning and decision-making processes. **Activity 3.2.4 Develop youth-focused community action plans to address these needs and share action plans with local government and international donors for consideration in local development planning and investment.** Youth and community leaders will work together to develop youth-focused action plans that can be shared with communal, circle and regional level authorities as well as international donors. These action plans will outline priority needs of young people as identified by youth themselves, and are designed to be relevant and actionable based on community priorities. The project will engage young people to discuss these plans with local authorities and community leaders to ensure that the plans are integrated into and complement broader community development plans (PDSEC).

**Output 3.3 Youth implement small projects to promote youth-focused social and economic development.** Target: 120 small projects are successfully implemented by youth to promote youth-focused social and economic development (50% of participants are female). **Activity 3.3.1 Identify small projects to promote youth-focused social and economic development.** Based on the priorities identified in local development plans, youth will work with local leaders to identify community-level projects that promote youth-focused social and economic development. These projects could include rehabilitation of school or health center buildings, rehabilitation of community storage facilities or other community-managed livelihoods assets that are managed by/accessible to youth, or joint income-generation activities that benefit a large number of vulnerable youth, such as a shared garden plot or hippo-grass production. These projects will be managed by the youth themselves to build their responsibility and ensure ownership over the project. Community projects undertaken by young people will further regional stabilization and recovery plans and the implementation of the *Plan d'Urgence et de Relevement pour la mise en oeuvre de l'Accord d'Algiers*, helping to secure youth input and buy-in into these plans while building community status for young people based on peaceful and productive engagement. **Activity 3.3.2 Provide financial, technical and operational support to execution of small projects.** The project staff will provide financial, technical and operational support to the youth as they

carry out the small projects in order to increase the likelihood of success. **Activity 3.3.3 Share results of community projects at community meetings to highlight the positive contribution of youth to local development.** By sharing these positive outcomes, the project seeks to build a positive narrative around the contribution of young people to community development and the valuable role that youth can play within the community.

**Output 3.4 Youth lead peace campaigns in each community to enhance understanding and engagement in the peace process.** Target: 120 events, trainings or activities designed to build support for peace and reconciliation among key actors to the conflict are led by local youth in each of the targeted communities (equal participation by female and male youth).

**Activity 3.4.1 Support youth to plan peace campaigns, including media, theater groups, music groups, educational sessions on the peace process, sports tournaments, etc.** Youth will lead the planning of peace campaigns within their communities in order to engage community members- in particular other youth- in supporting the peace process. **Activity 3.4.2 Support youth to implement and evaluate peace campaigns.** The project will support the youth to carry out the campaigns and evaluate their impact on building engagement and support for the peace process within their community.

**Output 3.5 120 youth engage in community or communal level decision-making structures to promote community peace and development outcomes.** Target: 120 youth representatives (50% female) integrated into key community decision-making structures.

**Activity 3.5.1 Work with local leaders to identify local decision-making structures that would benefit from youth participation.** The project will work with local community leaders and members to identify decision-making structures, such as conflict early warning structures, local planning committees, local peace committees, or local food security committees, that benefit from the involvement of young people. **Activity 3.5.2 Identify and train 120 youth to participate in these structures.** Working with the leaders of these structures and community leaders, the project will support a transparent process to elect young people to participate in these structures, and will support them with capacity-building to engage in these civic roles.

**Content of the support:** Activities under Outcome 3 will be undertaken in the same 60 villages in Timbuku, Gao and Menaka targeted under the other Outcomes. In total, 3,000 youth will be actively engaged in community-level advocacy, decision-making and peace promotion, helping to build broad youth engagement in civic and community service activities. Efforts will be made to ensure that youth are selected through an inclusive and transparent process, and are representative of the diversity of the targeted community, in order to avoid exacerbating feelings of marginalization. In addition, 300 community leaders will benefit from training and support to improve their capacities for inclusive governance.

**Gender Considerations:** The project will ensure that both female and male youth are engaged in civic activities, with the target of 50% female participation in both governance and peace-building activities. This will have the positive effect of promoting the participation of young women in community decision-making structures, which helps to ensure that the needs of young women and girls are addressed through planning processes, and that young women understand and are empowered to take an active role in community decision-making.

**Sequencing and Complementarity of Outcomes:**

All interventions will be implemented in the same 60 communities, by the three project partners working in coordination (see further details below for responsibilities of each organization). To the extent possible, activities under each outcome will be implemented simultaneously when activities are not dependent on previous activities being completed. An illustrative work plan is provided in Annex D.



In total the project will work with 6,420 direct beneficiaries, and an estimated 120,000 people in the target area will benefit indirectly from more peaceful communities. A breakdown of project beneficiaries is provided below.

