

**SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE**



PBF PROJECT DOCUMENT

Country: Cameroon	
Project Title: Leveraging community participation in local governance for effective conflict prevention and resolution in the Littoral and West regions affected by the North-West and South-West crisis in Cameroon	
PBF project modality: <input type="checkbox"/> IRF <input checked="" type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts): <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund:
List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.): UN-Habitat (UN), UN-Women (UN) List additional implementing partners, specify the type of organization (Government, INGO, local CSO): African Women Leadership Network (AWLN, local CSO), Association des Amoureux du Livre (ASSOAL, local CSO)	
Project duration in months¹: 24 Months Geographic zones (within the country) for project implementation: Municipalities in the Littoral and West, affected by the crisis in the North-West and South-West regions	
Does the project fall under one or more of the specific PBF priority windows below: <input type="checkbox"/> Gender promotion initiative ² <input type="checkbox"/> Youth promotion initiative ³ <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): UN-Habitat: \$ 1 205 943.37 UN Women: \$ 794 056.63 Total : \$ 2 000 000 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.</i>	

¹ Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months. The official project start date will be the date of first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.

² Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative

³ Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion Initiative

PBF 1st tranche (70%): UN-Habitat : \$ 844,160.36 UN-Women: \$ 555,839.64 Total: \$ 1,400 000	PBF 2nd tranche* (30%): UN-Habitat : \$ 361,783.01 UN-Women: \$ 238,216.99 Total: \$ 600 000	
Provide a brief project description (describe the main project goal; do not list outcomes and outputs): The goal of the project is to ensure the protection and socio-economic integration of the persons who have been internally displaced to the Littoral and West regions of Cameroon following the security crisis in the North-West (NW) and South-West (SW), as well as vulnerable host communities. This will be done in a perspective of consolidating existing collaborations between local authorities and institutions supporting Internally Displaced Person (IDPs). And important focus will also be given to working closely with the host communities, which have been severely impacted by conflict-related influx of Internal displaced population that had significant impact on the provision of public services, creating competition for access to resources needed for productive activities.		
Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups): The Governors of the Littoral and West regions have both expressed to the UN the need to support public institutions in the responses offered to IDPs in the communities of the area. They stressed the need to focus, beyond the NW and SW regions, on the impact of the crisis on the neighbouring municipalities. Key line ministries and public institutions were also consulted for this proposal, which was formulated jointly by UN entities and five local authorities of Douala 4th, Loum, Dschang, Babadjou and Bafoussam III during a joint formulation mission. The joint mission team (UNDP, UN-Habitat, UN-Women) and Government (MINDDEVEL, MINHDU, MINAT, MINPROFF) had meetings with representatives of displaced persons, civil society, youth, and people living with disabilities, including 60% women and girls. Municipalities provided notes on issues, priorities, and potential local partners. The project document was further developed jointly with representatives of ministries of Decentralization and Local Development, Housing and Urban Development, Territorial Administration, five municipalities namely Douala IV, Loum, Dschang, Babadjou and Bafoussam III, the Council Fund for Mutual Assistance (FEICOM), the NGOs ASSOAL and AWLN, and the Pan African Development Institute (Institut Panafricain de Développement, IPD). The project document was further discussed with representatives of host communities and IDPs, municipal councils. The Ministries of Decentralization and Local Development, Housing and Urban Development, Territorial Administration, and the FEICOM have expressed both support for the project and the ownership of tools and mechanisms to be promoted through planned activities.		
Project Gender Marker score⁴: <u>2</u> 54.16 % of total project budget will be allocated to activities in pursuit of gender equality and women's empowerment.		
Briefly explain through which major intervention(s) the project will contribute to gender equality and women's empowerment ⁵: The project will contribute to help advance gender equality and women's empowerment in peacebuilding efforts, through dedicated interventions targeting the specific needs of women from host communities and of internally displaced women, young women and girls. The project will adopt a gender-responsive approach in all its activities, and seek to ensure the meaningful participation of women beneficiaries in all phases of project implementation.		

⁴ Score 3 for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)

Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

⁵ Please consult the PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding

In particular, the project will carry out the following specific interventions: capacity development for women to champion access to information on/for conflicts prevention; supporting working relations between women IDPs and women from the host communities; supporting municipalities in the development of neighbourhoods and the restoration/ construction of council houses or low-cost housing for women, girls and children to reduce poor housing conditions that increase vulnerability and exposure to gender-based violence; facilitating women-led council awareness campaigns and dialogues on local taxation and peaceful tax collection in marketplaces, neighbourhoods, and training institutions; advancing dialogues with landlords and decision makers to protect women head of households from rental insecurity and landlord abuse; supporting women and young women's participation in exchanges with community leaders and local authorities for the identification of local indicators and frequencies for monitoring conflict, prevention actions and community security level; and empowering women to lead the dialogues on local taxation and awareness raising campaigns on safer housing conditions and housing rights. Women and girls' engagements on better lodging conditions, working constructively with men and boys, will be documented to support the reporting on peace and security in compliance with resolution 1325.

Project Risk Marker score⁶: 2

Select PBF Focus Areas which best summarizes the focus of the project (*select ONLY one*)⁷: 2.2 Democratic Governance

If applicable, UNSDCF/UNDAF outcome(s) to which the project contributes:

Strategic Pillar 2 - Quality, inclusive and equitable human and social development

Outcome 2.2 - By 2025, gaps in key socio-economic indicators are reduced, reflecting greater gender equality and progress in the empowerment of women and girls, and other vulnerable groups including in humanitarian contexts

Strategic Pillar 3- Institutional support and citizen participation

Outcome 3 - By 2025, stakeholders actively contribute to the effectiveness of policies and the performance of public institutions at national, regional and municipal levels, and fully enjoy their rights

Sustainable Development Goal(s) and Target(s) to which the project contributes towards:

Goal 11- Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

Goal 16. Promote peaceful and inclusive societies for sustainable development by providing access to legal assistance that would help to enhance effective, accountable and inclusive institutions at all levels

16.1 Significantly reduce all forms of violence and related death rates everywhere

16.6 Develop effective, accountable and transparent institutions at all levels

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development Finance;

17.17 Encourage and promote and enhance effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Type of submission:

☒ **New project**

☐ **Project amendment**

⁶ Risk marker 0 = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

⁷ PBF Focus Areas are:

(1.1) SSR; (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

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PROJECT SIGNATURES:

<p>Recipient Organization(s)*</p> <p>Name of Representative: Oumar Sylla</p> <p>Signature: [Redacted]</p> <p>Name of Agency: [Redacted]</p> <p>Date & Seal: 09/11/21</p>	<p>Representative of National Authorities</p> <p>Name of Government Counterpart: [Redacted]</p> <p>Signature: [Redacted]</p> <p>Title: [Redacted]</p> <p>Date & Seal: 15 NOV 2021</p> <p><i>Alamine Ousmane Mey</i></p>
<p>Recipient Organization(s)</p> <p>Name of Representative: Hind JALAL</p> <p>Signature: [Redacted]</p> <p>Name of Agency: UN-Women</p> <p>Date & Seal: October 28th 2021</p>	
<p>Head of UN Country Team</p> <p>Name of Representative: Mathias / A.B</p> <p>Signature: [Redacted]</p> <p>Title: [Redacted]</p> <p>Date & Seal: 10-11-2021</p>	<p>Peacebuilding Support Office (PBSO)</p> <p>Oscar Fernandez Tarazona Awa Dabo</p> <p>Signature: [Redacted]</p> <p>Deputy Head and Officer-in-Charge, Peacebuilding Support Office</p> <p>Date & Seal: 29 November 2021</p>

*Please include a separate signature block for each direct recipient organization under this project.

I. Peacebuilding Context and Rationale for PBF support (4 pages max)

a) Brief summary of conflict analysis findings

1. Introduction

For decades, Cameroon has enjoyed relative economic, social, and political stability, which has had a positive impact on the lives of people in the Central African sub-region. This stability has however been eroded over the past 10 years, first with the arrival of refugees from the Central African Republic in the East and Adamawa regions, then with the first attacks of the Boko Haram factions in the Far-North and, finally, since 2016, by a significant socio-political upheaval in the North-West and South-West regions. The “Anglophone Crisis”, as this latest crisis is commonly referred to, began with peaceful protests by lawyer and teachers. Their grievances stemmed from perceived discrimination and marginalization in the provision of essential services, particularly in the education and the judiciary. Several consultation meetings were held to determine solutions, but, despite these efforts, an armed conflict broke out and sees confrontations between armed groups and the national army. To date, it is estimated that these confrontations have resulted in approximately 2,000 deaths, and the destruction of private and public property. The conflict further led to reduction in public services offered by state and non-state services and had a significant impact on economic opportunities. Covid-19 has put a further strain on the conditions experienced by the populations.

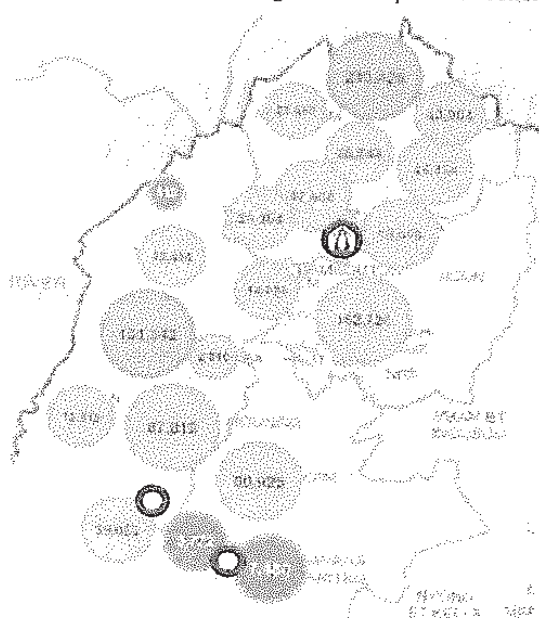


Fig.1: Location of IDPs (in Orange) from the North-West and South-West crisis in July 2021, Source: IOM, OCHA

The impact of the crisis in the South-West and North-West can be further understood by looking at the displacement figures. According to the United Nations, the crisis has led to the displacement of 65,500 people to Nigeria (UNHCR, Nigeria: Registration of Cameroonian refugees, 30 June 2021) and 712,800 internally in Cameroon. Among the internally displaced persons (IDPs) outside of the two crisis regions, 81,298 IDPs have found refuge in the West (54% of which are women) and 84,927 in the Littoral region (53% of which are women) (OCHA, October 2021).⁹

In Littoral and West, the internally displaced persons have found a context already characterized by governance deficits and scarcity of land (especially in the West, the smallest yet most densely populated region in the country). The massive arrival of displaced persons has had a significant impact at the individual, economic, socio-cultural, and socio-political levels. The strained social cohesion has materialized mostly around land, housing and security.

2. Land conflicts exacerbated by displacement: typology, drivers and actors

Land-related conflicts in the Littoral and West include farmer-herder conflicts and disputes between individuals, families or communities over boundaries, transactions, farming and productive use of plots. These conflicts vary slightly from urban to rural areas and affect disproportionately women, as women represent the majority of the labour force involved in small farming either for household consumption or as income-generating activities. In rural areas, conflicts between farmers and herders, involving members of the Mbororo community, have become frequent with the arrival of IDPs mainly in Babadjou. This municipality borders both the South-

⁹ The IDP and returnee figures validated by the Cameroonian Ministry of Territorial Administration (MINAT) are lower: 130,000 IDPs in the North-West region, 90,000 IDPs in the South-West region, 12,000 IDPs in the Littoral region, and 20,000 IDPs in the West region (HRP 2021).

West and North-West regions with most Mboboro communities accessing grazing land on the Mount Bamiboutos. In urban areas, double selling of land encroachment are more frequent. However, the absence of data due to the lack of research does not allow us to situate their extent and consequences.

Structural causes are found in the absence of an inclusive, transparent institutional framework that would regulate and guarantee women's right and participation in land governance. In most families, young women and girls are deprived from their basic rights of land possession to the benefit of young men and boys, mainly because girls are considered as prospective wives and are therefore expected to join another family. They generally have access to land for temporary exploitation, but they rarely become landowners, and are often denied basic rights to participate in decision-making related to land management. Here, the main barriers for most women to participate are usually the poor perception that men-dominated decision-makers have concerning their ability to propose solutions which could lead to effective land conflict prevention.

Land-related conflicts have been aggravated by the massive influx of IDPs. Host communities' perceptions are that IDPs hijack or use their land for agropastoral activities without proper arrangements. The massive number of IDPs is also new to the local authorities who are not well prepared for better including IDPs in land governance dialogue. Drivers of conflict include: the low participation and influence of municipalities in the land security process that limit their involvement in land administration and mediation processes; the increase in demand for land in municipalities with a high number of IDPs that generate price inflation and therefore competition on already poorly organised land markets; the non-delimitation of plot boundaries which increases opacity during land transaction and increase encroachment rates; the absence of rules for the use of public roads and pavement in cities which exacerbates lawlessness, including lack of compliance with public hygiene, taxation and mobility rules, corruption in land administration and market reduces trust in public institutions and sometimes traditional chiefs or landowners; the absence of municipal land reserve to facilitate agricultural practices or construction of transit housing for IDPs; and finally the lack of a municipal mechanism for monitoring land operations and preventing related conflicts affects the investment climate.

