

Annex 4

UNSDG-HRM PROJECT PROPOSAL TEMPLATE

Title of Proposed Project:	Pilot of UNSDG Operational Guide on LNOB for UNCTs in Cameroon		
Submitted by: UN Resident Coordinator	Date:		
UN Organization/s: <sup>1</sup>	Resident Coordinator Office		
Lead implementing agency	UNDP, under the overall strategic leadership and guidance of the Resident Coordinator		
Other participating organizations	Engaged entities: WHO, OHCHR, UNAIDS, UNWOMEN, UNECA; ILO, UNSDG Task Team on LNOB, Human Rights and the Normative Agenda		
Project Duration (# of months):	6 months		
Budget (US\$) by source:	HRM MDTF: 41.850 + 7% GMS	UN Organization/UNCT/UNDG Regional Team:	OTHER:
Total Estimated Budget:	USD 41.850 + 7% GMS		

Names and signatures of participating UN organizations

This project document should be signed by all organizations that will be implementing the project and receiving funding from the UNDG-HRM. By signing this joint programme document, all signatories assume full responsibility to achieve results identified with each of them as shown in Table 1 and detailed in annual work plans.

UN organizations	
Name of Representative: Allegra baiocchi	
Signature	[Redacted Signature]
Name of Organization: Resident Coordinator	[Redacted Organization]
Date : 01/08/2019	[Redacted Date]
Name of Representative: Jean Luc Stalon	
Signature	[Redacted Signature]
Name of Organization	[Redacted Organization]
Date	02 AUG 2019

<sup>1</sup> Indicates the UN Organizations that have signed the MOU and will be receiving funding from the UNDG HRM to implement activities.

## **I. Situation/Context for the Proposed Joint Programme/ Project:**

The inter-agency Task Team for Leaving No One Behind, Human Rights and the Normative Agenda under the auspices of the UN Sustainable Development Group (UNDG) has developed an Operational Guide on Leaving No One Behind for UNCTs ("the LNOB Guide") to support UN Country Teams (UNCTs) in assisting Member States to operationalize the pledge to leave no one behind (LNOB). The implementation of the approach set out in this Guide, which is aligned with the UNDG human rights-based approach to development, will be a critical aspect of UNCT operations going forward, including rolling out the new UNDAF/UNSDCFs. The Task Team has established an LNOB Working Group to support the development of the Guide. This Task Team proposes to pilot the Interim Draft (March 2019) of the LNOB Guide in two to three countries in 2019, to obtain feedback to inform the revision and finalization of the LNOB Guide in late 2019. This proposal is for funding for the pilot in Cameroon.

UNCT Cameroon is interested in participating in the pilot of the interim draft of the LNOB Guide, in order to strengthen the UNCT's support to national response to implementation of the 2030 Agenda in a way that is consistent with the pledge to leave no one behind and reach the furthest behind first. The UNCT has identified a number of opportunities in 2019-2020 to improve key policies and processes in Cameroon through a greater focus on groups left behind and see the pilot of the approach in the LNOB Guide as an opportunity to strengthen the UNCT's support to national stakeholders to understand why they are left behind. In this sense, the study will help both the government and UNCT to develop evidence based policy to address structural causes of exclusion.

through identifying and contextualizing LNOB indicators and targets including of data gaps. This will contribute to i) identify those left behind in Cameroon; ii) understand the structural causes of exclusion of the populations left behind; iii) strengthen the capacities of the National Statistical System (State and other relevant stakeholders, such as CSO, academia, international organizations, etc.); iv) provide strategic data to mainstream the LNOB approach into national, regional and local development plans, strategies and programs; and v) improve the monitoring and reporting capacities to measure progress in SDG's implementation in particular to those who are left behind.

## **II. Methodology**

Under the strategic leadership of the RC, and with UNDP, OHCHR, UNAIDS, UNECA, UNWOMEN, ILO and WHO as the focal point agencies, the UNCT will, with support from the UNSDG Task Team on Leaving No One Behind, Human Rights and the Normative Agenda, apply the operational approach to LNOB recommended in the LNOB Guide in order to contribute to the UNCT deliverables identified below, including sharing experiences and feedback from engaged partners in Cameroon on the usefulness of the LNOB Guide and recommended support for implementation by other UNCTs. Through this project, the UNCT will be able to access additional funds and technical support from HQ and regional offices to support application of the recommended operational approach to LNOB as relevant in Cameroon's context (including measures to ensure meaningful participation of groups left behind), and to support the testing and feedback elements of the pilot.