**Table 1: Beneficiaries**

Beneficiary	Outcome
900 community members	Outputs 1.1 and 1.2 conflict mapping and action planning
600 youth with priority for former combatants or at-risk youth	Outputs 2.1 group-based activities, 2.2 economic support, 2.3 mentorship
1200 additional at-risk youth	Output 2.1 group-based social cohesion activities
120 coaches	Output 2.1 Sport for Change activities
300 community mentors	Output 2.3 mentorship to former combatants
300 local authorities	Output 3.1, 3.2 in local governance
3000 youth in civil society	Output 3.2, 3.3, 3.4 in local governance and peace campaigns
120 youth in local decision-making structures (likely overlap with other youth)	Output 3.5 youth participation in local governance structures

**b) Budget:**

**Table 2: Project Activity Budget**

Outcome/ Output number	Output name	Output budget by RO	Amount allocated to Gender Equality and Women's Empowerment	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: 60 communities in Timbuktu, Gao and Menaka are equipped to support the social and economic (re)integration and inclusion of at-risk youth in their communities – including demobilized combatants - and to address conflict drivers that contribute to youth engagement in violence.					
Output 1.1	Community action plans - conflict	42,334	21,167	All	
Output 1.2	Community conflict monitoring	6,168	3,084	All	
Outcome 2: 600 male and female youth – including former fighters - receive holistic social and economic support for social and economic (re)integration into their communities.					
Output 2.1	Youth social support	330,274	99,082	All	
Output 2.2	Youth economic support	327,218	65,444	All	
Output 2.3	Youth mentoring	34,172	6,834	All	
Outcome 3: Youth in 60 communities play an active and meaningful role in community decision-making and promoting peace within their communities.					
Output 3.1	Local government actors training	47,799	14,340	All	
Output 3.2	Youth and local leaders community action plans	149,563	74,782	All	
Output 3.3	Youth community projects	524,242	262,121	All	
Output 3.4	Youth peace campaigns	215,411	107,705	All	
Output 3.5	Youth in governance structures	22,820	11,410	All	
Total		1,700,000	665,969		

**Table 3: Project budget by UN categories**

PBF PROJECT BUDGET				
CATEGORIES	Amount Recipient Organization \$1,700,000			TOTAL
	Tranche 1 35 %	Tranche 2 35%	Tranche 3 30%	
1. Staff and other personnel	145,221	145,221	124,475	414,914
2. Supplies, Commodities, Materials	101,290	101,290	86,820	289,400
3. Equipment, Vehicles, and Furniture (including Depreciation)	13,358	13,358	11,450	38,165
4. Contractual services	-	-	-	-
5. Travel	8,133	8,133	6,971	23,236
6. Transfers and Grants to Counterparts	264,153	264,153	226,417	754,724
7. General Operating and other Direct Costs	23,920	23,920	20,503	68,343
<b>Sub-Total Project Costs</b>	<b>556,075</b>	<b>556,075</b>	<b>476,636</b>	<b>1,588,785</b>
8. Indirect Support Costs*	38,925	38,925	33,364	111,215
<b>TOTAL</b>	<b>595,000</b>	<b>595,000</b>	<b>510,000</b>	<b>1,700,000</b>

**Value for Money:** With a total budget of \$1,700,000, the project is expected to reach 120,000 northern residents across 60 communities to promote community violence reduction and support the successful implementation of the peace process, an investment of just \$14 per resident over the life of the project. Mercy Corps and its partners will undertake a number of strategies to maximize Value for Money throughout the lifetime of the project:

- 1. Minimize equipment and assets purchases, prioritize local procurement:** The project team will keep assets and equipment purchases to a bare minimum. Mercy Corps and its partners already have a number of shared assets that will contribute to the successful implementation of the project. Local procurement will be undertaken in all cases, based on a transparent and rigorous procurement process in which price is a primary consideration.
- 2. Favor cost sharing whenever possible:** Mercy Corps and its partners have existing programming and field offices in all of the target regions, which will enable us to share costs related to operations across several projects. Mercy Corps uses a cost allocation policy based on the number of staff supported on each project out of each office in order to fairly allocate costs across projects. Our existing presence and experience in the targeted areas also means that we can minimize startup time that might be spent on office setup.
- 3. Prioritize national staff and partner support over international staff or consultants:** Mercy Corps only plans to engage one full-time expatriate program manager for this program, and all other full-time positions will be occupied by national staff members. This strategy is important from both a value for money and an access standpoint, as Mercy Corps has found that staff recruited from within the targeted areas have the greatest access to local communities and can most effectively implement program interventions on the ground.
- 4. Minimize expenditures to those essential for program implementation and hold partners to the same rigorous value for money considerations.** Mercy Corps will carefully consider all program expenditures and purchases, and will minimize expenses to include only those that are necessary for successful program implementation. Partner expenses will be closely reviewed and subjected to the same rigor as Mercy Corps expenses.