In the cities, the influx of IDPs in search of agricultural or construction land has led to conflicts. IDPs have also experienced various abuses from unscrupulous sellers. These issues have been brought to the attention of local officials in the Ministry of Territorial Administration. Despite numerous complaints to the administrative authorities, little mediation has been undertaken. This exasperates IDPs already affected by remoteness and difficulties of integration. Municipal authorities constitute the second group of land management actors in relation to the temporary use of pavements for trade. Many women, girls and boys from the host or displaced communities run the risk of having their goods impounded by law enforcement agents for unlawful lucrative activities on the pavements. Another aggravating factor is the non-payment of municipal taxes by traders. Some IDPs compete for space with other persons from host communities to ensure the continuity of their informal businesses. The Mayors of Douala IV and Bafoussam III have expressed significant concern over this competition for space which could lead to sparks of violence between these communities.

During the presentation of the draft land reform document at the national assembly in April 2021, the parliament requested an increase in the participation of women and youth into this process. The land reform process will contribute to mitigation of land related conflicts. In addition, it will contribute to the elaboration of rural and pastoral sector codes announced by the National Development Strategy 2030 (NDS30). The aim of the reform is to provide a legal for land management that helps prevent conflict and promote gender equality and achieve inclusive development. The main actors who will support these dialogues and mechanisms in targeted municipalities are the Ministries in charge of land, territorial administration, and decentralisation.

3. Insecurity of persons and property amplified by IDPs presence

In the urban areas of the Littoral and West regions, there is an increase in security incidents, which has been correlated with the increase in the number of displaced persons. Insecurity is manifested partly in the increase in juvenile delinquency, prostitution of women and young women, theft of motorbikes or from theft of agricultural products on plots, burglary and night-time assaults. According to figures collected from the law enforcement agencies, brawls between young people have increased by 4% and 7%, respectively in Bafoussam and Douala, robberies and armed robberies have also increased (+12% in Nkongsamba) abductions as murders (+5% in Douala and 10% in Dschang), the illegal trafficking of cannabis, other narcotics and illegal trafficking

of alcohol (+35% in Babadjou, as well as in other rural localities in the two Regions). According to interviews with young people and neighbourhood leaders, the increase in criminal practices allegedly caused by the presence of displaced people who are not well known or who do not have adequate means of subsistence is at the root of the increase in the feeling of insecurity among the host populations. From another point of view, although displaced persons feel safer in the host localities, they nevertheless feel a high level of tension with the host communities. This is most pronounced among internally displaced women and youth; among IDPs who are not fluent in French, and among those who express lack of confidence in the security forces (police and gendarmerie). Additional factors, such as illiteracy, aggravate IDPs' vulnerability to abuse or crime. The absence of dialogue mechanisms to build social networks within and between these groups to interact and act jointly with the resources in their possession contributes to community tensions and feeds negative perceptions, fear and insecurity. To alleviate the growing tension, it is important to improve perception and trust between and within communities by putting in place adequate dialogue mechanisms.

The main factors of insecurity include the absence of public lighting at night in working-class neighbourhoods, the lack of civic identification documents among IDPs that create a barrier to their access to public services and economic opportunities, and thereby can incentivize some of them to resort to criminality, the existence of abandoned places used as hiding places for criminal activities, the poor spatial coverage of national police patrols and management of public spaces by local authorities, and the low financial income of households. This concerns mostly boys and girls enrolled in school, women requiring documentations for their businesses, and young women and men engaged in night trades. Of course, some IDP who cannot afford an ID by the side of those who can be identified. The low school enrolment rates, especially among IDPs, and the family and community divide as a result of displacement also partially explain the rising insecurity. Young single displaced mothers are particularly impacted by the consequences of forced displacement. They now find themselves with the responsibility of educating their children alone, while having to provide for the whole family. Because they are particularly overstretched, they cannot dedicate sufficient time to supervise the education and life skills of their children since they have to stay out longer to pursue their income generating activities. Consequently, some children and teenagers find themselves with limited social networks and little supervision, leading some to engage in dangerous or criminal activities.

Municipal authorities are at the centre of efforts to improve the security of people and property through prevention actions. According to the 2019 law on local authorities, municipalities should contribute to peace and social cohesion together with public and private institutions and communities. To this end, the deconcentrated public services in charge of social affairs, women, urban operations, the police and gendarmerie, justice, and territorial administration will be mobilized by the project to assess the extent of insecurity, structure existing mechanisms for reducing crime at the community or municipal level, and support the competition for the safest neighbourhood and public place per municipality. By doing this, the project will contribute to advancing crisis prevention and management as outlined in the NDS30.

4. Conflicts related to access to housing

The arrival of IDPs in the host communities has increased the demand for housing, in a context where the housing market was already strained. As a result, clashes have occurred between IDPs and owners about the IDPs' illegal occupation of houses in rural areas (Dschang, Loum and Babadjou) or the late payment of rent in Douala IV and Bafoussam III. This situation disproportionately affects displaced women and young women heads of households who don't have access to incomes. Other housing related disputes are neighbourhood relation, construction or extension of new houses, and discrimination over rental conditions. These conflicts are common in urban settings whereas disputes over co-ownership are happening both in rural and urban areas.

The main drivers of neighbour's disputes are disputes related to joint ownership, security of tenure, squatting, inadequate waste disposal, and competition over access to common clear water points and toilets at peak hours of the day (mainly in the morning and evening). The second tier of housing-related conflicts includes lack of revenue, or lack of knowledge among some IDPs on rent-payment systems, lack of rent regulations for landlords, creating a sense of injustice among IDPs who are requested to pay higher costs, lack of clarity on payment terms and conditions between IDPs and landlords, and the absence of mechanisms to share information on rental policy, to facilitate housing related disputes mediation, and to strengthen permanent relationship

between IDPs, landlords, and host communities. These barriers and institutional weakness in managing and preventing housing-related conflicts reduce the inclusiveness at neighbourhood level, the sense of ownership and the trust in public institutions. This negatively affects social cohesion.

To mitigate these factors, five mayors and governors of the Littoral and Western regions expressed their interest in supporting the municipalities in finding appropriate solutions for the housing of IDPs in order to strengthen security in the neighbourhoods and better protect abandoned houses. In addition, they all agreed on the need to establish transit shelters and create a framework for dialogue to settle or prevent conflicts between landlords and tenants. On financing issues, these councils do not have access to credit to adequately plan and build hostels or social housing that could temporarily accommodate IDPs. On the other hand, IDPs who have sources of income and want to build to avoid the above-mentioned disputes are struggling to find loans. Usually at the local level, traditional chiefs and heads of neighbourhoods are often consulted to amicably resolve housing related disputes. Their powers are limited on issues concerning co-ownership, on protection of IDPs – often women and young women – who are denied access to rentals due to uncertainty on rent payment, waste disposal, or rental terms and cost. To address these challenges, all five municipalities are keen to promote rental housing dialogues with the Ministries in charge of housing and justice to find durable solutions to IDPs and host communities housing related conflicts. Other actors influencing housing rights and residential related disputes include Cameroon Land Mortgage, the Mission for Urban and Rural Land Servicing, the Special Fund for Mutual Assistance (for municipalities), and the Cameroon Real Estate Corporation.

5. Competition and tensions related to access to economic opportunities

The economic dynamics are not the same for the five municipalities involved. The Douala IV council partially host the most dynamic port area and an industrial free zone gateway in Cameroon. It is also close to the commercial and tourist towns of Boua and Limbe in the South West region. The economic model of the municipality is therefore very strongly dependent on the taxes collected on the various marketplaces. The municipalities of Loum, Dschang and Bafoussam III are semi-rural with an economic structure based on agro-pastoral activities. Products are resold on local markets, with a few articles coming from the city of Douala. The municipality of Babadjou is essentially rural, with many marketplaces. In all of these municipalities, economic activity is essentially informal in marketplaces that were spontaneously created and very poorly developed. Markets being places of social interactions, their forms, sizes, and nature of economic activities influence the relationship between sellers, buyers, and local officials.

Women and men IDPs face many challenges, including the scarcity of decent employment – even when they have the required qualifications. Displaced men find more easily small jobs, mostly in construction sites, which allow them to cover their families' basic needs. Displaced women are more engaged in household work and in informal income-generating activities. Young mothers and women head of households are often constrained to accept low-wage work, and generally lack basic employment security and protection. Some displaced women engage in sex work, as an ultimate coping mechanism to support their families.

The massive arrival of IDPs in these municipalities has resulted in an explosion of small jobs and petty trades in rural, semi-rural and urban municipalities, creating a strong competition to have a stall on the ground or a counter to place and sell goods. Not only this is reducing the walking corridors, it also affects the provision of goods to host sellers who complain also of a substantial reduction in their profit margins. Therefore, the payment of taxes for places in the markets is done with difficulty. As a result of the frustration created by low profit, traders sometimes insult tax collectors, or tensions escalate between established and new traders, creating unwelcoming conditions in the marketplace. To minimise such tensions in commercial places, where on the one hand we observe a battle of positioning between hosts and IDPs, and on the other hand an amplification of tensions between traders and municipal tax collection services, it is important to support municipalities to revisit their strategies to improve access and social interaction in street, open and covered markets.

- b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**¹⁰, how it ensures **national ownership**. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process

The project is aligned to the **National Development Strategy** released in October 2020 which advocates for the acceleration of decentralisation and the promotion of social cohesion (living together). The project also benefits from the promulgation of the **General Code of Local Authorities and Institutional Reforms** in December 2019 provides the first opportunity to embark on this project. Prior to this, a new institutional framework was established through the creation of the Ministry dedicated to Decentralisation and Local Development (MINDDEVEL) and the National School of Local Administration (NASLA). The General code reinforces the autonomies of local decentralised entities. It also highlights the importance and mechanism of citizen participation to communal action (Book I, Title IV, Chapter II and Section II) and is delegated management of local services (Chapter II and Section II). Through these articles, local authorities have opportunities to better map, collect and control local taxes and lead participatory community development. They are at the core of local governance.

The project will support the implementation of promotion of **bilingualism and multiculturalism** in collaboration with the National Commission in charge of this agenda. At local level, the project is aligned with the **Community Development Plans** and the recommendations of **Land Use Plans** related to land tenure security and reduction of farmers-herders' conflicts. The project is also consistent with the annual **investment plans** of the local councils. The project is in line with the Strategic Orientations of the **UN Sustainable Development Cooperation Framework (UNSCDF)** and aligned with the National Implementation Plan of the United Nations Security Council Resolution 1325 of October 2000, which concerns protection, economic recovery, women's rights, peace and security.

- c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a brief **summary of existing interventions** in the proposal's sector by filling out the table below.

Interventions in the Littoral and West are rare and often concern the distribution of hygiene kits and shelter items. There are currently no projects leveraging the role of municipalities to create enabling conditions for the effective prevention of conflicts that are linked to the presence of IDPs in Littoral and West, and as such this project will fill an important gap.

The project will however benefit from and build on several ongoing interventions, nonetheless those led by the municipalities themselves. We can mention the Urban Planning in Migration Context (UPIMC) project is underway in Douala IV and supports the municipality in identifying urban development pressures that are being compounded by IDP influxes, and two nation-wide projects financed by the PBF.

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
Support for the participation of women and youth in peacebuilding initiatives, strengthening mechanisms for social cohesion and living together in Cameroon (24 Months starting January 2020)	PBF/PRF \$ 1 999 933.352	Strengthening the participation of women and youth in mechanisms for conflict prevention and management, peacebuilding, promotion of the culture of peace and living together in Cameroon	This project focuses on the promotion and consolidation of mechanisms for conflict prevention and/or management in communities. A joint meeting with the project managers will identify tools which could be used in the proposed project. This will also include lessons learned on the collaboration with national authorities. It is a national project.
Strengthening the participation of community mechanisms and the role of women human rights defenders in the peacebuilding process in the	PBF/IRF/ GPI 1 500 000 USD	Strengthen the action of community actors and local defenders of human rights and women's rights in particular for better prevention and care of victims of human rights violations and survivors	A focus on human rights and the fight against GBV. 80% of the project is entirely dedicated to gender equality. Implementation area: NW-SW-littoral – west. Not sure I understand the difference/complementarity

¹⁰Including national gender and youth strategies and commitments, such as a National Action Plan on 1325, a National Youth Policy etc.

North-West and South-West Regions (18 months starting January 2021)		of sexual and gender-based violence in particular.	
Support Project for the Acceleration and Deepening of Decentralization and Local Development in Cameroon (PAADD) 2021-2026	PBF/PNUD 21 578 878 USD	Help the Government to improve the living conditions of grassroots populations by building the capacities of the Decentralized Territorial Communities (CTD) for sustainable and inclusive local development.	Complementarity in terms of contribution to the basic improvement of the living conditions of populations in general and of IDPs in particular
The Decentralization and Local Development Support Facility (FADDEL) 18 months (Apr 2021 - Oct 2022)	C2D / Expertise France 500 days of expertise	Facilitate the operationalization of the 10 new Decentralized Regional Communities (CTDs) that are the Regional Councils	Complementarity on the one hand in the contribution to the optimization of the Human Resources Management of the Regions in particular and of the CTDs in general, and on the other hand in support for the structuring of the solidarity and collaboration mechanism between the actors of the development of the territories and the State
Special operation for the massive issuance of birth certificates to Cameroonians who do not have them 03 - 04 years Cameroonian	Cameroonian Government (MINDEVEL) budget not disclosed	Issue birth certificates each year to Cameroonians and to a lesser extent to foreigners born and residing in Cameroon who have never had this document or who have lost it	Complementarity in terms of contribution to improving the living conditions and socioeconomic reintegration of IDPs through the issuance of birth certificates in their favor
Emergency humanitarian assistance plan for IDPs, since 2018	Ministry of Territorial Administration (Budget not disclosed)	Database of IDPs, Provision of mattresses, foods and non-food items to improve shelter conditions; hygiene and construction materials to those with land; support to orphans and churches sheltering IDPs	The project will support the revision of IDPs database including social, economic, and housing and basic services conditions
Prevention and Resilience Allocation	Ministry of Economy, Planning and Regional Development/Loan USD 600 million	Prevention of Violence and Resilience from crisis, identification and education of IDPs, Pastoral code,	Support the GoC to better manage conflict and violence prevention through tools on analysing and monitoring gender sensitive conflict and violence related to land use, security of tenure (land and housing), and security of person and property.