The piloting will be supported by volunteer members of the LNOB Working Group and regional colleagues, under the overall leadership and guidance of the Task Team. The pilots will entail direct engagement with the Cameroon RC/UNCT. Such support is likely to include: technical assistance in implementing the approach set out in the LNOB Guide; design and development of capacity building materials to support the application of the LNOB Guide, and support to evaluation of the piloting and results to produce inputs for revisions to the Interim Draft. Piloting will also be supported through funding for activities and local costs, as set out in this project proposal. Pilot outputs are expected to be completed by September/October 2019. They will be drawn on heavily by the LNOB Working Group in the revision and finalization of the Guide.

### III. Purpose Statement:

- **description of the national content including need for operationalization of the pledge to leave no one behind and reach the furthest behind first;**

Cameroon ranks 151 out of 189 countries in the Human Development Index (2018). According to the latest household survey (ECAM-4/2014) the incidence of poverty in 2014 stood at 37.5%. The number of poor people in Cameroon in 2014 were 8.1 million. There are growing inequalities and disparities between regions, as well as between urban and rural populations, where nearly 60% of the total population resides, and where 90% of the people lives below the poverty line. About the labor market, the labor under utilization rate of young people is almost two times higher than the national average, these rates are still higher in the North and the Far north regions (Diagnosis of labor market, NEP20182). Moreover, the national economy is characterized by the predominance of workers in situations of vulnerability in the informal sector. In this regard, 90% of informal jobs are self-employed women and young people, with limited access to credit, to social protection and to the public market.

The country faces multiple challenges and has the 6<sup>th</sup> largest displaced population in the world, three million people are food insecure, and more than 1.5 million people need emergency health assistance.

In the Northern and Eastern regions (Far North, North, Adamawa, and the East), these challenges are characterized by long-standing marginalization and vulnerability, and the more recent consequences of external pressures related to Boko Haram and other groups (ISWAP), along with the conflict in the Central African Republic (CAR), particularly in the cross-border areas. These four regions lag behind in many of the human development indicators and suffer from high levels of chronic poverty. Altogether, they represent 65.5 percent of the poor households in the country.

In the English-speaking regions (North-West and South-West) of Cameroon, the sociopolitical demands from teachers and lawyers, which began in October 2016, turned into an armed insurrection at the end of 2017 and has turned into a civil war. Since September 2017, at least 1,850 people have been killed, and the crisis has spread over to the neighboring French-speaking regions of the West and the Littoral. The social and humanitarian impact of the crisis is considerable: most schools have been closed for two years, several health facilities were burned and destroyed reducing access to health care, more than 170 villages have been destroyed, 530,000 are internally displaced and 35,000 refugees fled into neighboring Nigeria. The conflict has had devastating effects for the local economy, which accounts for about one fifth of the country's gross domestic product. The protection of civilians is particularly at risk in all these regions, where insecurity and violence has created a climate of anxiety and widespread distrust, more conducive to human rights violations. The risks of outbreaks, sexual and gender-based violence and child protection violations have increased particularly in the North and South West regions, due to forced displacement, loss of activity for adults and the dropping out of school of girls and boys. Thousands of people living with HIV, including pregnant women, children and Key populations, are experiencing treatment breakdowns in these two crisis regions.

But beyond these images, the devastating impact of these crises is revealing and exacerbating pre-existing structural vulnerabilities, such as decades of chronic poor governance, lack of social-economic opportunities, etc. that left so many Cameroonians in poverty and vulnerable to natural disasters.

- **previous efforts of the UNCT;**

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<sup>2</sup> National Employment Policy, Ministry of Employment and Vocational Training, MINEFOP, ILO, 2018.

In 2015, Cameroun adopted the 2030 Agenda for Sustainable Development and committed to realize its ambitious 17 Sustainable Development Goals (SDGs). Along with other African countries, Cameroun has also adopted the continental Agenda 2063. Against these commitments, the Government has partnered with the UN to implement a series of actions for their implementation.