**c) Capacity of RO(s) and implementing partners:**

Mercy Corps is a leading humanitarian and development organization working to build secure, productive and just communities in more than 40 countries around the world. Operating in some of the world's most complex and protracted conflicts, Mercy Corps works alongside communities to bring about sustainable change through programs focused on peace and security, governance, economic and market development, emergency response and protection. Mercy Corps is also recognized as a leading organization in working with youth to reduce engagement in violence, enhance participation in peace and governance processes, and support the development of the long-term livelihoods and transferrable skills necessary to build positive long-term economic and social outcomes. The program will build on Mercy Corps' experience and tools from around the world, including notably in Guatemala, Somalia and Jordan, where we have successfully engaged youth to build resilience to violence and promote economic and social success.

Mercy Corps has worked in Mali since 2012, implementing a portfolio worth \$12 million USD, which provides timely humanitarian response to conflict-affected communities in the North, supports resilient livelihood recovery that is adapted to climate- and conflict-related shocks, promotes peace and inclusive governance with particular attention to increasing women's contribution to these processes, and addresses the needs of Malian youth to help them secure more productive and hopeful futures. Mercy Corps' activities in Mali were designed specifically to engage youth as drivers of local development and peace. The proposed program builds on the 2-year ARPP program, a partnership between Mercy Corps and AJDM, which is supporting 1,800 youth in Gao, Menaka and Timbuktu to build transferrable life skills, carry out peace campaigns and strengthen economic opportunities, with the objective of reducing their vulnerability to violence. In addition, Mercy Corps' Irtoun and AMIPA programs are supporting young Malians to build viable, market-based livelihoods, and to date have trained over 300 youth on entrepreneurship skills and supported business start-up. Mercy Corps Mali puts particular focus on addressing the needs of women and adolescent girls through its programs. For example, our WISE program supported 180 women leaders to build advocacy and civic engagement skills to enhance their participation in local decision-making processes and worked with 2,400 adolescent girls to enhance their life, leadership, and literacy skills to protect and empower them. We operate field offices in Timbuktu, Gao, Mopti and Menaka regions, and a coordination office in Bamako, with a team of 75 Malian and 9 expatriate staff members.

The project will work with two national NGOs in implementation of the program. Think Peace is a Malian research and action group focused on building peace through a youth-focused approach. Think Peace undertakes research to better understand drivers and community attitudes toward conflict and peace, and helps to mobilize young people in support of the peace process. Mercy Corps first partnered with Think Peace to undertake research in early 2017 into the factors driving young people to join armed groups. *Association Jeunesse et Développement du Mali (AJDM)* has been working since 1995 to enhance the role young people play in policymaking and development in Mali, including in Timbuktu and Gao. AJDM implemented a project in 2014 to support social cohesion and peaceful coexistence by providing psychosocial support and conducting inter-ethnic dialogues, and has partnered with Mercy Corps under the ARPP program to lead Sports for Change and livelihoods activities with at-risk youth, as well as on the AMIPA program to support youth to develop viable livelihood opportunities to address the root causes of migration, working in Timbuktu, Gao, Menaka and Mopti regions. Both AJDM and Think Peace have experience working with and connections to donors and partners who are relevant to the program, such as UNICEF and MINUSMA. These connections will help ease coordination within the UN and the Malian government.

**Table 4: Overview of RO funding in the country<sup>6</sup>**

	RO 1: Mercy Corps	Key Source of Funding (government, donor etc)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year (2016)		USAID OFDA, UNHCR, US Dept. State, AU, Women's Refugee Commission (WRC), Humanity United	\$3,055,085	\$2,203,538
Current calendar year (2017)		USAID OFDA, UNHCR, USDS, USAID, AU, WRC, Humanity United, EC Rome, Latter-Day Saints Charities (LDS)	\$3,226,449	\$2,689,108

**As part of the review process the following documents, which PBSO has already received, will be considered:**

- Annual report of the Recipient Organization;
- Audited Financial Statements for the last three years;
- Proof of previous funding by the UN, the PBF, or any of the contributors to the PBF;
- A letter from RO's external auditor stating that the RO has the requisite financial systems, internal controls and capacity to manage project funds. At the time of submission, the auditor must also provide membership of a national or regional audit association;
- Be registered as a non-profit, tax exempt organization (in both, the country where headquarter is located and in country of implementation):
  - *Expiration date of in country registration<sup>7</sup>*: Mercy Corps Mali has an "accord cadre" with the Malian government which represents a permanent registration in the country, contingent on the submission of an annual report and financial documentation on March 31 of each year.