II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)

- a) A brief description of the project focus and approach – describe the project's overarching goal, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- responsive).

The project focuses on land, housing, and insecurity aspects of the conflict and underlying tensions between displaced and host communities in the Littoral and West regions. The main approaches will consist of: (i) selecting the intervention areas in each municipality following a participatory assessment of the prevalence of conflicts induced or exacerbated by the displacement of the population affected by the crisis in the North-West and South-West, (ii) identifying the types of mechanisms that can foster community participation in decision making and in conflict prevention (iii) and mapping progress made toward the improvement of social cohesion in each locality.

The **overarching goal** of this project is to contribute to the enhancement of social cohesion in areas with rapidly growing numbers of IDPs.

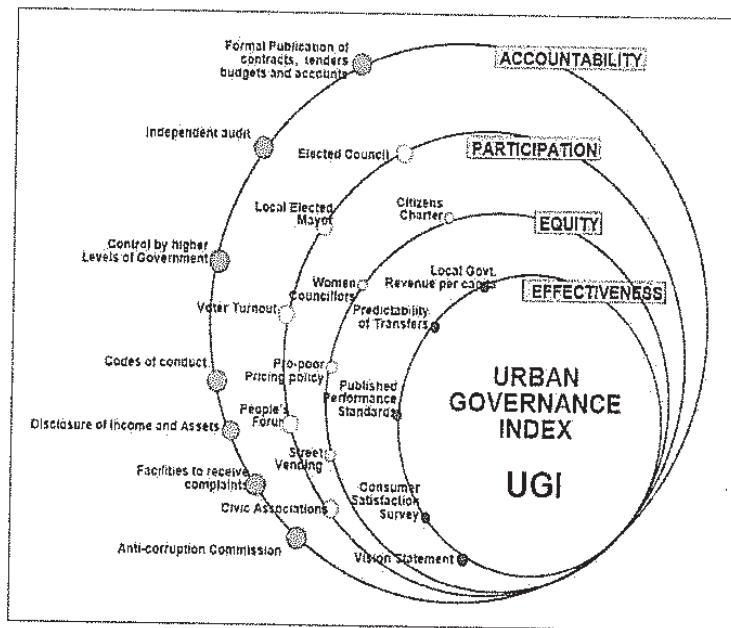
To achieve this objective, the project will have three main implementation strategies.

1. Foster participatory process to improve social cohesion

This will be done through the following aspects:

- The organisation of a joint planning workshop prior to the official launch of the project. The purpose is to present the final project document, to review its log frame and monitoring mechanism, to raise awareness on risk management, Do no Harm principles, exist strategy, to review the proposed communication and visibility actions, to outline the importance and approaches of result based

management and participatory budgeting, and to have consensus around the baseline questionnaires and methodology. This will enable the local and national governments, implementing partners, and representatives of beneficiaries to have a common understanding of the programmatic arrangements and clarify roles of parties while precisising the importance of reducing the conflict sensitivity risks



Urban Governance Index, UN-Habitat, 2004

team

- The gender and age specific perception study of conflicts and insecurity at municipal level and deep analysis of those induced or exacerbated by the presence of IDPs will be undertaken. The result will enable the to refine baseline data, confirm the intervention areas in each municipality, and provide recommendations for better the planning, implementation and monitoring of the project. The baseline study will contribute to refine the risk and propose means of tracking and reporting.
- The development and expansion of the participatory process started during the formulation phase will be sustained throughout the project. At different stage of the project, the consultation with beneficiaries and local governments will be promoted. Secondly, IDPs and host communities will be encouraged for work side by side with other actors of conflict dynamics to take decisions over mechanisms and actions to take for increasing trust, reducing conflicts, and fostering local governance.

2. Promote the understanding and use of governance index

Planned outputs and operational activities will be based on participatory mechanisms and principle of Good Urban/Municipal Governance (Effectiveness, Equity, Participation and Accountability). Selected indices on the diagram below will be chosen with stakeholders to enhance local governance as a means of conflict prevention. The project will support the improvement of local governance mechanism at neighbourhood and municipal level. Analysis of the root causes and triggers of conflicts have illustrated the limited or lack of effectiveness, equity, participation and accountability in housing in the target areas of the project. Local stakeholders will select indicators which will be measured at the beginning and at the end of the project to determine whether local governance has been improved. Finally, to contribute to social cohesion, participatory budgeting will be promoted between local governments, IDPs, and host communities including CSOs and private sector.

3. Ensure effective communication for Local Ownership

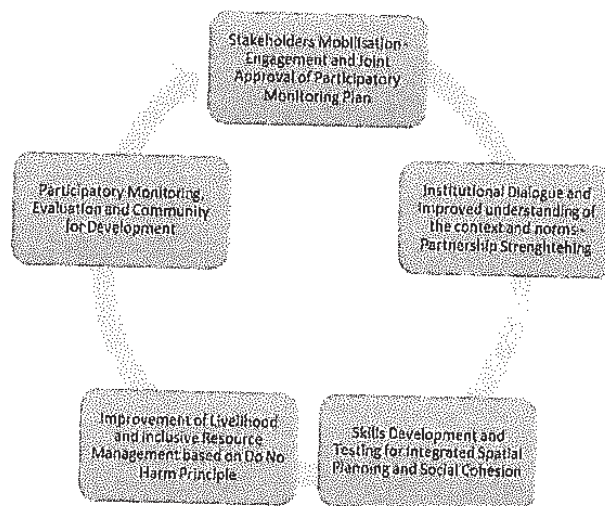
Given the nature of the project, close collaboration with public institutions will be required. The use of the “Communication for Development” approach and advancing information sharing to enable common understanding of peoples’ issues and needs will be crucial. This will start with a stakeholders’ mobilization and engagement workshop to set the basis for three Cs required to reinforce synergies regarding planning and implementation of activities: collaboration, communication and coordination at different geographical and institutional levels. Through the project, the communication team will develop tools based on specific issues faced by women and men, boys and girls. This will be done in collaboration with local authorities to support skills transfer and promote multi-institutions ownership. At the end of the project, the final evaluation will assess the pertinence of the approach and promote recommendations.

Process for Ensuring Collaboration -- Communication and Coordination

- b) Provide a **project-level ‘theory of change’** – explain the assumptions about why you expect the project interventions to lead to changes in the conflict factors identified in the conflict analysis. What are the assumptions that the theory is based on? Note, this is not a summary statement of your project’s outcomes.

The project is grounded in the following theory of change:

- *If* local governments, including women councillors have the capacity to engage in and lead consultative processes to foster a collective understanding of conflict drivers related to land access, growing insecurity and housing; *then* they will be able to effectively plan and implement measures to address them which will reduce the tensions between and within communities;
- *If* inclusive dialogue mechanisms are established and used by IDPs, host communities and traditional leaders with the participation of women, girls, and boys; *then* these communities will be better able to prevent and resolve disputes related to land access and housing before tensions escalate and they will be able to communicate and improve their perception of one another which will help reduce tensions;
- *If* IDPs and host communities have better access to civil registration documents; *then* they will be able to legally claim access to public services and be better protected in case of violations of their rights;
- *If* local taxation measures are adapted to the challenges faced by host and IDP sellers, the design and facilities in marketplaces planning, and gender-responsive awareness raising is promoted to reduce tension between local official tax collectors and traders *then* tensions will be reduced and relationship improved between traders from the host communities and IDPs on one hand and with municipal tax agents on the other;
- *If* gender sensitive economic opportunities are promoted for the benefit of IDPs and host women, men, boys and girls *then* more women, men, boys and girls will improve their income thus contribute to the prevention conflicts related to land, housing and public places;



- If priorities of women and persons with disabilities in land, housing and insecurity are identified in collaboration with local decisionmakers who men are often *then* they will be integrated in spatial and participatory budgeting planning to contribute to the area-based reduction of land and housing disputes, delinquency and fear of insecurity;
- If recommendation of the legal and institutional review on women's and youth rights related to land use, security of tenure (land and housing), and security of person and property are jointly examined *then* these groups will be empowered to sustainably contribute local dialogues and decision-making processes on municipal conflict prevention strategy and action plans;

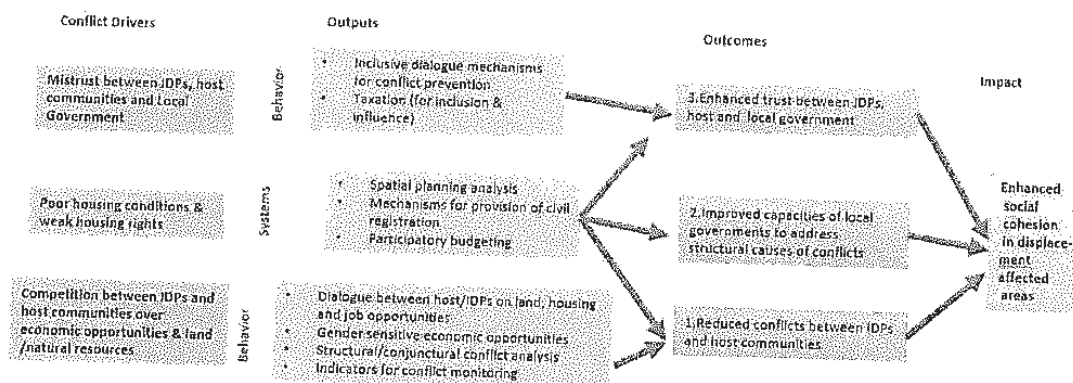
Therefore

- The tensions between IDPs and host communities and local authorities will be reduced; and trust between the communities will be improved. This will strengthen social cohesion and peace initiatives in the five municipalities targeted by the project (Douala IV, Loum, Bafoussam III, Dschang, and Babadjou Councils) and affected by the spillover effect of the crisis in the North-West/South-West and increase community resilience to current and future shocks....

Because

- Having a common understanding of the priorities to address conflicts in relation to access to land, growing insecurity and housing will enable IDP, host communities and local government to identify ways to collectively take action to address them and will improve their perception of one another as potential collaborators and partners rather than as competitors;
- Using adequate mechanisms to prevent and resolve disputes related to land, insecurity and housing will provide IDP and host communities with a viable alternative to using violence;
- Greater trust from IDP and host communities towards local and national government will help mitigate or reduce grievances and enhance prospects for resolving the ongoing crisis.

The theory of change is organised around three main conflict dynamics that have been translated into three key outcomes aiming at producing one expected change or impact as illustrated here under:



This theory of change is based on the following assumptions to achieve the planned results:

- Political will and commitment to community participation and inclusion is maintained at national and municipal levels
- More trust between IDPs, host communities and local authorities if they had available mechanisms to communicate more and collaborate more;
- IDP, host communities and local officials would accept to examine dividers and connectors of conflict and security

- IDP and host communities would have a better perception of each other which would improve dialogue and decision making on issues affecting them for collective action particularly in the identification of conflicts and development of solutions;
 - IDP, host communities and local officials would accept to work together to reduce barriers to change and promote peaceful and safer communities
 - IDP, host communities and local officials would identify and jointly implement community-based actions aiming at fostering participation in local governance, conflict prevention, and fear of crime
 - Women and girls in host communities and IDPs would be empowered by men leaders to have equal access to local governance dialogues, security of tenure, and safer living environment;
 - Low cost approaches to building capacities of municipal leaders and decentralised local authorities to increase their perception of the role and responsibility of women and youth in land and housing dispute prevention, and improvement of security of persons and property;
 - Leaders of community-based associations and local non-governmental organisations show commitment to improve understanding of the new decentralisation law and its potential to enhance community participation and social networks as a mean to prevent conflicts and foster peace;
 - National institutions, partners of this projects are better equipped to support interventions aiming at improving IDPs safety and living conditions in rural and urban settlements in liaison with host communities and decentralised entities;
 - Local authorities, microfinance and banking institutions show greater commitments to expanding business to poor and low-income clients or enterprises with a focus on IDPs.
- c) **Provide a narrative description of key project components** (outcomes and outputs), ensuring sufficient attention to gender, age and other key differences that should influence the project approach. In describing the project elements, be sure to indicate important considerations related to sequencing of activities.

The following outcomes and outputs will contribute to the above overall goal or result of the project.

Outcome 1: Conflicts between IDPs and host communities related to competition and tensions over economic opportunities, land, and housing are reduced

This outcome addresses the tension between IDPs and host communities related to the access to socioeconomic opportunities, competition over the access to land and natural resources. It will focus on the root causes of these conflicts by improving IDPs and host communities (mainly women and young men and women)'s access to land resources, residential rights, safer and inclusive marketplaces. Tax collection as a source of tension between traders and municipal authorities will also be address. As a result of an inclusive planning of the market spaces, many more host and IDPs will find trading spaces and tax tensions with local authorities may increase.