The UNCT provided support to assess the degree of alignment of the current National Development Plan with the SDGs; the ensuing *"Document National de Contextualisation et de Priorisation des Objectifs de Développement Durable (ODD) pour le Cameroun"* was validated in 2017. The coming to an end of the current national development plan (DSCE 2010-2020), and the preparation of the new medium-term national development strategy present an opportunity to identify Cameroun's SDG priorities and reflect them in the new national planning and policy framework.

Establishment of the UN SDG working group (2018).

At the request of the Government, UNDP has provided strategic support to strengthen policies to mobilize financial resources in support of the 2030 Agenda. In this regard, a Development Finance Assessment (DFA) is expected to be soon validated in July 2019.

In 2016, UNDP supported the government to prepare the "National SDGs Indicators Baseline Report", which will help to measure SDG achievements by 2030. Also, UNDP has been working with the government on the preparation of the National Human Development Report (NHDR) on the issue of inclusive growth. Expected to be ready by September 2019, the report will be leveraged for strategic policy discussions and to feed into the preparation of the new plan.

The Recovery and Peace Consolidation Strategy for Northern and East Cameroon 2018-2022 was supported by the UN, EU and the WB, forms a good basis for the UNCT to start implementing the New Way Of Working (NWOW).

Cameroon is an early adopter of the UNINFO (fully functional) to monitor and report progress of UNDAF/UNDCF implementation; allowing measuring SDGs implementation by UNCT within the UNDAF framework.

Produced in 2018 by UNECA, the STEPS profile for Cameroon, offers an overview of the status of economic diversification, industrialization and structural transformation in Cameroon, and its impacts on employment and social outcomes.

With WHO support, Cameroon released in December 2018, the report on *"Tracking 100 Health Core indicators for Cameroon 2017"* which offers a framework for the analysis of the health situation of the country and the level of SDGs health related indicators.

Prepared with the support of UNFPA, the Demographic dividend analysis, shows how the country could take advantage of the time-bounded Demographic Dividend opportunity and transform its youthful population into an asset to accelerate achievement of its socioeconomic transformation goals set out in the country's Vision 2035.

UNAIDS is working towards stopping new HIV infections, ensuring that everyone living with HIV has access to HIV treatment, protecting and promoting human rights and producing data for decision-making.

In 2017, the strategy and the action plan for the formalization of small size enterprises in the informal sector and their workers was produced with ILO support. The action plan proposes measures to develop informal enterprises, improve their benefit, create more decent jobs. Also, ILO Sectoral analyses on productive employment and related skills, gives an overview of the major issues the adequation of job offer with the market's needs till 2035.

With the support of UNWOMEN, the government is engaged in the production of gender statistics and disaggregated data to support and adequate monitoring of SGDs. UNWOMEN also encourages national

development stakeholders to use gender data for their planning and in their decision-making processes. All these activities are made in order to ensure that developments plans and strategies are made without anyone left behind

In addition, the National Urban Policy has been supported by UN-Habitat.

In December 2018 a MAPS mission took place with the objective to facilitate a dialogue between the Government, the UN system, civil society and the private sector, development partners and other stakeholders, and identify strategic opportunities for joint (UN and partners) engagement to fast track the implementation of the SDGs in Cameroun. The mission also underscored the need to reach populations further behind first and explored ways in which the government could operationalize the 'Leaving No One Behind' principle of the SDGs, partnering with civil society organizations and the UN system. Also, in the framework of the MAPS mission, the Government requested support for the identification of SDG accelerators, which will be done in partnership with the Millennium Institute (MI) - <https://www.millennium-institute.org/isdg> along with the UNCT.

- **entry points in 2019-2020 that could be better utilized through application of the LNOB Guide, eg. New CCA/UNSDCF; development of new national development plan; government requests for assistance; follow up to MAPS engagements, etc.;**

The planning of the next National Development Plan (*Document de stratégie pour la croissance et l'emploi - DSCE*) presents an opportunity to mainstream the prioritized SDGs (and other national, regional and local development plans) to realize Cameroon's Vision 2035.

Recommendations and lessons learned following the presentation of the Voluntary National Report at the High-Level Political Forum (July 2019).

Presentation of the Development Finance Assessment (September 2019).

Presentation of the National Human Development Report (September 2019).