### **III. Management and coordination**

#### **a) Project management:**

As lead agency, Mercy Corps will be responsible for overall program management, including definition of the global program work plan and strategy, elaboration and management of partnership agreements, overall budget management, and definition and harmonization of M&E tools to be used by the partners. Mercy Corps will be responsible for overall program coordination and strategic direction and ensure that the partners work together effectively and cohesively. Our Peacebuilding Program Manager, who is a specialist in peace-building and negotiation and has extensive program management experience, will oversee all aspects of the program, keeping in regular contact with the local partners, reviewing their work plans and deliverables, and organizing monthly check ins and quarterly steering committee meetings comprising leadership of the three organizations. Throughout the program, Mercy Corps will provide training on program methodologies and will build the management capacities of its partners to ensure successful delivery of activities. The Program Manager is based in Bamako, but will travel frequently to the field to oversee program activities. At the field level, the Head of Office in each region will provide day-to-day oversight for Mercy

<sup>6</sup> For yearly budget information of implementing partners, see accompanying detailed budget document.

<sup>7</sup> In case of registration expiring during the implementation of the project, renewed registration needs to be submitted for full transfer of funding.

Corps program activities. Mercy Corps will lead the youth empowerment and engagement activities under Outcome 3, working with youth civil society actors to engage in local decision-making processes, and supporting youth to lead peace campaigns. Mercy Corps will hire one project assistant in each circle (four in total) to oversee these activities. Mercy Corps will ensure coordination with MINUSMA and government stakeholders in Bamako and at the field level, and take the lead on liaising with UNPBF representatives in Bamako and the UNPBF steering committee.

Each partner will lead the implementation of particular activities based on the strengths and experience that each brings to the consortium to ensure the effective implementation of the proposed intervention. Think Peace will lead engagement of communities under Outcome 1, with support from Mercy Corps on methodological and technical elements. Think Peace has extensive experience leading research and community engagement to understand the drivers of conflict, and has field-level staff with existing community-level relationships. Mercy Corps' Program Manager and Headquarters-based technical support teams will work with Think Peace to adapt Mercy Corps' conflict analysis tools to the specific needs of the program. Think Peace will coordinate all Outcome 1 activities, managing a team of eight field staff (four men and four women) to lead community engagement. Think Peace will also implement youth peace campaigns under Outcome 3. AJDM will lead youth engagement activities under Outcome 2, working with youth to develop group-based action plans, implementing Sport for Change (SfC) and other activities identified by the youth, and supporting youth to undertake livelihood activities. AJDM is already leading similar activities under our ARPP and AMIPA programs, and has received extensive training on the SfC, youth-led livelihoods assessments, and best practices in supporting market-based livelihoods. AJDM will receive support from Mercy Corps to implement activities throughout the life of the program, including the development of HCD approach to engagement with youth groups at program startup. Field activities will be overseen by the Timbuktu-based project coordinator, and implemented by four youth psychosocial agents and four livelihoods agents.

**b) Funds disbursement:**

	Percentage	Triggers
Tranche 1	35%	<ul style="list-style-type: none"> <li>Formal approval of the project</li> </ul>
Tranche 2	35%	<ul style="list-style-type: none"> <li>Expenditure of at least 75% of the first tranche</li> <li>On-time submission of a semi-annual or annual report</li> </ul>
Tranche 3	30%	<ul style="list-style-type: none"> <li>Expenditure of at least 75% of the second tranche</li> <li>On-time submissions of semi-annual, annual and final reports</li> </ul>

**c) Risk management:**

**Table 5 – Risk management matrix**

	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
DDR process is not moving forward into implementation in a timely manner	Medium	Low	While the program will work closely with the official DDR process, if that process is not moving forward, we will continue identifying and working with ex-combatants and youth at risk of joining armed groups through our whole-community approach. We will maintain constant communication and coordination with DDR