Output 1.1: Local communities (hosts and IDPs, especially women) have access to available land resources, sustainably secured and used for the practice of agro-pastoral activities

Under this output, six activities will be undertaken. Firstly, the rapid integrated spatial planning analysis and mechanisms of IDPs to access to land and basic services will be completed. This will be done in consultation with civil society, traditional rulers, and representative of IDPs and host communities, mainly women, boys and girls. This activity will pave the way to support mechanisms for securing local land transfer or transaction initiatives, as well as initiating the demarcation and respect of agricultural and grazing areas by IDPs and host communities on the one hand, and farmers and breeders on the other hand. Once these are done, women, men, boys, and girls organized in associations or groups will be supported to produce food, livestock and fisheries products. Local governments will be supported to set up land information systems to promote sustainable land management. In this process, they will work closely with women associations and community-based organizations to sensitize internally displaced and host population on peaceful conflicts resolution and intercommunity dialogue in each municipality. The overall budget is US\$: 195,000

Output 1.2: IDPs, especially women and children, have access to improved housing conditions and tenant / landlord relations.

This product has four activities. First, the description of the mapping of housing spaces available in the municipality and the conditions of access. Second, this will be done through the support of neighbourhood development plans and the restructuring or construction of municipal housing by women, young women and children in order to improve housing conditions and reduce exposure and risks of gender-based violence. Third, the activity will be facilitated by the access of women and girls to basic sanitation services. Fourth, the activities will help support mediation and dialogue between landlords and tenants in urban areas. This will be done in an effort to develop prohibit and eliminate discrimination against women by landlords and public housing providers. The overall budget is US \$: 176,700

Output 1.3: Mechanisms for the prevention of tension in market spaces and related to taxation are promoted with the lead of women and youth organizations.

This product is broken down into five activities. This will involve working with women for supporting the cartographic planning/design of commercial spaces available in the municipality, then supporting these municipalities in the inclusive equipment of commercial spaces. This contributes to the production of tools on tax regimes and the municipal tax system by sector of activity, thus contributing to the awareness of traders and traders of their rights and duties, including the payment of municipal taxes. Women-led awareness campaigns and dialogues on local taxation and market tax collection will be organized. The overall budget is US \$: 140,000

Outcome 2: *Improved capacities of local governments to address structural causes of conflicts induced or exacerbated by displacement in collaboration with local, traditional, and religious authorities, community-based organizations and the police*

The purpose here is to contribute to the improvement of municipal leadership over the understanding and management of conflict exacerbated by the presence IDPs. This will be done in liaison with other local institutions contributing, daily, to structural and conjunctural causes of tension induced by displacement. Local governments will be supported to mainstream IDPs needs in municipal spatial development plans. Finally, they will lead the participatory planning and budgeting of priority measures to prevent conflict and trust at local level.

Output 2.1: Municipal authorities have a better understanding of structural conflict analysis and security challenges induced or exacerbated by displacement

This activity is subdivided into five parts. The mapping of IDPs in each municipality will be done. The gender dimension of specific conflicts, their roots, reduction, and prevention mechanisms in the context of internally displaced persons and host community relationships will be explored. Then an analysis on the sensitivity to conflicts not to harm the situation affecting conflict mediations and the provision of municipal services will allow the development of municipal strategies for inclusive governance and conflict prevention based on the perception of the city, people of peace in their localities. A manual on conflict prevention will be developed with an emphasis on gender-focused interventions. The overall budget is US \$: 178,237

Output 2.2: Municipalities have revitalized inclusive governance and spatial planning mechanisms helping to prevent conflict over land, markets and housing

The aim of this output is to assess the level of participation of communities in the planning of local governance, financing, and land use planning. This will lead to a review of the capacities of local public and private institutions to promote inclusive governance and dialogue on conflict prevention and implementation through municipal conflict prevention committees. This activity will improve community mechanisms for conflict prevention and management, launch local partnerships, facilitate dialogue to plan and implement participatory

budgeting for the execution of conflict prevention and mediation, and municipal land use plans, with an emphasis on practices led by women, girls, and people with disabilities. Finally, the training of local actors, including community-based organizations, on the mapping and management of the factors of conflicts and existing disputes induced by displacement. The overall budget is US \$: 241,300

Output 2.3: Inclusive local conflict prevention mechanisms are promoted

To achieve this output, the project will promote exchanges with community leaders of host countries and displaced persons and local authorities for the identification of participatory approaches, then they will be contributing to the monitoring of conflict risks, conflict prevention and classification of community security level. The identification of local indicators and frequencies for conflict monitoring, prevention actions and community security levels will be facilitated through discussions with community leaders. In addition, preventive actions and security in neighbourhoods or public spaces of municipalities will be launched. Advisory support to municipal authorities in decision-making aimed at improving the conflict situation and the sense of peace will be provided to produce and monitor the exit and sustainability principles and strategy. The overall budget is US \$: 91,018

Outcome 3: *Enhanced trust between IDPs, host communities and local government through better civic inclusion and community safety*

This outcome will target the root causes of the lack of confidence between IDPs and host communities, and with local public institutions. The project will successfully support civic inclusion, promote intercultural and intercommunity dialogues, and create job opportunities based on the local economic value chain.

Output 3.1: Access to civil registration documents is facilitated for IDPs and local populations through support to municipalities and competent services

This output aims at advancing civic inclusion among host and Internally displaced communities. This will be done firstly by producing technical notes on IDPs and their challenges at municipal and community level. This is to analyse the needs of the communities in terms of civil status documents, level of affordability, and trust to local public institutions. To achieve this, partnership facilities between municipalities and competent public institutions will be promoted to produce national identity cards and a birth certificate. This involves organizing quarterly public hearings and mobile hearings to produce registration documents. All of this helps promote respect for locally validated Do No Harm principles and protocol in the implementation of civil status registrations, conflict prevention and other activities. The overall budget is US \$: 192,500

Output 3.2: Dialogues frameworks for on advancing community participation in decentralisation and multiculturalism are promoted

Achieving this output requires the production of brochures on the law on decentralization and multiculturalism to facilitate the level of understanding of IDPs and the host community. The development of disaggregated people-centred outreach action plans will improve the understanding and co-implementation of multiculturalism-based approaches. The contribution of women will facilitate the production and broadcast of programs focusing on multiculturalism on local radio and youth-oriented social media. Also, the participation of people with disabilities will facilitate the production and broadcasting of programs focusing on multiculturalism on local radio and on youth-oriented social media. This will be done through the prism of support for the creation of formal partnerships between community associations hosting and displaced persons

and municipalities in order to promote inter-community dialogues and participation in the establishment of decentralized public order. The overall budget is US \$: 86,300

Output 3.3: The local economic value chain are promoted for increasing job opportunities for both IDPs and host communities

This product focuses on seven activities. Potential and promising local economic value chains (LEVCs) will be analysed to establish a framework for collaboration between the project, financial institutions and communities in order to reduce competition over economic opportunities. This will also enable local authorities to promote or attract new financing for the development of the local economy. All of this will be done by facilitating the production of business plans, including the credit management checklist, loan application principles, and the ICT-focused marketing and sales strategy to launch income-generating activities by professional groups / cooperatives. Technical and financial support will be provided for the economic integration of certain displaced persons and women organizations to foster their accessibility to loans and markets including public procurement or municipal contracts. The overall budget is US \$: 174,500

- d) **Project targeting** – provide a justification for geographic zones; criteria for beneficiary selection, expected number and type of stakeholders/beneficiaries (must be disaggregated by sex and age). Indicate whether stakeholders have been consulted in the design of this proposal. Do not repeat all outputs and activities from the Results Framework.

Geographic zones: urban and rural areas hosting IDPs in the Littoral and West regions. Indicative Neighbourhoods of interventions following the consultation with local authorities. The baseline studies and analysis of conflicts will contribute confirm the pilot sites per municipalities.

- **Babadjou:** Balepo, Bamedjinhga, Bawa, Bachua
- **Bafoussam III:** Kamkop (Kamkop V), Kouogouo (Kouogouo Village A), Ngouache (Gouache II)
- **Douala IV:** Mambanda/Bilingue, Ndobu, Bojongo
- **Dschang:** Tchoualé, Tsinkop, Mingmeto et ses environs (Ngui Vallée et Paid ground)
- **Loum:** Ngodi 2, Dimuthe, Pondo, Nassif

Type of beneficiaries:

- **Direct:** 25 000 IDPs and host communities (40% host and 60% IDPs. Among these groups: 60% of young men and women, 25% of women, and 15% of men). Among this direct beneficiaries, 5 to 10% will be people living with disabilities.
- **Indirect:** 164 000 inhabitants (Menoua, Mifi and Bamboutos in the West, Wouri and Moungo in the Littoral), and Yaoundé VI and III (Centre region) where IDPs mapping tool will be tested.

Targeting criteria:

- **Divisions most affected** by the presence of IDPs measured in ratio of IDP versus population (Menoua and Moungo); **Municipalities hosting higher number of IDPs** (In the Wouri Division, Douala IV municipality and the Mfoundi division I have the highest number of IDPs); **Balance between rural and urban** population in the municipality (A municipality in the Bamboutos); People living in geographic zones with higher number of IDPs with a focus on idle young boy and girls, and vulnerable women, girls, and people living with disabilities; Head of multi-children households.

III. Project management and coordination (4 pages max)

- a) **Recipient organizations and implementing partners** – list all direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local knowledge and existing capacity.

The project will be implemented by the two direct recipient agencies: the UN-Habitat and UN-Women. UN-Habitat will lead the agency's interventions. The choice of UN-Habitat as convening organisation is due to its mandate. The agency is leading the promotion of sustainable human settlements within the UN agencies. It is also overseeing the monitoring and reporting of the SDG 11 focusing on the achieving safer, resilient, sustainable and inclusive cities and human settlements. UN-Habitat has experience in fostering community participations in peacebuilding and crime prevention with local knowledge of interventions in Eastern Democratic Republic of Congo, Guinea, Somalia, Burkina Faso and Cameroon. Currently, UN-Habitat ending the execution of two safer cities project in Ebolowa and Bafoussam City Councils. The purpose was to support the two localities to improve the capacities of municipal police based on an urban delinquency prevention strategy. UN-Women will lead the mobilization and involvement of women, girls and person with disabilities to ensure adequate mainstreaming of gender equality and women empowerment. Their implementing partners will respectively two local NGOs: ASSOAL and AWLN. UN-Habitat will ensure liaison with the UN Resident Coordinator and PBF Secretariat.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
Convening Organization: UN-Habitat	2.1 million USD	UN Development Account, Government of Cameroon, UN-Habitat, EU, SIDA	Yaoundé	16 (6 in the project zones: Douala, Bafoussam)	4 (project coordinator, GIS expert, community mobiliser, land use planner), they will be relevant to kick start and execute the project, and oversee the monitoring and evaluation
Implementing partners: NGO ASSOAL					
Recipient Organization: UN-Women	3 325 900. 66 USD	UN Development Account CERF PBF	Yaoundé	18	02 (Women, peace and security expert; monitoring and evaluation expert), they will contribute to foster the implementation of the project
Implementing partners: AWLN					

- b) **Project management and coordination** – Indicate the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explicitly indicate how the project implementation team will ensure sufficient gender or youth expertise. Explain project coordination and oversight arrangements and ensure link with PBF Secretariat if it exists. Fill out project implementation readiness checklist in **Annex A.1** and attach key staff TORs.

A light **Project Implementation Unit (PIU)** composed of: a national expert project manager/officer, a programme coordinator specialised in Women and Peace, a monitoring and evaluation expert, an administrative and financial assistant, five municipal support staff (one per municipalities) and a driver, will be set up under

the leadership of UN-Habitat to facilitate and coordinate the implementation of activities by the two agencies involved. This will monitor and ensure internal evaluation the project and contribute to building on the lessons learned from this project and all community and municipal led initiatives. This will be supported by part time monitoring, land use planner, and GIS experts. This team will be supported by a Project Supervisor based at UN-Habitat.