Implementation of the MAPS action plan.

Mid-term review of the UNDAF 2018-2020 and upcoming CCA (2020) and roll-out (in 2021) of the next UN Development Cooperation Framework.

Next Human Response Plan (HRP) in 2020.

Elaboration of Collective Outcomes and the New Way of Working / Human Development and Peace Nexus within the framework of the Joint Steering Committee to advance Humanitarian and Development Collaboration; linked as well to the implementation of the Recovery and Peace Consolidation Strategy for Northern and East Cameroon 2018-202.

Vulnerability analysis work undertaken under the Task Force Advisory Group on Vulnerability.

Government Decentralization Agenda.

The National Contextualization and Prioritization Document for the SDGs foresees the establishment of a functioning whole-of-government and whole-of-society coordination mechanism (multi-stakeholder platform), underpinned by a robust monitoring and evaluation (M&E) system.

RC is the co-chair with the Government of the "*Comité multipartenaires*" – group of major donors.

- **Interest of the RC/UNCT in the pilot.**

The RC/UNCT values the opportunity to be one of the three pilot countries to test the implementation of the LNOB guidance and mainstream the LNOB approach, based on the following considerations:

- the multifaceted crises and context of Cameroon, with its regional dimension in the Lake Chad Basin;
- the strong RC leadership and UNCT support provided in the past 4 years to advance with the 2030 Agenda/SDG in Cameroon;
- the pertinent timing with relate to Cameroon’s development/humanitarian agenda;
- the engagement of Cameroon’s government and other national partners/stakeholders, including CSOs.

Clearly state which issue(s)/human rights (s) identified in Section I are being addressed by this initiative, [and for country level initiatives, indicating the importance the Government attaches to the problem and why the UN is best-placed to address it through the UNDG- HRM MDTF]. Complete the table below:

Related Human Rights /SDGs (s):	Right to equality and non-discrimination; 2030 Agenda pledge to leave no one behind and reach the furthest behind first
Relevant Component of the HRM/Task Team Work Plan:	Objective 1, Output 1: Provide operational guidance for the field on normative issues, including leaving no one behind, HRBA and gender equality. Specifically: “Operational Guide for UNCTs on LNOB finalized and piloted, disseminated and application is tracked”
[for country level proposals only] UNDAF, CPD, national development plan etc. related Outcome:	<p>Opportunity to inform strengthened attention to LNOB in:</p> <ul style="list-style-type: none"> <li>▪ Next National Development Plan – DSCE / Vision 2030</li> <li>▪ 2018-2020 UNDAF Mid-term review</li> <li>▪ CCA / Next UN Development Cooperation Framework</li> <li>▪ Next Human Response Plan 2020</li> <li>▪ Localization and prioritization of SDGs at the regional and local level</li> </ul>

#### IV. Expected Outputs:

Country level:

- Piloting of appropriate elements of the LNOB Guide in Cameroon in accordance with country-specific Roadmap to be agreed with the Cameroon Support Pilot Team, including country-level deliverables:
  - LNOB prioritization and analysis report – gathering and assessing evidence of who is left behind, and to what degree, and determine the impacts of intersecting factors and underlying causes of exclusion.
  - LNOB implementation and evaluation report – show case for the implementation of the LNOB approach recommended by guidance – mainstreaming in the DSCE and UNDAF, including lessons learned and recommendations.

- Evaluation framework and tools provided by LNOB Working Group are completed by UNCT Cameroon.

The country level activities and outputs will link with the global pilot (implemented by the LNOB Working Group):

- Documentation of evaluations of the piloting processes and outcomes in Cameroon, including suggested revisions to the Interim Draft of the LNOB guide.
- Short document on recommended capacity building supports for UNCT implementation of the LNOB Guide