			officials so that our activities have synergy with DDR criteria and can join DDR official activities as they come online.
Demobilized fighters are frustrated with the DDR process leading to violent demonstrations and/or formation of youth gangs	Low	High	Demobilized fighters in the target communities will be identified and participate in the program. Their participation will mitigate these potential frustrations by demonstrating the benefits of demobilization and re-insertion even if the DDR process has not moved forward in a timely manner or not delivering benefits fast enough.
Perception by demobilized fighters that there is a bias in programming toward one group over another, which then leads to youth withdrawing from project activities and/or the formation of youth gangs.	Low	High	Involve the leaders of the demobilized fighters in the program's steering committee to share opinions of the youth groups about the program's approach. Mercy Corps is an impartial actor and will ensure that these leaders are accountable to their groups so that all stakeholders have the same information and opportunities. This strategy will address negative perceptions of bias and ensure transparency in the management of the program.
Key actors withdraw from the peace process, resulting in decreased receptivity to activities or extra challenges in implementing community action plans	Medium	High	Project activities with communities and youth combatants will still be relevant, even if the formal structures that govern DDR and the overall peace process break down. Activities that seek to support the peace process (eg, community conflict mapping and action planning under Outcome 1, youth peace campaigns under Outcome 3), may be re-oriented in content to focus on identifying and addressing the factors that prevented success of the peace process. Depending on timing and available budget, Mercy Corps may create extra activities such as community forums specifically to discuss the impacts of the break down in the process on security, community cohesion, and conflict prevention and mitigation. (Program Manager will monitor this risk and adapt strategy as needed).
Increased violence and instability, either localized or more widespread leads to threats to the security of our staff and beneficiaries and restricted access to program sites.	High	Medium/High	Mercy Corps maintains close relationships with communities, and acceptance of our programs and activities is our primary security management strategy. We proactively manage team security by being well informed of security risks and adapting our strategy according to the context, as well as ensuring that team members are recruited from within local communities. When violence flares up, our experience has been that we can scale back activities temporarily and then surge back in when violence subsides to reinforce program structures and reinitiate program activities. (Program Manager, together with Mercy Corps and Partner senior leadership, will monitor this risk and adapt strategy as needed).

Resistance of community elders to youth engagement in decision-making	Low	Medium	<p>Mercy Corps has conducted extensive consultations with community leaders and young people in the design of this and other programs, and has secured the buy-in of community leaders for the proposed activities. Activities under Outcome 3 will build acceptance and support of community leaders for youth participation and contribution to community governance. Our experience in similar programming in Mali has shown that these consultations with leaders is effective in ensuring youth involvement in decision-making. (Field staff will monitor this risk and report risks to PM; program strategy will be adapted as needed by the partners).</p>
Armed actors feel threatened by our anti-violence messaging and seek to obstruct activities.	Medium	High	<p>Mercy Corps will engage closely with a range of political and peace-building actors to secure their support for the activities, and we will draw on these relationships as needed to secure support from armed actors for our program. We will carefully craft communication messages concerning the program to focus on the positive engagement with youth around peacebuilding and will avoid antagonizing armed groups. (Field staff will monitor this risk and report risks to PM; program strategy will be adapted as needed by the partners).</p>
Continued community support for armed groups despite program interventions – program unable to address security concerns that are being addressed by the armed groups thus communities continue to rely on them	Low	Medium	<p>While there is a low likelihood of this occurring, the program will be prepared to work with local leaders to demonstrate the benefits of declining support armed groups. Mercy Corps will organize meetings with the communities to show them the interest of the DDR process and the necessity for the armed groups to be confined. Mercy Corps will also explain to them what role they should play in setting security structures so that security services can benefit from their support. If necessary, the program can shift away from particularly difficult communities. Community selection will consider the possibility of avoiding the communities with the most entrenched armed groups.</p>

**d) Monitoring & Evaluation:**

Mercy Corps will conduct a project baseline to measure impact indicators included in the project logframe, including indicators measuring support for the peace process, belief that one's community is safe and peaceful, agreement that youth have an important role to play in community decision-making, and agreement that community leaders are able to manage and mitigate conflict and security risks. The project will also monitor the social and economic integration of individual youth beneficiaries at baseline and endline, and will monitor for changes in their level of support for violence as a means to address grievances. An external project evaluation will be conducted by an evaluation firm at the end of the project to evaluate overall program impact against the indicators. Regular activity monitoring will be used to measure key output indicators and to understand the success of individual activities, for example to measure the successful implementation of youth-led projects, pre- and post-training tests, and the production of strategies after community meetings and youth advocacy meetings. M&E will be undertaken by Mercy Corps' M&E agents based within each regional office, and coordinated by the M&E Coordinator based in Bamako, with specific monitoring tasks delegated to each of the partners as relevant. Additionally, though not included as a formal activity in the project, over the course of implementing the PBF project Mercy Corps will use data collected through its M&E processes as well as through ongoing engagement with former combatants, at-risk youth and communities to continue to deepen our understanding of risk factors, or constellations of risk, that lead youth to join violent groups.

As these factors become clearer, Mercy Corps will seek to put out a practice paper to share these findings. The total budget for Monitoring and Evaluation is \$119,874, or 7% of the budget.

- e) **Administrative arrangements** (This section uses standard wording – please do not remove)

**Accountability, transparency and reporting of the Recipient:**<sup>8</sup>

The Recipient Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

- The Recipient shall have full responsibility for ensuring that the Activity is implemented in accordance with the fully signed Project Document;
- In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;
- Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.
- Compliance with the Financing Agreement as per Annex C and relevant applicable clauses in the Fund MOU.