Table of positions and roles

Position	Responsibilities
Project supervisor, expert in conflict prevention, UN-Habitat (20%), P4/7	Lead the planning, oversight, and integrated reporting to the PBSO, UNRCO, the local and national government as well as financial and developing partners.
National project manager/officer UN-HABITAT (100%), national consultant/level II/2	Responsible for the coordination and implementation of all project activities in liaison with national and local partners in consultation with implementing partners. He/she is responsible for planning and monitoring activities, coordination and producing reports and providing support or advisory services to partners. He/she also participates in external meetings, supervision missions of partners and final evaluation. He/She will plan and lead the reporting of steering and coordination committees, and technical management groups. Identify and work with municipal focal points or support staff in each council for training, participating/supporting community dialogue frameworks, monitoring and accompanying youth associations and women's cooperatives. Implement daily project activities in the field and liaise with beneficiaries. They will lead agencies operations and frequent visibility and monitoring of activities. In doing this, they will liaise with local authorities' focal points to mobilise community, public and private institutions and prepare initial reports. Using information technology skills to support the development of smart conflict prevention mechanism and e-governance.
Program coordinator WPS (100%), Service contract SB4/4	He/she is responsible for coordinating the Governance, Women Peace & Security portfolio which includes coordinating relationships with national partners and stakeholders, the monitoring and reporting, the finance, personnel of the portfolio and Coordination in Humanitarian and Development. He/She will also lead the gender sensitive planning and implementation of communication and visibility of the activities.
Monitoring and Evaluation expert UN-Women (100%), service contract SB4/2	He/she will ensure the monitoring and evaluation of the project in general through the production of data collection tools and data analysis. He/she will also assist the team in the production of the quarterly, annual and final project reports according to the PBF reporting timeframe. He/She will be the focal person for joint gender sensitive planning and risk management.
Administrative and Financial assistant UN-HABITAT (50%), service contract SB3/2 UN Women (75%), service contract, SB3/2	Responsible for all financial, administrative and logistical matters of the project, he/she ensures compliance with the accounting procedures of the donors and the organization within the project, draws up provisional budgets, prepares requests for funds and facilitates financial audits. He/she provides advisory support to the partners in the management of the funds made available to them. He/she is responsible for ensuring that the supporting documentation for each transaction is able to answer the 5 basic questions (WHO, WHAT, WHERE, WHEN and WHY?) and is kept carefully for 7 years after the act. Responsible for the management of material and logistical goods purchased by the project, planning and managing missions, including the implementation of activities in the field.
Administrative and Financial Manager UN-Habitat (10%), P3/7	Responsible for the management of funds made available to each agency, they prepare and submit periodic financial reports to the Administrative and Financial Officer. The latter shares them with the PBF.
Two (02) UNV specialist in local governance and municipal planning based in Douala 4 and Bafoussam 3 (100%)	Responsible for liaison with mayors, councillors, IDPs and host communities' organisations in Douala 4 and Loun (Littoral region), and Bafoussam, Banadjou and Dschang (West region) in collaboration with municipal support staff. Leading the joint planning of field activities in accordance with decentralisation law and policies with a focus on gender sensitive community participation in local governance, Preparation of project brief and visibility material for local stakeholders. Mobilisation of leaders among women, youth and person with disabilities to elaboration conflict monitoring indicators and database.

	<p>Provide expertise to set up georeferenced data system, facilitate land use mapping, and development of designing tools, and while supporting training and awareness raising activities.</p> <p>Work with Implementing partners and external consultant to undertake land use conflicts analysis, alignment of projects with local development and land use plans. He/she will oversee insecurity and conflict analysis and determination of roles and responsibilities of local and community stakeholders. He/she will also lead the planning and organization of trainings with implementing partners</p>
<p>Program assistant UN Women Service contract SB2/3(50%)</p>	<p>Handling internal and external meetings, including invitations, agendas, documents dispatching, drafting reports, preparation of meeting venue, catering needs and teleconferencing services.</p>
<p>One (02) Driver of the project UN-HABITAT (100%), service contract, SB1/4 (UN-Habitat)</p> <p>UN Women 50% service contract SB1/5</p>	<p>Ensure the travel of project staff, distribute mail and ensure the maintenance of vehicles and logbook.</p>
<p>Programme Management Assistant (G5), UN-Habitat (15%)</p>	<p>Responsible for the human resource including recruitment of national team and preparation of contracts with implementing partners. Preparation of budget execution and reporting. Supporting in monitoring disbursement according to PBSO rules.</p>

The project implementation team will work with UN Volunteers and local authorities to identify experienced women, person with disabilities or youth based on the nature of expertise required for adequate planning and execution of the project. Secondly, implementing partners will be requested to give opportunities to youth and women to lead or coordinate the implementation of community-based interventions.

Civil society organizations: The partner CSOs were identified on the basis of their previous experiences and satisfactory results obtained in their audit for implementation of projects. They have a vast understanding of community engagement and empowerment techniques. They agile approach of working is good for executing the project with the view of fostering gender equality and women empowerment. They have a good ability to involved local association in the project monitoring processes and documentation of activities completed. Also, these organizations have experience and good knowledge of the decentralization, participatory process, conflict prevention, women and gender perspectives targeted by this project. They have the capacity to reach the association identified and marginalized groups targeted by the project and the municipalities. They are, among others NGO ASSOAL. These NGOs are closely involved in the identification and formulation of this project. For implementation, sub-agreements (Agreement of Coopération) will be signed between the agencies and the identified NGOs for the execution of the activities.

i. Project coordination and oversight arrangements

The project oversight will be led by the **Peacebuilding Fund Steering Committee** chaired by the representative of the Office of the Prime Minister and the Resident Coordinator and composed of representatives of implementing UN agencies (UN-Habitat and UN-Women), central/local governments (e.g. MINDDEVEL, MINDHU, MINAT, PNDP, FEICOM, and selected municipalities), the donors and funding organisations. The Steering Committee will validate the work plan and periodical progress reports. They will also give guidance on policy and strategic aspects to consider in the course of the project implementation. Challenges faced by the PCC and the TMG describe here under will be presented to the PSC for advisory guidance.

A **Programme Coordination Committee** chaired the PBF Coordinator will be set up to lead the coordination and monitoring of the results of the programme and alignment with future programming agenda of local authorities and national partners. **The programme coordination committee** will meet quarterly in Yaoundé or virtually in case of rise of COVID 19. The programme coordination committee will be composed of the project managers of each agency (UN-Habitat and UN-Women) and, if possible, the representatives (at Director Level) of key line ministries and partner institutions, and M&E specialists. Municipal focal points or Mayors

will be present at the PCC to provide feedback on the progress and challenges. This will be the occasion to share results and collect views of the PBF Secretariat about progress made and discuss visibilities interventions.

A **Technical Management Group** chaired by the programme coordinators of the convening organisation (UN-Habitat), the recipient organisations, the selected implementing partners, and representatives of local authorities and key line public institutions will meet every two months to review progress, discuss challenges, and build consensus of emerging issues. The technical management committee will coordinate, monitor and evaluated the implementation of the programme. At the local level, the municipal focal points will facilitate the project planning, implementation and monitoring.

ii. Communication and Visibility

Under the supervision of UN-Women, communication activities and visibility will be ensured during three main channels: the official launch and closure of the project, the field visits with stakeholders, the production and dissemination of flyers, videos and posters with impact/results oriented storytelling, quarterly project highlights factsheets focussing on key achievements, challenges, upcoming activities and brochures on local governance and crime prevention to be jointly published by selected municipalities and the Union of Towns and Municipalities of Cameroon for larger coverage and information sharing. The PBSO logo alongside other Government, UN-Habitat and UN-Women logo will be used. All materials or car acquired will display PBSO logo. Monthly UN highlights (from the UNRCO Public Information team) will be used as an information dissemination channel. Online (Facebook, YouTube, WhatsApp, Twitter) and traditional media will be used for the dissemination of information. Results will be shared during the 11th World Urban Forum and other National events on decentralisation, local governance and conflict prevention. Websites of each local authority and their newsletters will be used to share information about the projects.

- c) **Risk management** – Identify project-specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include a Do No Harm approach and risk mitigation strategy.

Risk analysis

The following risks were identified by communities, municipal authorities, and CSOs involved in the project formulation phase. They will be updated during the baseline analysis. The final risks will be followed monthly based on a risk management plan. This will be done the technical implementation unit and report back quarterly to the project coordination team.

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
Misinterpretation of message or action of the projects or partners	Medium	Increase awareness on Do No Harm Principles, and principles of hate speech prevention
Limited inclusion and participation of women, and implementation of gender related activities	Low	Promote dialogue on women participation in local governance Set up an information box or municipal mechanism on women inclusion and participation in identifying and prioritizing Support the mapping of gender related activities
Communication or language barrier	Low	Facilitate translation and interpretation (English and French) Promote, where necessary, the use of 'pidgin' during community meetings to ease exchanges and dialogue
Inadequate security in some locality	Low	Encourage risk communication techniques; limit movement based on UN Security Management instructions; encourage

		positive personal security attitude. For West, perhaps you should discuss risks for IDPs and host-IDPs relations in the context of attacks from NSAGs.
Stigmatisation of IDPs as facilitator of new attacks in the West region	Low	Support local association to raise awareness on risk communication and Do No harm Principles (IDPs, Host communities, local officials) Encourage information sharing and communication between IDPs and the host community on attacks
Lack of coordination by relevant authorities	Medium	Improve access to information
Lack of full involvement of mayors	Low	Continued advocacy and engagement in the process
No or limited involvement of host communities	Medium	Promote integrated activities for both host and IDPs
Limited ownership by local stakeholders	Medium	Ensure coaching of local authorities and associations on institutionalization
Resurgence of the COVID-19 pandemic	High	Strengthen prevention and monitoring of COVID-19, follow UN instructions. Encourage teleworking (where possible). In addition, vaccination and compliance with barrier measures will be encouraged.
Institutional reluctance to provide facilities for the production of identification documents	Medium	Concerted advocacy through the local and national platform on civic inclusion
Limited engagement of IDPs	Medium	Build environment of trust and neutrality to encourage IDPs participation
No provision at local level to ensure sustainability of actions plans produced by the project due to limited fund transfer in the current decentralization law	High	Advocacy and dialogue with the key Ministries to release fund to local governments Encourage local authorities to request fund to the FEICOM for social infrastructure and loan to boost local economic development with IDPs and Host communities
Incursion of NW and SW armed groups in the Bamboutos divisions	Low	Prepare contingency plan based on programme criticality assessment to determine activities which will be able to continue or suspended Reduce movement and activities on border areas Respect UN Security and Government security measures Keep low profile and UN neutrality to avoid being targeted Travel by project staff including activities of partners and beneficiaries in these localities will be reduced or supported by the security services.
Limited transfer of resources from national government or institutions to municipalities	Medium	Decide on financial engagement of municipalities based on their financial affordability

Do No Harm

Due to the complex nature of the IDPs demands, displacement associated conflict risks, and the negative effects characterised by the fact that much of the population has lost almost everything: peace, education, life, property,

health. The project will assess in details dividers and connectors in order to generate situation specific and people centred Do No Harm approach and conflict-sensitivity mitigation actions.

The project and its implementation arrangements will raise awareness on Do No Harm Principles and promote information sharing among dividers and connectors to avoid worsening the dividers or undermining the connectors. In addition, the project focal points in each municipality will keep a dashboard on conflict sensitivity and discourses which can undermine the project in order to alert project managers and implementing partners. This will be done through quarterly participatory appraisal of the evolution of each context to adapt the project accordingly.

- d) **Monitoring and evaluation** – Describe the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include: a budget break-down for both monitoring and evaluation activities, including collection of baseline and end line data and an independent evaluation, and an approximate M&E timeline. Fund recipients are obligated to reserve at least 5-7% of the project budget for M&E activities, including sufficient funds for a quality, independent evaluation.

The monitoring of this project will emphasize the participation of the beneficiaries and the national authorities involved in order to improve the ownership of the process and the results. In this perspective, the different stakeholders will be involved in the monitoring and evaluation system in terms of critical reflections and communication of results. Focal points of each municipality will contribute to the monitoring of the project and reporting.

In consultation with UN partner agencies, the National Project Manager will share monitoring and evaluation approach at the beginning of the project for review and adoption:

- Participatory monitoring
 - Routine, continuous assessment of ongoing activities and progress.
 - Assess compliance with work plans, budget, and risk including Do No Harm
- Participatory evaluation
 - Undertake internal episodic assessment of progress towards overall achievements of project outputs and outcomes
 - Independent evaluation to measure whether planned outcomes and results have been realized

The evaluation will be reflective, people-centred taking into account communities including gender-specific concerns, claims and issues, and will point out the value for money. Indicators included in the log frame will be used to establish the baseline data, track the progress, and will be exploited by partners to measure progress toward the project result and outcomes. The monitoring and evaluation expert of the project will facilitate the implementation of M&E at three levels:

The **operational level**: a participatory monitoring mechanism involving the beneficiaries, local authorities, the decentralised services of the relevant ministries and the United Nations agencies. The monitoring and evaluation activities at this level will consist of:

- i. The organisation of a start-up workshop bringing together all the actors to share the objectives of the project, the results sought, the responsibilities of each actor and the monitoring and evaluation system;
- ii. Conducting two perception surveys on conflict, trust, inclusion, and economic opportunities among the population (baseline and end-line);
- iii. Quarterly monitoring of project activities by the project teams and the collection of data on the outcome indicators.
- iv. The organisation of joint field monitoring visits.

The **Coordination level**: the technical coordination and monitoring committee will meet once a quarter to assess the progress of the project and take measures to overcome any constraints. The committee should conduct a semestrial report of indicators.

The **strategic/steering committee level**: this level of monitoring is carried out by the Steering Committee. It meets once every six months to monitor all peacebuilding activities, including this project. Its mandate is to assess the progress of the project, to give strategic orientations and to take important decisions with regard to the national context and issues.

UN-Habitat will oversee the process and facilitate the involvement of stakeholders at different stages. This will be supported by the monitoring and evaluation expert based at UN-Women. He will be coordinating this aspect under the leadership of the National Project Officer. This will be done in liaison with Municipal focal points, CSO and municipal facilitators. In total, 7.22% of the project budget will set aside for monitoring and evaluation activities, including launch and joint planning, collection of baseline and end line data and an independent evaluation.

- e) **Project exit strategy/ sustainability** – Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do concretely and pro-actively to try to ensure this support from the start. Consider possible partnerships with other donors or IFIs.