#### V. Implementation and Management:

1. The project will be implemented by the UNCT Cameroon, under the strategic leadership of the Resident Coordinator/RCO and with the support of the Cameroon LNOB Task force working group (UNDP, UNWOMEN, OHCHR, UNECA, UNAIDS, ILO and WHO). The Task Force will be responsible to ensure sound implementation of the activities included in the roadmap as per the approved project proposal, which includes the drafting the ToRs (including of the workshops) and guiding the work of the international consultant.
2. During implementation the Task Force will establish a calendar of regular with the LNOB support team (HQ) and of joint consultations with the UNDAF PMT, M&E and SDG working groups, as well as with the NWOW group led by RCO/UNDP and OCHA.
3. Consultations will be held with the Government (national, regional and local level), Development/humanitarian partners, private sector, academia, media, CSOs and social partners.
4. The Cameroon Task Force will report regularly to the RC/UNCT on the status of implementation of the guidance.
5. RCO will ensure the Secretariat of the Cameroon Task Force and will make sure to report and compile recommendations, constraints and lessons learned issue from all meetings/consultations along the entire process.
6. UNDP will be the implementing agency for the funds. The pilot will be supported by the LNOB Working Group under the UNSDG Task Team on Leaving No One Behind, Human Rights and the Normative Agenda.
7. What management and monitoring arrangements will be put in place? In the case of a joint programme, indicate the roles and responsibilities of each UN Organization.
  - The LNOB Working Group pilot team "Cameroon Support Pilot Team" (UNDP, UNWOMEN, OHCHR, UNECA, UNAIDS, ILO and WHO) will host regular calls with the UNCT focal points to support progress in using the guide and provide technical and strategic backstopping to the efforts of the UNCT in applying the relevant aspects of the Guide to their work. If requested by the UNCT, the Cameroon Support Pilot Team will provide in-country support to facilitate completion of activities and/or deliverables.
  - The UNCT will identify focal points to communicate regularly (as necessary) with the Cameroon Support Pilot Team; identify and lead local activities in applying the Guide and producing the deliverables; identify necessary consultants and supervise the performance of their work; the RC/RCO will provide overall strategic leadership and coordination for active engagement of the UNCT and partners.
8. How will the programme coordinate with national partners?

- UNCT engagement in the pilot will be ensured through the leadership of the RC, and through the “Comite Multipartenaires” – Donors’ group; co-chaired by the Government and the RC.
- In addition, the Task force will ensure national ownership and implementation of the LNOB guidance through the technical inter-ministerial working group led by the Ministry of Economy, Planning and Regional Development (MINEPAT), which is the leading Ministry for the SDG/2030 Agenda.
- Existing coordination mechanisms with CSO and government at regional/community level - Mayors platform – federation of municipalities, women’s organizations, CSO’s platform on SDGs, Youth Platform; etc.....

9. What measures will be put in place to ensure sustainability of results?

The Cameroon LNOB Pilot roadmap will identify in more detail country level deliverables to be developed during the piloting process that will contribute to positive impact of the exercise on ongoing efforts of the UNCT in providing support on implementation of the 2030 Agenda. The evaluation outputs of the pilot will inform finalization of the LNOB Guide by the UNSDG Task Team on Leaving No One Behind, Human Rights and the Normative Agenda to strengthen its applicability in the range of national planning processes

10. Identify any potential risks to achieving the programme’s objectives and what measures will be taken to mitigate these risks.

Due to the limited time for the pilot (June-October 2019) and the period of the year (summer holidays) there is a risk that the pilot evaluation will not be able to cover all features included in the LNOB Guide. The challenge will also be the engagement and ensure the participation of relevant stakeholders, although this will be done through existing coordination platforms at the national, regional and local level. The RC and the Cameroon support team will prioritize the relevant aspects of the guidance that could be applied to the country context, notably the analysis of the LNOB, including data gap. In addition, due to time constraints, feeding in the data gaps and mainstreaming the LNOB approach will proved difficult, however the RC/Cameroon support team will be expected to develop an action plan to make sure that LNOB it is applied in the major development/humanitarian strategies/plans.

## VI. Monitoring, Evaluation and Reporting (Two pages)

**Monitoring:** The content of Table 1 should summarize monitoring arrangements for the project/proposals, including monitoring activities that the participating UN organizations and/or UNCTs will undertake (such as baseline collection, reviews or studies if necessary to measure effect/impact, field visits, evaluation etc.), the timing of such activities and the respective responsibilities.

Cameroon LNOB Pilot Roadmap will identify further the country level deliverables to be developed during the piloting process that will contribute to positive impact of the exercise on ongoing efforts of the UNCT in providing support on implementation of the 2030 Agenda. The pilot evaluation to be completed by the UNCT will include elements on: country level impact – the influence of the process on the national level entry points identified; capacity of the national tea – extent to which skills of UNCT and other partners were enhanced through use of the Guide; usefulness of the Guide and capacity support gaps/areas for further improvement in the Guide. There may also be some follow up with the UNCT after the pilot is completed, to identify impacts over a longer time frame.