**Reporting:**

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than 15 July;
- Annual and final narrative reports, to be provided no later than three months (31 March) after the end of the calendar year; Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

**Ownership of Equipment, Supplies and Other Property**

Matters relating to the transfer of ownership by the Recipient Organization shall be determined in accordance with applicable policies and procedures defined by the PBSO.

**Public Disclosure. ensures**

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent website (<http://www.mptf.undp.org>)

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<sup>8</sup>The Recipient Organization Mercy Corps, ensures that no funds will be channeled through the Organization's for-profit entities.



**Annex A: Project Summary (to be submitted as a word document to MPTF-Office)**



United Nations  
Peacebuilding  
Peacebuilding Fund

**PEACEBUILDING FUND  
PROJECT SUMMARY**

<b>Project Number &amp; Title:</b>	PBF/ Engaging Youth to Build Peaceful Communities in Mali	
<b>Recipient Organization:</b>	Mercy Corps	
<b>Implementing Partner(s):</b>	Think Peace, <i>Association Jeunesse et Développement du Mali (AJDM)</i>	
<b>Location:</b>	<b>Mali, Regions of Timbuktu, Gao and Menaka</b>	
<b>Approved Project Budget:</b>	<b>\$1,700,000</b>	
<b>Duration:</b>	<b>Planned Start Date: 1 November 2017</b>	<b>Planned Completion: 30 April 2019</b>
<b>Project Description:</b>	<p>Mercy Corps proposes a project to promote the implementation of the 2015 Algiers Peace accord through an inclusive, “whole-of-community” approach to conflict prevention, mitigation and management and a reduction of youth involvement in violence. Overall, the project will reach 6,420 direct beneficiaries, including 3,800 youth, with a package of interventions designed to increase youth involvement in local governance, provide socio-economic support for youth in the target region with a focus on at-risk youth or former combatants, and set up systems for communities to identify, monitor and respond to conflict risk factors. As a result of the project, it is estimated that 120,000 people in the target regions will benefit indirectly from more peaceful communities.</p>	
<b>PBF Focus Area:</b>	Promote coexistence and peaceful resolution of conflicts- Democratic Governance, Conflict, Prevention/Management	
<b>Project Outcome:</b>	<p>OUTCOME 1: 60 communities in Timbuktu, Gao and Menaka are equipped to support the social and economic (re)integration and inclusion of at-risk youth in their communities – including demobilized combatants - and to address conflict drivers that contribute to youth engagement in violence (900 community members</p>	

	<p>including 50% women). <b>OUTCOME 2:</b> 600 male and female youth – including former fighters - receive holistic social and economic support for social and economic (re)integration into their communities (1,800 youth for social support including 30% women; 600 youth for economic support including 20% women; 420 adult mentors and coaches). <b>OUTCOME 3:</b> Youth in 60 communities play an active and meaningful role in community decision-making and promoting peace within their communities (3,000 youth including 50% women, 300 community leaders including 30% women).</p>
<p><b>Key Project Activities:</b></p>	<p><b>Outcome 1 (Think Peace):</b> Communities will take part in a participatory mapping exercise geared towards helping them identify the main conflict drivers in their communities, and then create action plans to monitor and intervene in conflicts. Following the development of the action plans, they will be shared out with relevant stakeholders (local and regional government, MINSUMA, etc.) and networking events will be organized to support sharing of experiences among communities in the region. Communities will use the action plans to monitor and respond to conflict. <b>Outcome 2 (AJDM):</b> Outcome 2 seeks to intervene directly with youth in communities targeted for recruitment into armed groups by offering them socio-economic support. Youth who were involved in armed groups or violent activities, or those deemed as at-risk for involvement in violence will be prioritized for participation in these activities, but the program will also work with youth without these factors. Youth will be organized into youth groups and guided using Human Centered Design principles to choose social support activities that appeal to them, such as sports activities, training on financial literacy or income-generating activities, psychosocial support, etc. A subset of these youth will take part in a competitive process to gain extra financial and mentoring support for entrepreneurship or employment opportunities. The program will train 420 mentors and Sport for Change coaches to engage effectively with youth. <b>Outcome 3 (Mercy Corps &amp; Think Peace):</b> Activities under this outcome will facilitate deeper involvement of youth in governance of their communities, and encourage them to take on an active role in the peace process. Community leaders will be trained to listen to and consider input from youth when making decisions, and youth will be prepared to identify their needs and advocate these needs to local authorities. Following meetings facilitated between youth and community leaders and a collaborative process of creating community action plans integrating youth concerns, these plans will be shared out with a range of government actors and international donors for consideration in local development planning and investment. Based on priorities identified in the community action plans, youth will be supported to implement small projects in their communities. Mercy Corps will also work with community leaders to identify local decision-making structures that youth will be integrated into. Youth will further be supported by partner Think Peace to plan, implement and evaluate peace campaigns including media, theater groups, music groups, educational sessions on the peace process, sports tournaments, etc.</p>