To ensure the sustainability of the initiative, the project elaborated with the collaboration of national institutions to ensure ownership will strengthen national and local capacities, focusing on institutions that are directly linked to local development and conflict prevention. Throughout the implementation of the activities, government leadership and ownership will be ensured as well as integration of some results for sustainability of the intervention. Collaboration with the FEICOM in the formulation process was a means to set up a framework to ease partnerships with this municipal financial institution to create opportunities for financial sustainability. By doing this, the project aims to leverage additional resources based on the production of effective community or social projects led by municipalities that can be funded by other donors or national institutions. It is in the spirit of ensuring adequate exit strategy that other public institutions including the National Advance School of Local Authorities (NASLA) will be involved in project execution cycle. Participatory mechanisms set up to promote community participation in analysing conflicts and supporting joint host-IDPs preventive actions will be shared with the Government of Cameroon to inform the Prevention and Resilience Allocation (PRA) under negotiation with the World Bank. This will mainly concern IDPs' education, capacity building, civic inclusion, and access to secure land. In this spirit, the project intends to contribute to support the Government reaching benchmarks under the PRA.

To ease exit strategy, the project will leverage on skills and tools produced by sectoral ministries and parastatals institutions to examine the diversity of conflict situations and existing preventive/resolution mechanism. Gaps will be identified and served as baseline for the elaboration of a guide on advancing social cohesion, inclusive decentralization process and conflict prevention. In doing this, social and private stakeholders will be mobilized and engaged during democratic dialogue for decision making. In addition, the project will include a specific activity to identify lessons learned and potential leverage points for scaling up engagement, including mobilizing donor partners and other partners such as the World Bank. The agenda of the Steering Committee meetings will include a standing item on the scaling up and continuation of the work and discussions on a possible sustainability phase.

A budget is set aside to support the elaboration and monitoring of the exit and sustainability principles and strategy. The purpose is to ensure that specific workshop with key local and national stakeholders are reserved to exit strategy and sustainability and different stage to track progress toward ownership and mechanism for the replicability of project. This will be done at the beginning of the project to build joint vision about the exit plan and institutionalisation of tools or practices. It is expected that this aspect will be evaluated at the end of the

project. The overall exit strategy and sustainability will be built on the along the following principles with local governments, IDPs and host communities mainly representatives of women, girls, and boys:

- i. Planning for exit from the beginning;
- ii. Facilitating local engagement,
- iii. Building political support,
- iv. Ensuring that the theory of change provide clarity and consistency on how activities contribute to intended outcomes at the end of the project;
- v. Presenting the theory of change to key stakeholders;
- vi. Joint adoption of the exit strategy;
- vii. Promoting result-based planning;
- viii. Closing and handing over well.

f) Project budget

The project presented is the result of dialogues between the UN agencies and between the latter and the national institutions. They have allowed to determine the required staff and to estimate the costs according to the UN grids. Secondly, the costs of the activities were made on the basis of previous interventions and those applied by the development partners in the intervention sites. Finally, the budget for the independent evaluation was based on the fees applied by UN-Habitat for this type of activity.

Regarding the execution of the budget, UN-Habitat will be the lead agency for the implementation. It will be in charge of recruiting a national project manager (level II/2 consultant). The latter will work under the supervision of an Advisor specialised in conflict prevention and insecurity issues. UN-Habitat will organise the launch meetings and meetings of the project's steering and monitoring bodies. It will work with UN-Women to ensure that all stakeholders spend or commit at least 75% of the budget received in the first tranche.

UN-Women will ensure the coordination and integration of the gender and peace dimension in all activities through a national expert (SB4/8). This activity will also ensure that the commitments to respect the engagement of women, girls and people with disabilities in the gender policy are respected. In addition, UN-Women will be responsible for communication and visibility. It will ensure that all reporting commitments are met.

UN-Habitat will fund the baseline studies and the independent evaluation. The latter will be based on monitoring reports coordinated by UN-Women through a national expert (SB4/4). The latter will set up a participatory monitoring framework according to the guidelines of the GFP and in concert with national and local institutions.

To carry out these functions and positions UN-Habitat will receive US\$ 200,000 and UN-Women will receive US\$ 152,350. Part of the budget will be devoted to technical and general support activities. The remaining \$1.647 million will be divided between UN-Habitat (\$1.005 million) and UN-Women (\$0.641 million), including indirect costs.

For a detailed breakdown of the budget in terms of operations and activities to be carried out are included in the detailed budget files, please consult Annex D of the Excel budget.

Annex A.1: Checklist of project implementation readiness

Question			Comment
Planning			
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline	X		
2. Have TORs for key project staff been finalized and ready to advertise? Please attach to the submission		X	This will be done upon approval of the project. The profile of key staff are described in the project document.
3. Have project sites been identified? If not, what will be the process and timeline	X		Municipalities were selected and then proposed a list of neighbourhoods. After conflict analysis and mapping communities' preparedness, one site will be chosen for investment related to the projects
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.	X		During the field mission organized November 2020 and consultative meeting in February and July 21
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?	X		
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	X		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation site approaches. Government contribution?	X		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	X		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	X		Joint Workshop with key stakeholders, undertake baseline studies
Gender			
10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	X		
11. Did consultations with women and/or youth organizations inform the design of the project?	X		
12. Are the indicators and targets in the results framework disaggregated by sex and age?	X		
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	X		

Annex A.2: Checklist for project value for money

Question		Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	X	Yes. Main actions to be undertaken under activities are specified.
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	X	The unit was borrowed from UN and UNV staff costing, previous conflict analysis studies in the DRC and Guinea, Cameroon. Cost for identification document were derived from an estimation provided during the formulation of the project
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	X	the project budget covers all the interventions planned in the three regions, it takes into account the fact that the target localities are located at great distances from each other and sometimes difficult to access depending on the season and the state of the roads.
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	X	The staffing is less than 20%.
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	X	Operational cost and including travel are less than 10% The project will mostly use national staff. The selection of women will be promoted. One international staff will provide periodic support on conflict analysis and prevention approaches. This will be provided as UN-Habitat in kind contribution.
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.	X	The overall amount is amount 6.37% Facilities of local governments, implementing partners and part of their materials and equipment will be used to deliver the project
7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.	X	Hiring will not be cost benefit within the 24 to 30 months of operation. For long distance a reliable case is required. The distance between the 5 sites is high and due to periodic monitoring activities, there will

			<p>be the need to set aside a car for immediate movement and support to field activities. Renting for monitoring and support evaluation will cost</p> <p>An average of \$20000 (10 days*\$200*4time a year*2years). For campaigns and awareness raising there is need to rent another car which can take the overall rental cost to \$30000. By buying, the acquisition cost is estimated at \$38000 and the driver will be co-shared with another project. This will be used in the West region and backstop activities in Loum council. A second car provided by UN-Habitat.</p>
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.	X		<p>UN-Habitat</p> <p>Expertise is conflict and security analysis, and experiences and provision of advisory service to developing bankable project to ensure sustainability of the project This will be provided as in-kind contribution by UN-Habitat. It is an equivalent of 2 month per year at P4 position for 2 years.</p> <p>In addition, office space will be another in Kind contribution. One car will Duster, will be used by the project for operations in Yaoundé and support to Douala. While, the second car will serve for operational activities in Bafoussam, Dschang, Loum and Badaïjou. This is estimated at \$70000</p> <p>UN-Women</p> <p>the facilities, equipment, vehicles and some staff of ONU FEMMES are made available to the project</p>

Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially close a project, each RUNO must refund unspent balance of over 250 USD; indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

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

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations 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 Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the 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.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

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

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
30 April	Report Q1 expenses (January to March)
31 July	Report Q2 expenses (January to June)
31 October	Report Q3 expenses (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be 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 Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (NOTE: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the

agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (NOTE: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.

- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.¹¹
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

¹¹ Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs/Activities	Indicators	Means of Verification/frequency of collection	Indicator milestones
Outcome 1: Conflicts between IDPs and host communities related to competition and tensions over economic opportunities, land, and housing are reduced		Outcome indicator 1.a Proportion of target population (hosts and IDPs), recognizing a more inclusive access to socio economic opportunities (Land – Housing – Market Place) Baseline: TBD Target: At least 70% (disaggregated data for displacement status, age, sex, disability and ethnic group)	Perception survey • Measured at midterm and endline	Proportion at the baseline, at the midline and at the endline
SDG11: Make cities and human settlements inclusive, safe, resilient and sustainable				
SDG16: Peace, justice and strong institutions.	Output 1.1 Local communities (hosts and IDPs, especially women) have access to available land/resources, sustainably secured and used for the practice of agro-pastoral activities	Output Indicator 1.1.a Proportion of IDPs (including women and youth) who have sustainable access to agricultural land Baseline: TBD Target: At least 40% (disaggregated data for displacement status, age, sex, disability and ethnic group) Output Indicator 1.1.b Proportion of herders who have sustainable access to grazing land Baseline: TBD Target: At least 60% (disaggregated data for displacement status, age, sex, disability and ethnic group) Output Indicator 1.1.c Reduction rate of conflicts between farmers and herders, house tenants and owners. Baseline: TBD	Projects reports • Measured each year Project reports • Measured each year Project report – survey report Report of data collected from local authorities and resource persons Report of survey on targeted population or localities	At least 15% improvement in year 1 and 30% improvement in Year 2 At least 30% improvement in year 1 and 50% improvement in Year 2 Report of the baseline analysis of farmers – herders and tenants - owners conflicts

<p>Activity 1.1.1 Support local governments to undertake rapid integrated spatial planning analysis and access to land and basic services in consultation with civil society, traditional rulers, and representative of IDPs and host communities</p> <p>Activity 1.1.2 Identification and support for securing local land transfer or transaction initiatives</p> <p>Activity 1.1.3 Support the demarcation and respect of agricultural and grazing areas</p> <p>Activity 1.1.4 Support the development of new production areas¹² and spaces distribution</p>	<p>Target: TBD (disaggregated data for displacement status, age, sex, disability and ethnic group)¹²</p>	<p>Project report</p> <ul style="list-style-type: none"> Measured after 20 months 	<ul style="list-style-type: none"> Revision of existing the current municipal development plan integrate conflict prevention and management issues into municipal plans
	<p>Number of Inclusive and gender-responsive spatial development plans available (Prevention and Management of conflicts)</p> <p>Baseline : 0</p> <p>Target : 5 spatial development plans</p>	<p>Project report – Verbal trials (PV)</p> <ul style="list-style-type: none"> At the end of each year 	<p>30% at the end of Year 1</p> <p>50 % at Year 2</p>
	<p>Percentage of land transaction recorded at the municipality land registry (one stop land office)</p> <p>Baseline 0</p> <p>Target : At least 30% above baseline</p> <p>Surface areas of agricultural and pastoral land where demarcation have been clarified by local public authorities and traditional chiefs to reduce in conflict¹³</p> <p>Proportion of land disputes finally and consensually resolved by local authorities</p> <p>Baseline : TBD</p> <p>Target : TBD</p>	<p>Project report – Diagnosis reports</p> <p>Demarcation verbal trials (PV) – charter of understanding between farmers and breeders</p> <ul style="list-style-type: none"> At the end of each year 	<p>Diagnosis report at the end of the first semester</p>
	<p>Total surface areas distributed to IDPs</p> <p>Baseline : 0</p> <p>Target : TBD in each municipality</p> <p>Number of IDPs and host communities' households exploiting newly distributed land to increase agriculture production (gender sensitive)</p>	<p>Project report</p> <ul style="list-style-type: none"> At the end of each semester 	<p>Identification and registration of new agricultural production areas at the end of the first semester</p>

¹² By disaggregating at output level, we assume that all the output activities will be submit to the same disaggregation factors

¹³ Local authorities mentioned this possibility of demarcation if support is available

¹⁴ The local authorities in Babadjou, Loum and Dschang have mentioned the possibility of creating and developing new production areas, the project would like to facilitate these arrangements while ensuring that it is gender sensitive

<p>Activity 1.1.5 knowledge transfer and capacity building on sustainable land management</p> <p>Activity 1.1.6 Support local authorities and communities led organization in the sensitization of population on peaceful conflicts resolution and intercommunity dialogue</p>	<p>Baseline: 0 Target : at least 10 /Municipality</p>	<p>Number of sensitization workshops</p> <p>Baseline: 0 Target : 10 /municipality</p> <p>Number of sensitized women, youth and IDPs participating in activities to popularize and disseminate the messages and promote living together in their communities</p> <p>Baseline : 0 Target : 2500/Municipality</p> <p>Local authorities and communities' members (sex and age disaggregated) perceptions on participants understanding of peaceful conflicts resolution and approaches of intercommunity dialogues</p> <p>Baseline : 0 Target : TBD</p>	<p>Project report</p> <ul style="list-style-type: none"> At the end of each semester <p>Project report</p> <p>At the end of each semester</p>	<p>Success stories at the end of the first year</p> <p>Map of conflicts situations in the municipalities</p>
	<p>Output 1.2: IDPs, especially women and children, have access to decent housing conditions and tenant / landlord relations improve through better support from the municipality</p>	<p>Output Indicator 1.2a Number of IDPs who have access to decent housing and basic sanitation services</p> <p>Baseline:TBD Target: 250 persons (disaggregated data for displacement status, age, sex, disability and ethnic group)</p> <p>Output Indicator 1.2b Reduction rate of tenant/landlord conflicts</p> <p>Baseline:TBD Target: - 30% of TBD</p>	<p>Projects reports – baseline, mid and endline reports</p> <ul style="list-style-type: none"> Measured at baseline – midline - endline <p>Projects reports – technical report on tenant /landlord relationship</p> <ul style="list-style-type: none"> Measured each year at the level of local authorities and with a survey conduct over the targeted areas 	<p>At year 1; municipal plan to improve IDPs' access to housing</p> <p>Baseline report</p> <p>Quarterly reports of head of neighbourhoods</p>