Table 1: Project M&E Framework

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
<p>UNCT applies the LNOB Guide to key activities, with support provided as required by Cameroon Support Pilot Team</p>	<p>Guide disseminated to the UNCT and relevant partners and stakeholders.</p> <p>Guide applied to country level activities that will result in development of an LNOB prioritization and analysis report to feed into the planning of the next National Development Plan and the CCA/UN Dev. Cooperation Framework and next Human Response Plan</p>	<p>UNCT documentation of meetings, dissemination and capacity building efforts (as relevant), activities and outputs.</p>	<p>Regular collection of relevant UNCT documentation and outputs by the Cameroon Support Pilot Team</p>	<p>Responsible parties at country level to lead activities for application of relevant elements of the Guide: implement LNOB approach and draft LNOB evaluation report.</p> <p>UNCT to plan and implement activities that will result in an LNOB prioritization and analysis report and evaluation report.</p> <p>Cameroon Support Pilot Team will provide technical backstopping and additional capacity building support as needed.</p>	<p>Risks:</p> <p>Lack of Government and other relevant stakeholders' interest to undertake the exercise.</p> <p>Assumptions:</p> <p>Government and other relevant stakeholders show interest in engaging with this exercise and its outputs.</p>
<p>The operationability of the LNOB Guide is tested in Cameroon</p>	<p>LNOB Guide is introduced and applied by UNCT, applying relevant steps and cross-cutting elements of the Guide.</p>	<p>Regular calls with Cameroon Support Pilot Team and UNCT focal points to update on progress in application of the LNOB Guide; submission by UNCT of agreed UNCT deliverables.</p>	<p>UNCT submission of copies of the UNCT deliverables to the Cameroon Support Pilot Team.</p>	<p>UNCT focal point entities to identify steps required to apply the relevant aspects of the Guide to country level activities to achieve desired outcomes; and to identify areas of weakness in the Guide or where additional capacity support is needed.</p> <p>Cameroon Support Pilot Team to: participate in piloting support calls and missions; provide technical support to the</p>	<p>Assumption: Cameroon Support Pilot Team has the required capacities to provide the support required for testing operationability of the LNOB Guide.</p> <p>Assumption: Effective means of regular communication between Cameroon</p>

				UNCT in identifying relevant aspects of the Guide for application and in finalisation of deliverables where required to ensure high quality outputs in line with the LNOB Guide.	Support Pilot Team and UNCT focal points are established and maintained throughout piloting.  Risk: UNCT does not get to Steps 3 or 4 of the Guide during the piloting period.
Feedback on how the LNOB Guide can be revised to better support efforts to operationalize the LNOB approach is obtained using evaluation techniques	At least one report documenting results of evaluation exercises	Cameroon Support Pilot Team to develop evaluation framework and tools.  UNCT focal points to coordinate with relevant UNCT members and other partners to provide inputs in accordance with evaluation framework and any relevant tools.	Cameroon Support Pilot Team to take necessary steps to ensure information provided in line with evaluation framework	Cameroon Support Pilot Team to develop evaluation framework and tools by June 2019.  UNCT to provide ongoing feedback to the pilot support team and to complete final evaluation between August – October 2019.	Risk: documentation of evaluations and feedback is not completed in time for delivery of revised Guide by end of 2019.
Process supports and capacity building inputs to support UNCT application and uptake of the Guide are identified	Document detailing the process and capacity supports provided during the piloting;  Evaluation reports (see above)	UNCT to identify capacity building process supports required throughout (including those provided by local level partners).  Cameroon Support Pilot Team to record process and capacity supports provided during piloting	Notes of piloting team and country piloting team activities including communications; Evaluation reports (see above)	Cameroon Support Pilot Team to summarise information on supports provided and supports identified as required/recommended into a single document.	

Best practices for Leaving No One Behind in Cameroon are documented and disseminated	One report documenting best practice for Leaving No One Behind				
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**VI. Required Attachments:**

- Budget for the project/proposal