## Annex B: IRR Results Framework

**Country name:** Mali

**Project Effective Dates:** 1 November 2017-30 April 2019

**PBF Focus Area:** Promote co-existence and peaceful resolution of conflicts

**IRF Theory of Change:** The theory of change underpinning the project is that IF communities are prepared to understand and mitigate conflict drivers and to monitor, prevent and address conflicts as they arise, AND male and female former fighters and at-risk youth access holistic support to facilitate their social and economic (re)integration, AND youth at the community level – including former fighters – engage actively in decision making and promoting peace, reconciliation and development, THEN communities will be more stable, prepared and resilient. Youth will be less vulnerable to recruitment by armed groups, and the chances for the success of the peace process will be increased. BECAUSE communities – including youth- will feel that their voices matter and they are able to address conflict drivers without the involvement of armed groups or physical violence.

Outcomes	Outputs	Indicators and disaggregation				Means of verification			Baseline Value	Year 1	Year 2	Milestones
Outcome 1: 60 communities in Timbuktu, Gao and Mopti are equipped to support the social and economic (re)integration and inclusion of at-risk youth in their communities – including demobilized combatants – and to address conflict drivers that contribute to youth engagement in violence.	Output 1.1: Targeted communities have developed action plans to address conflict drivers and risk factors, in particular related to youth engagement in violence and reintegrating of former fighters, with 50% of active participants women and female youth.	Outcome Indicator 1a	Percentage of people who agree that their communities are peaceful, safe and secure (disaggregated by sex and age)	Baseline, endline	TBD	NA	NA	BL+20%				
		Outcome Indicator 1b	Percentage of community members who believe that those responsible for conflict management in their area are able to prevent and/or resolve conflicts in their community. (disaggregated by sex and age)	Baseline, endline	TBD	NA	NA	BL+20%				
		Outcome Indicator 1c	% of people who believe that peace accord implementation will benefit their ethnic and geographic community (disaggregated by sex and age)	Baseline, endline	TBD	NA	NA	BL+20%				
		Output Indicator 1.1.1: Number of community action plans developed.	Monthly monitoring/reports	0	40	20	60					
		Output Indicator 1.1.2: Number of Actions Identified	Monthly monitoring/reports	0	200	100	300					
		Output Indicator 1.1.3: Number of intercommunity meetings organized	Monthly monitoring/reports	0	20	10	30					
		Output Indicator 1.2.1: Number of communities that regularly monitor for conflict risks.	Monthly monitoring/reports	0	40	20	60					
		Output Indicator 1.2.2: Number of conflict risks that are successfully mitigated through community intervention.	Monthly monitoring/reports	0	200	100	300					
		Outcome Indicator 2a: Percentage of youth who believe that the use of violence in support of a social or political cause is never justified (disaggregated by sex and age)	Baseline, endline	TBD	NA	NA	BL+10					
		Outcome Indicator 2b: Percentage of youth showing increased psychological and social strengths and decreased difficulties. (disaggregated by sex and age)	Baseline, endline	0	NA	NA	960 (80%)					