<p>Activity 1.2.1 Mapping and description (quantitative / qualitative) of housing spaces available in the municipality and access conditions</p> <p>Activity 1.2.2 Support the municipalities in the restoration/ construction of municipal homes for women, girls and children to reduce promiscuity and gender-based violence</p> <p>Activity 1.2.3 Facilitate the access of women, girls and communities to basic sanitation services</p> <p>Activity 1.2.4 Support mediation between tenants and landlords in urban areas</p> <p>Output 1.3 Mechanisms for the prevention of tension in market spaces related to taxation are promoted with the lead of women and youth organizations</p>	Existence of a housing mapping with qualitative description in each target municipality Baseline: 0 Target: 1 /municipality	Map document	Tors of mapping activity participatively drafted with the municipality
	Number of municipal homes available Baseline: 0 Target: at least 2 /Municipality	Projects reports • Measured at the midterm review	List of neighbourhoods to develop – list of houses to restore
	Proportion of targeted women and girls who have access to basic sanitation services in the targeted areas of the municipality involved number of dispute resolved Baseline: 0 Target: at least 180 per above the baseline	Projects reports • Measured at the midterm review	List of targeted population
	Output Indicator 1.3a Proportion of targeted IDPs who have access to retail places Baseline: TBD Target: At least 80% above baseline of those targeted under this outcome (disaggregated data for displacement status, age, sex, disability and ethnic group)	Projects reports • Measured at the end of each year	List of existing conflicts identified
	Output Indicator 1.3b Number of registered disputes on marketplaces (Hosts and IDPs) Baseline: TBD Target: At least - 50% TBD (disaggregated data for displacement status, age, sex, disability and ethnic group)	Projects reports – Survey report • Measured each year	At the end of the first semester, registration list of IDPs involved in commercial activities
Output Indicator 1.3c Formalisation of municipal taxes processes Baseline: TBD Target: Observation of change		Project report • Measured each year	Baseline report on types of tax conflicts

<p>Activity 1.3.1 Support the mapping of commercial spaces available in the municipality</p> <p>Activity 1.3.2 Support the municipalities in the inclusive equipment (considering the specific needs of women and vulnerable people) of commercial spaces</p> <p>Activity 1.3.3 Produce tools on taxation schemes and the municipal taxation system or requirements by sector of activity</p> <p>Activity 1.3.4 Sensitization of traders on their rights and duties, including the payment of municipal taxes</p> <p>Activity 1.3.5 Support for the organization of women led municipal awareness campaigns and dialogues on local taxation and peaceful tax collection in marketplaces, neighbourhoods, and training institutions</p>	<p>Number of mapping of commercial spaces</p> <p>Baseline: TBD</p> <p>Target: 5 (/ /municipality)</p> <p>Municipal ability to better equipped commercial spaces (public toilets, water points, rubbish bins, covered shopping area)</p> <p>Baseline: 0</p> <p>Target: Existence of tools</p> <p>Number of tools produced</p> <p>Baseline: 0</p> <p>Target: 5 (1 /municipality)</p> <p>Number of traders sensitized through campaigns (age and sex disaggregated)</p> <p>Baseline: 0</p> <p>Target: 1500 (2 /year /municipality)</p> <p>Proportion of traders claiming a better understanding of their rights and duties, including the payment of municipal taxes (age and sex disaggregated)</p> <p>Baseline: 0</p> <p>Target: At least 60%</p> <p>Number of women organisations leading sensitization campaigns</p> <p>Baseline: 0</p> <p>Target: 10 (2 /year /municipality)</p> <p>Proportion of sensitized people claiming a better understanding of the importance of paying taxes (age and sex disaggregated)</p>	<p>Map document</p> <p>Measured at the end of the 1st year</p> <p>Project reports</p> <p>Measured at the end of the Year 2</p> <p>Project reports</p> <p>Measured at the end of the Year 1</p> <p>Project reports</p> <p>Measured at the end of the Year 1</p>	<p>Tors of mapping activity</p> <p>participatively drafted with the municipality</p> <p>map of commercial spaces</p> <p>Report on local tax collection practices</p> <p>Report on local tax mediation and collection practices</p> <p>Report on local tax collection practices</p>
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15 water points, toilets, public lighting, waste collection and management tools, etc.....

<p>Outcome 2: Improved capacities of local governments to address the structural causes of conflicts induced or exacerbated by displacement in collaboration with local, traditional, and religious authorities, community-based organizations and the police</p> <p>(Any SDG Target that this Outcome contributes to)</p> <p>SDG11: Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>SDG16: Peace, justice and strong institutions.</p> <p>(Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement, and if so, year of UPR)</p>		<p>Baseline : 0</p> <p>Target : At least 60%</p> <p>Outcome Indicator 2.a :</p> <p>Rate of populations (disaggregated data for IDPs and host byage, sex, disability and ethnic group) claiming that their needs are better considered by local governments</p> <p>-measured at the beginning end of the project</p> <p>Baseline: TBD</p> <p>Target: 60%</p>	<p>Satisfaction survey among target audiences</p>	<p>Consultant report available by the end of the month 3</p>
		<p>Outcome Indicator 2.b:</p> <p>Proportion of local institutions including women and youth organisations satisfied with the promotion of conflict prevention and response to in public spaces and institutions (e.g schools, neighbourhoods administrations, municipal and decentralized Administrations; Police; Village Courts; community development groups or committees). -Measured at the beginning and end of the project</p> <p>Baseline: TBD</p> <p>Target: 70%</p>	<p>Survey report</p> <p>Evaluation report</p>	<p>List of institutions</p>
		<p>Outcome Indicator 2.c</p> <p>Percentage (%) increase in the proportion of female representatives in local dialogue, conflict resolution and insecurity prevention processes.</p> <p>Baseline: TBD</p> <p>Target: TBD (disaggregated data for displacement status, age, disability and ethnic group)</p>	<p>Project reports</p>	<p>List of existing local mechanisms</p>

Output 2.1: Municipal authorities have a better understanding of structural conflict analysis and security challenges induced or exacerbated by displacement	Output Indicator 2.1.a Percentage of municipal authorities having a better understanding of conflict factors caused or exacerbated by displacement Baseline: TBD Target: At least 60% / /Municipality Number of map produced Baseline: TBD Target: 5 (1 /Municipality) Number of study reports Baseline: 0 Target: 5 (1 /Municipality) Number of public administration and associations using the report Baseline: 0 Target: 20 Number of local authorities, local associations and partners using Do No Harm reports to reduce conflict sensitivity when interacting with IDPs and host communities or managing conflicts Baseline: 0 Target: at least 35 (7 /Municipality) Number of strategies available Baseline: 0 Target: 5 (1 /Municipality) Number of local authorities, local associations and partners using Do No Harm reports to reduce conflict sensitivity when interacting with IDPs and host communities or managing conflicts Baseline: 0 Target: at least 35 (7 /Municipality) Number of strategies available Baseline: 0 Target: 5 (1 /Municipality) Number of local authorities, local associations and partners using Do No Harm reports to reduce conflict sensitivity when interacting with IDPs and host communities or managing conflicts	Project report Workshop evaluation reports Survey conducted on municipal authorities in each municipality • Measured at the end of the first year Map document Measured at the end of the 1 st year Study reports at the first semester Survey over local authorities at the Third semester of the project Do Not Harm reports Strategy document Charter of engagement or decision to use the manual to guide local conflict prevention interventions	Mapping of conflicts and insecurity areas Tors of mapping activity participatively drafted with the municipality Tors of the activity List of local authorities, local associations and partners promoting IDPs and host communities relations or managing conflicts Report on the study of the prevalence of gender specific conflicts List of local authorities, local associations and partners promoting IDPs and host communities relations or managing conflicts Manual on conflict prevention
	Activity 2.1.1 Mapping of the location of IDPs in each municipality Activity 2.1.2 Study the gender dimension of specific conflicts: their roots, reduction and prevention mechanisms in the context of IDPs and host communities' relations, to allow differentiated solutions Activity 2.1.3 Analyse conflict sensitivity and do no harm situation affecting conflict mediations and municipal service delivery Activity 2.1.4 Elaborate municipal strategies for inclusive governance and conflict prevention based on people perception of peace in their localities Activity 2.1.5 Develop a manual on gender-sensitive conflict prevention responsive interventions		

			Target : at least 50 /10 Municipality	
	Output 2.2: Municipalities have a revitalized inclusive governance and planning mechanisms helping to prevent conflicts over land, markets and housing		Output Index 2.2: Degree of vitality of municipalities This index will be measured by aggregating the results of the following indicators	•
			Output Indicator 2.2.a Proportion of local authorities and resource persons trained ¹⁶ in each municipality • measured at the end of each year Baseline: 0 Target: at least 75% in each municipality	Project reports – attendance list Measured at the end of each year
			Output Indicator 2.2.b A Locally adapted prevention and management crisis strategy available in each municipality involved Baseline: 0 Target: 5 Municipalities at the end of the first year	Communal crisis response strategy document Map of different types of conflicts available at the end of the first semester
			Output Indicator 2.2.c Number of Awareness campaign against lands and governance related conflicts host in the municipalities targeting both IDPs and host populations Baseline: 0 Target: 25 (2/Year/Municipality)	Awareness campaign report month – project report • Measured at the end of each year
			Output Indicator 2.2.d Number of local conflict prevention and management mechanisms	Project reports – Verbal trials reports (PV) • Measured annually
				Midterm review report availability of a document listing all the local conflict prevention and management mechanisms by the end of the first semester

¹⁶ The training themes are developed on the basis of the identification of governance issues related to the presence of IDPs in each municipality

		strengthened or put in place in each municipality		
	Activity 2.2.1 Assess the level of participation of communities in local governance planning, finance, spatial planning and promotion of conflict prevention	Baseline: TBD Target: at least 70% Survey data on the level of community participation in local governance planning, finance, land use planning and the promotion of conflict prevention.	Survey report	Tors of the activity
	Activity 2.2.2 Promote local public and private institutions capacities to enhance inclusive governance and dialogue on conflict prevention, with a focus on the arrival and settlement of IDPs (disaggregated by gender and age).	Baseline: 0 Target: 1/municipality Number of technical notes or guide on fostering conflict prevention through inclusive municipal governance	Projects reports Measured at the end of each year	Assessment report
	Activity 2.2.3 Support the implementation of municipal strategies and mechanisms for inclusive governance and prevention of conflicts based on spatial measures through municipal conflict prevention committees	Baseline: 0 Target: 1 Number of organized conflicts prevention campaigns	Projects reports Measured at the end of each year	Availability of municipal strategies
	Activity 2.2.4 Facilitate the improvement of IDPs and community-oriented conflict prevention and management mechanisms	Baseline: 0 Target: 20/semester/municipality Number of joint IDPs and Host community prevention actions	Projects reports Measured at the end of each year	List of local mechanisms
	Activity 2.2.5 Facilitate the dialogue to plan and implement participatory budgeting for executing conflict prevention and mediation, and municipal land use plans with the focus on practices led by women, girls, and people with disabilities	Baseline: 0 Target: 10 above baseline Number of dialogue session	Projects reports Measured at the end of each year	List of training module /municipality
	Activity 2.2.6 Training of local actors including Communities based organizations on mapping and managing factors	Baseline: 0 Target: 2years /municipality Number of training workshops	Projects reports Measured at the end of each year	List of training module /municipality

	of existing conflicts and disputes induced by displacements	Target: 2/years /municipality		
	Output 2.3 Inclusive local conflict prevention mechanisms are promoted	Output Indicator 2.3a A list of indicators participatively set up in each municipality Baseline: 0 Target: 5	Project reports • At the end of the third semester of the project	Convention with the CSO partner
		Output Indicator 2.3b A Classification of safer neighbourhood available in each municipality/ Baseline: 0 Target: 5	Project reports • End of the third semester of the project	Convention with CSO partner
	Activity 2.3.1 Facilitate exchanges with host and IDPs community leaders and local authorities for the identification of participatory approaches to be deployed for conflict risk monitoring, conflict prevention and community security classification	Number of manual on conflict prevention and level of communication safety. Baseline: 0 Target: 5	Project reports • End of the 1st semester of the project	List of local approaches
	Activity 2.3.2 Facilitate inclusive exchanges with community leaders (including women) and local authorities for the identification of local indicators and frequencies for monitoring conflict, prevention actions and community security levels	Number of guidelines on conflict mapping and monitoring in displacement areas Baseline: 0 Target: 5	Project reports • End of the 1st semester of the project	List of existing gender sensitive local approaches Gender sensitive technical note on indicators and frequency for monitoring conflict and prevention actions
	Activity 2.3.3 Launch participatory approaches and local criteria for classifying the level of conflict, preventive actions and security in the neighbourhoods or public spaces of the municipalities	Number of municipalities with a participatory approaches and local criteria for ranking the level of conflict; preventive actions, and safety in neighbourhoods Baseline: 0 Target: 5	Project reports • End of each year	List of indicators
	Activity 2.3.4 Provide advisory support to municipal authorities in decision	Number of training workshops Baseline: 0	Project reports • End of the 1st semester of the project	List of training modules

	making to improve the conflict situation and the sense of peace	Target: 2/municipality/year.		
	Activity 2.3.5 Produce and follow up exit and sustainability principles and strategy	Exit Strategy available Baseline: 0 Target: 1 /municipality	Project reports • End of each year	Tors of the activity
	Activity 2.3.6 Support local authorities and communities led organization in the sensitization of population on peaceful conflicts resolution and intercommunity dialogue	Number of training workshops Baseline: 0 Target: 2/municipality/year	Project reports • End of each year	List of training modules
Outcome 3: Enhanced trust between IDPs, host communities and local government through better civic inclusion and community safety		Outcome Indicator 3.a Proportion of the target population using the administration to manage their problems in the selected areas. Baseline: TBD Target: 20% on top of the baseline (40% of women and 40% of young boys and girls)	Evaluation report	100 stakeholders at the month 12 and 50 more at the end of the project
(Any SDG Target that this Outcome contributes to) SDG11: Make cities and human settlements inclusive, safe, resilient and sustainable		Outcome Indicator 3.b. Percentage of perceived equity in access to land and housing rights. Baseline: TBD Target: +30 % of the baseline (disaggregated data for displacement status, age, sex, disability and ethnic group)	Baseline and end line reports	CSO report on the improvement of IDPs and host community's confidence and sense of openness to promote dialogue and multiculturalism
(Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR)		Outcome Indicator: 3.c Proportion of target population who have sustainably increased their revenues due to the project Baseline: 0 Target: 50 % (including 70% women) (disaggregated data for displacement status, age, sex, disability and ethnic group)	project reports • Measured at the end of each year	Report on job opportunities for youth and women among IDPs and host communities at the end of the first semester