economic support for social and economic(ly)integration into their communities.	<p>Output 2.1: 1 600 youth within 60 communities – including demobilized fighters – participate in individual and group social support activities to build skills around nonviolence, goal-setting, teamwork, adapting to setbacks, etc.</p> <p>Output 2.2: 600 youth receive support to establish and pursue livelihoods/career objectives.</p>	<p>Output Indicator 2.1.1: Number of group participants who complete number of prescribed hours of training content and demonstrate improvement in subject areas covered. (disaggregated by sex and age)</p> <p>Output Indicator 2.1.2: Number of support groups formed by youth</p> <p>Output Indicator 2.1.3: Number of participants in Sports for Change (disaggregated by sex and age)</p> <p>Output Indicator 2.2.1: Number of individuals securing full-time or part-time employment (or self-employment). (disaggregated by sex and age)</p> <p>Output Indicator 2.2.2: Percentage of individuals reporting increased confidence in economic futures. (disaggregated by sex and age)</p>	<p>Monthly monitoring/reports</p> <p>0 960 480 1,440 (80%)</p> <p>Monthly monitoring/reports</p> <p>0 40 20 60</p> <p>Monthly monitoring/reports</p> <p>0 960 480 1,440</p> <p>Monthly monitoring/reports</p> <p>0 320 160 480</p> <p>Monthly monitoring/reports</p> <p>TBD NA NA BL+10</p>
Outcome 3: Youth in 60 communities play an active and meaningful role in community decision-making and promoting peace within their communities.	<p>Output 2.3: 600 youth benefit from mentoring to support their social and economic reintegration</p>	<p>Output Indicator 2.3.1: Number of male and female youth reporting interpersonal connections that provide helpful resources, including 20% female youth and mentors. (disaggregated by sex and age)</p> <p>Output Indicator 2.3.2: Number of community-level mentors identified, trained and engaged with mentees. (disaggregated by sex and age)</p>	<p>Monthly monitoring/reports</p> <p>0 400 200 600</p> <p>Monthly monitoring/reports</p> <p>0 200 100 300</p>
Outcome 3: Youth in 60 communities play an active and meaningful role in community decision-making and promoting peace within their communities.	<p>Output 3.1: Local government actors receive training and support to increase demand for youth participation in local governance processes.</p>	<p>Outcome Indicator 2a: Percentage of male and female youth who agree they are valued for contributing to secure and productive societies. (disaggregated by sex and age)</p> <p>Outcome Indicator 2b: Percentage of adults who agree that youth contribute to secure and productive societies (disaggregated by sex and age)</p> <p>Outcome Indicator 2c: Percentage of youth indicating that local authorities take their needs into account (disaggregated by sex and age)</p> <p>Output Indicator 3.1.1: Number of targeted community leaders (30% women) who actively solicit the input of male and female youth in community development planning. (disaggregated by sex)</p>	<p>Baseline, endline</p> <p>TBD NA NA BL+30</p> <p>Baseline, endline</p> <p>TBD NA NA BL+30</p> <p>Baseline, endline</p> <p>TBD NA NA BL+30</p> <p>Monthly monitoring/reports</p> <p>0 160 80 240</p>
Output 3.2: Youth (50% female) work with local government to identify priority actions to promote social and economic development.	<p>Output Indicator 3.2.1: Number of initiatives undertaken by local authorities that directly respond to the development or security needs of youth</p>	<p>Monthly monitoring/reports</p> <p>0 80 40 120</p>	

	Output Indicator 3.2.2: Percentage of youth leaders indicating the success of at least once advocacy action (disaggregated by sex and age)	Monthly monitoring/reports	TBD	NA	NA	80%	
	Output 3.3: Youth implement small projects to promote youth-focused social and economic development.	Output Indicator 3.3.1: Number of community projects successfully implemented by youth to promote youth-focused social and economic development. (50% of participants are female)	Monthly monitoring/reports	0	80	40	120
	Output 3.4: Youth lead peace campaigns in each community to enhance understanding and engagement in the peace process.	Output Indicator 3.4.1: Number of events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict	Monthly monitoring/reports	0	80	40	120
	Output 3.5: 120 youth (50% female) engage in community or communal level decision-making structures to promote community peace and development outcomes.	Output Indicator 3.5.1: Number of youth representatives trained and integrated into key community decision-making structures. (disaggregated by sex and age)	Monthly monitoring/reports	0	80	40	120

**Annex D: Illustrative Work Plan**

	Q1	Q2	Q3	Q4	Q5	Q6
<b>Outcome 1 (Think Peace)</b>						
Activity 1.1.1						
Activity 1.1.2						
Activity 1.1.3						
Activity 1.1.4						
Activity 1.2.1						
<b>Outcome 2 (AJDM)</b>						
Activity 2.1.1						
Activity 2.1.2						
Activity 2.1.3						
Activity 2.1.4						
Activity 2.2.1						
Activity 2.2.2						
Activity 2.3.1						
Activity 2.3.2						
<b>Outcome 3 (Mercy Corps)</b>						
Activity 3.1.1						
Activity 3.2.1						
Activity 3.2.2						
Activity 3.2.3						
Activity 3.2.4						
Activity 3.3.1						
Activity 3.3.2						
Activity 3.3.3						
Activity 3.4.1						
Activity 3.4.2						
Activity 3.5.1						
Activity 3.5.2						

## Annex E: Summary of Partner Roles

### ***Mercy Corps (consortium lead)***

- Prime recipient, responsible for overall project management.
- Leads the definition of the global program work plan and strategy.
- Leads representation of the project at the national and regional levels, including with UNPBF, MINUSMA and the Government of Mali.
- Oversees budget management.
- Harmonizes M&E tools to be used by partners.
- Leads direct implementation of the youth empowerment and engagement activities under Outcome 3.
- Provides direct oversight to all partners.

### ***Think Peace (consortium partner)***

- Leads direct implementation of all Outcome 1 activities.
- Leads direct implementation of youth peace campaigns under Outcome 3.

### ***AJDM (consortium partner)***

- Leads direct implementation of all Outcome 2 activities.