Output 3.1 Access to civil registration documents (Birth Certificates and ID cards) is facilitated for IDPs and local populations through support to municipalities and competent services	Output Indicator 3.1a Proportion of targeted population with at least a valid birth certificate in selected areas Baseline : 0 Target: 60%	Project reports List of new civil registration delivered	Registration list of IDPs in need of civil documentation
	Output Indicator 3.1b Number of registered pleas targeting identification centres for the issuance of ID cards Baseline : 0 Target: 1 /Semester	Advocacy reports Projects reports Measured annually	List of identification centers in each municipality
	Output Indicator 3.1c Number of awareness campaigns in each municipality targeting local populations and IDPs for the establishment of birth certificates and national identity cards) Baseline : 0 Target: 1 /Quarter /Municipality	Projects reports -- campaign reports	Municipal map of areas hosting IDPs and host populations in need of civil documentation
Activity 3.1.1 Support municipal authorities to produce and distribute technical notes on the IDPs situations and challenges to ease decision making for their socio-economic and cultural inclusion	Baseline : 0 Target: 5 (1 /municipality) National and international stakeholders satisfied and using the technical notes to support integration and relations between IDPs and host communities	Project reports <ul style="list-style-type: none"> End of the 1st semester of the project Focus group or interview to key informant 	List of public, private and international institutions working or supporting IDPs and host communities Methodological guidelines
Activity 3.1.2 Support local authorities and IDPs associations to map and share a database and reports on communities needs for civil registration documents	Baseline : 0 Target: 35 Number of IDPs oriented reports on civil registration situation and needs Baseline: 0 Target: 5 (1 map/communities) Proportion of local authorities having a better understanding of civil documentation needs in their	Project reports <ul style="list-style-type: none"> End of the 1st year 	List of local approaches

		municipalities, especially for IDPs and vulnerable host communities.			
Activity 3.1.3 Organize awareness raising campaigns and advocacy events on the importance of civil registration documents	Baseline: 0 Target: At least 60% Number of awareness campaigns and advocacy events	Baseline: 0 Target: 10 /municipality Proportion of population with National Identification Cards and Birth Certificate produced after the new partnership (axe and sex disaggregated)	Project Report - Awareness Campaign Report At the end of the second Trimester	At least 4 by the end of the first year	
Activity 3.1.4 Facilitate partnership between municipalities and relevant public institutions to produce National Identification Cards and Birth Certificate	Baseline: 0 Target: +30% above the baseline Number of public/field hearings held	Baseline: 0 Target: 5 /municipality Number of training workshops and awareness campaigns	Project report - collaboration agreement At the end of the third Trimester	List of partners and agreement in the third quarter	
Activity 3.1.5 Organize quarterly public hearing/fairground hearings to produce registration documents	Baseline: 0 Target: 10 /municipality	Baseline: 0 Target: 10 /municipality	Project Report - Enrolment Report At the end of the third Trimester	Hearing Report	
Activity 3.1.6 Promote the respect of Do No Harm Principles and protocol locally validated in implementing civil registrations, conflict prevention and other activities	Baseline: 0 Target: 10 /municipality	Baseline: 0 Target: 10 /municipality	Project report - Charter validation minutes At the end of the first Trimester	List of signatory actors	
Output 3.2 Dialogue frameworks for advancing community participation in decentralisation and multiculturalism are promoted	Output Indicator 3.2.a Number of sensitizations campaigns targeting local stakeholders ¹⁷ organized in each municipality on communities (including IDPs) participation in local governance	Baseline: 0 Target: twice per year /municipality Output Indicator 3.2.b Number of stakeholders (CSO, women federation and local authorities) that	Project reports Measured at the end of each	One campaign in any municipality	
			Agreements signed	100 stakeholders at the month 12 and 50 more at the end of the project	

¹⁷ Local associations, councils, etc

		have signed an agreement with the project to promote multiculturalism Baseline: TBD Target: 50 (10 per municipality)			
		Output Indicator 3.2.c Number of activities organized quarterly in each municipality to promote dialogue and multiculturalism Baseline: 0 Target: 1/quarter	Project reports Measured at the end of each		25% at year one and 50% at the end of the project
	Activity 3.2.1 Support municipalities to produce brochures to disseminate the new decentralization law and Multiculturalism principles for wider distribution among IDPs and host community	Number of brochures distributed in English, French and/or 'pidgin' Baseline: 0 Target: 2000 distributed (400/municipality)	Project Report - Mailing List At the end of the first Trimester	Report of information meeting	
	Activity 3.2.2 Support IDPs and host communities to develop disaggregated people-oriented awareness raising action plans for improving the understanding and joint initiatives to promote multiculturalism	Number of IDPs and host communities attending awareness campaigns or workshops on multiculturalism in public spaces and at city halls (disaggregated by sex and age) Baseline: 0 Target: 500 (100 /municipality)	Project report - Action plans At the end of the first semester	Minutes of the planning workshop	
	Activity 3.2.3 Facilitate women contribution to the production and broadcasting of multiculturalism-oriented programme on local radio and youth prone social media	Proportion of women involved in the production and broadcast of multiculturally oriented programs on local radio and social media for youth. Baseline: 0 Target: at least 70%	Project report - Documentary - Feature At the end of the third Trimester	Women's Activity Report	
	Activity 3.2.4 Facilitate the participation of person with disabilities in the production and broadcasting of multiculturalism-oriented programme on local radio and youth prone social media	Proportion of people with disabilities involved in the production and broadcast of multiculturally oriented programs on local radio and social media for youth. Baseline: 0 Target: at least 60%	Project report - Documentary - Feature At the end of the third Trimester	Activity Report of Persons with Disabilities	
	Activity 3.2.5	Number of awareness campaigns	Project report - list of participants	Report of the various meetings	

	Encourage women-led creation and enhancement of multi-cultural events in public spaces on multiculturalism, community participation and conflict prevention Activity 3.2.6	Baseline: 0 Target: 10 /municipality	At the end of the second quarter	
	Support the creation of formal partnerships between host and IDPs community associations and municipalities to foster inter-community dialogues and participation in the provision of decentralized public order Output 3.3	Number of formal partnerships created between associations of host communities and displaced persons and municipalities Baseline: 0 Target: 20 /municipality	Project report - list of members of the different platforms At the end of the third Trimester	Platform commitment charters signed at the end of the second quarter
	The local economic value chains are promoted for increasing job opportunities for both IDPs and host communities	Output Indicator 3.3.a Number of inclusive value chains identified in the local economy. Baseline: 0 Target: 3 /Municipality	Project implementation report / Measured annually	Value chains identification report
		Output Indicator 3.3.b Number of joints (Host and IDPs) selected project supported Baseline: 0 Target: At least 20 /Municipality	Project implementation report / Measured annually	9 projects at the year one, 26 at the year 2
		Output Indicator 3.3.c Number of projects (involving IDPs or Host populations) supported in value chains identified Baseline: 0 Target: At least 50 /Municipality (At least 60% of supported projects involve women) Output Indicator 3.3.d	Project implementation report / Measured annually	9 projects for 100 job at the year one, 26 for 400 jobs at the year 2
		Number of people who have benefited from technical and managerial capacity building in elaborating and launching a business plan in each municipality	Project implementation report / Measured annually	development of training themes

	Activity 3.3.1 Analyse existing potential and promising local economic value chains (LEVC) as a mean to minimize job competition and related conflicts between IDPs and host communities	Baseline: 0 Target: 500 (disaggregated data for displacement status, age, sex, disability and ethnic group) Number of municipalities who adopted LEVC for selected products or services Baseline: 0 Target: 5	Project report - value chain presentation sheets At the end of the third Trimester	Diagnostic report (year 1)
	Activity 3.3.2 Establish a framework of collaboration between the project, the financial institutions, and local authorities to foster access to finance for local economy development	Number of municipalities with a collaborative framework between the project, financial institutions and local authorities Baseline: 0 Target: 5	Project report - list of partners - agreement At the end of the fourth Trimester	Notice of commitment
	Activity 3.3.3 Propose models for enhancing economic insertion of IDPs and minimize conflict with host communities	Emerging municipal IDPs oriented economic insertion models documented Baseline: 0 Target: 5	Project report At the end of the fourth quarter	Model sheet
	Activity 3.3.4 Facilitate the production of business plans including credit management checklist, loan request principles, and ICT-led marketing and sale strategy to kick-off grouped/cooperative income generating activities	Number of Business plan produced Baseline: 0 Target: 15/municipality	Project report - list of initiative holders At the end of the fourth Trimester	Business plan at the end of the first year
	Activity 3.3.5 Train targets groups/existing or newly created cooperatives in the use of ICT to promote online marketing and sales at local, national and global levels	Number of training workshop Baseline: 0 Target: 10 /municipality	Project report - list of initiative holders At the end of the fourth Trimester	Training workshop report
	Activity 3.3.6 Mobilise microfinance and finance institutions to provide technical and financial support for the economic insertion of selected IDPs and host communities	number of IDPs and hosts populations having a better understand of conditions for accessing loan and mortgage (Disaggregated by age, sex) Baseline: TBD	Project report - list of initiative holders - list of support granted At the end of the fourth Trimester and each semester subsequently	report on rapid assessment of IDPs and host community's financial inclusion

	<p>Activity 3.3.7</p> <p>Support local authorities to advocate for increasing the access of IDPs and host communities small scale enterprises organizations or cooperatives to microfinance or banking loan and municipal procurement/contracts</p>	<p>Target: at least +25% above the baseline.</p> <p>Local public tenders, officers, microfinance or banking institutions satisfied with municipal role/advocacy to increase the access of very small- and small-scale enterprises or cooperative to loan and municipal contract</p> <p>Baseline: 0 Target: at least 35 (7 per municipality)</p> <p>Number of local charters to promote financial inclusion of IDPs and host communities' organisations.</p> <p>Baseline: 0 Target: 5</p>	<p>Project report - list of loans or municipal contracts</p> <p>At the end of year 1</p>	1 report per year per municipality
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For MPTFO Use

Totals				
	UN-HABITAT (budget in USD)	UN-WOMEN (budget in USD)	0	Totals
1. Staff and other personnel	\$ 343,200.00	\$ 158,350.00	\$ -	\$ 501,550.00
2. Supplies, Commodities, Materials	\$ 55,000.00	\$ 45,000.00	\$ -	\$ 100,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ 102,500.00	\$ 31,000.00	\$ -	\$ 133,500.00
4. Contractual services	\$ 136,300.00	\$ 78,000.00	\$ -	\$ 214,300.00
5. Travel	\$ 53,953.88	\$ 54,200.00	\$ -	\$ 108,153.88
6. Transfers and Grants to Counterparts	\$ 403,596.00	\$ 344,800.00	\$ -	\$ 748,396.00
7. General Operating and other Costs	\$ 32,500.00	\$ 30,759.00	\$ -	\$ 63,259.00
Sub-Total	\$ 1,127,049.88	\$ 742,109.00	\$ -	\$ 1,869,158.88
7% Indirect Costs	\$ 78,893.49	\$ 51,947.63	\$ -	\$ 130,841.12
Total	\$ 1,205,943.37	\$ 794,056.63	\$ -	\$ 2,000,000.00

Performance-Based Tranche Breakdown					
	UN-HABITAT (budget in USD)	UN-WOMEN (budget in USD)	0	TOTAL	Tranche %
First Tranche:	\$ 844,160.36	\$ 555,839.64	\$ -	\$ 1,400,000.00	70%
Second Tranche:	\$ 361,783.01	\$ 238,216.99	\$ -	\$ 600,000.00	30%
Third Tranche:	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 1,205,943.37	\$ 794,056.63	\$ -	\$ 2,000,000.00	