

# ON EST ENSEMBLE YEAR ONE WORKPLAN

YEAR ONE WORKPLAN

**Cooperative Agreement #720685CA00010**

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# ACRONYMS

ABAC	Association Burkinabé d'Action Communautaire
APESS	Association pour la Promotion de l'Élevage au Sahel et en Savane
APS	Annual program statement
BFRP	Burkina Faso Regional Program
CDF	Community Development Fund
CSO	Civil society organizations
DQA	Data quality assessment
FEWS NET	Famine Early Warning Systems Network
FPA	Field program assistant
GHSC-PSM	Global Health Supply Chain – Procurement Supply Management
GME	Grants and monitoring and evaluation specialist
IDP	Internally displaced person
M&E	Monitoring and evaluation
MEL	Monitoring, evaluation, and learning
NGO	Non-governmental organization
OEE	On Est Ensemble program
OTI	USAID Office of Transition Initiatives
P2P	People-to-people
PST	Peace, Stability, and Transition
PMU	Project management unit
USAID	United States Agency for International Development
VDC	Village development council
VE	Violent extremist
VEO	Violent extremist organization

## SECTION I

# INTRODUCTION TO ON EST ENSEMBLE

## PROJECT DESCRIPTION

Chemonics' On Est Ensemble (OEE) program aims to strengthen economic ties between farmers and herders in Séno and Namentenga provinces to support sustainable livelihoods and broad-based resilience to social, economic, and environmental shocks. OEE will strengthen connections between herder and farmer communities to break down negative perceptions, identify shared livelihood challenges, and build trust and collaborative community-driven solutions to address these challenges. OEE focuses our people-to-people (P2P) programming on building social cohesion and mutual understanding between farmers and herders via dialogues, intercultural events, and small-scale community and microenterprise projects that foster greater social and economic interconnectedness. OEE primarily works through three local partners — Association pour la Promotion de l'Élevage au Sahel et en Savane (APESS), Association Burkinabé d'Action Communautaire (ABAC), and Association Racines (Racines) — which offer unique skillsets that complement Chemonics' expertise in conflict prevention and mitigation. OEE's approach will include fine-tuning our knowledge of the drivers of conflict in the two provinces through P2P interactions in order to reduce and peaceably resolve conflicts between farmers and herders. We will increase the efficacy of proposed conflict mitigation approaches (detailed in Exhibit 3) by empowering affected populations to articulate what peace in their community looks like — and what needs to happen for that vision to be realized.

## APPROACH

### A. General Approach Grounded in Conflict Analysis and Theory of Change

Our conflict analysis continues to identify three core issues that increase the risk of violent farmer-herder conflicts in Séno and Namentenga. First, increased competition over resources, shrinking access to land, and harsh climate change effects — in an already marginalized region with limited service provision — means that herding and farming communities will continue to compete for access and use of dwindling land and water resources. This causes tension and fuels misperceptions between the two groups, exacerbating social and economic isolation. Second, organizations and government institutions designed to address farmer-herder conflicts have limited capacity and financial resources to do so in remote areas in the Sahel and Centre-Nord. Finally, limited engagement between communities and local government leads to a lack of trust in institutions.

This analysis is the foundation of OEE's theory of change, which is as follows:

*If mutual understanding and appreciation of shared challenges improve between Fulani herder and Mossi farmer communities, and interactions based on common interests increase; **and** trust in local formal and informal institutions to mitigate conflict is*

*strengthened; **then** conditions to improve social cohesion and enable peaceful sharing of livelihood resources will form between farmers and herders and increased trust in and access to dispute resolution mechanisms will minimize groups' tendencies to resort to violence.*

Our approach to testing this hypothesis takes a holistic view of farmer-herder conflicts and seeks to encourage greater P2P interactions between herder and farmer communities by boosting recognition of their common values and shared economic interests. In addition to addressing attitudinal change, OEE seeks to bolster local formal and informal mechanisms to effectively resolve farmer-herder disputes, hence the focus on involving our sub-partners in updating the conflict analysis, work planning, and monitoring. Grant and subcontract funds disbursed through OEE's Community Development Fund (CDF) will explore ways to promote co-existence of staple crop/market gardening cultivation and livestock-raising livelihood practices to strengthen community resilience and serve as another means by which OEE will bring together representatives from conflicting groups to interact purposefully in safe spaces. Rooted in a local systems framework, we recognize the importance of tapping into locally-owned and locally-led conflict mediation processes with demonstrated success at the community level. We will work with civil society organizations (CSOs); traditional and religious leaders; village development councils (VDCs); cooperatives; and farmers' associations to implement interventions that support sustainable conflict resolution processes among target communities. We have joined, and will continue to join, the twice-monthly USAID Burkina Faso Office's democracy and governance meetings with other implementing partners to continually facilitate knowledge sharing among donor programs, CSOs, and local institutions to contribute to sustainable peace writ large, and to align and sequence OEE interventions with other in-country programming.

Interventions will promote social cohesion and mutual understanding between farmers and herders through dialogue sessions, intercultural events, conflict resolution training, and small-scale community development projects. The net effect of these activities will foster greater social and economic interconnectedness and build resiliency to inter-community violence. A further benefit will be the creation of an enabling environment for positive community development among youth members of the farmer and herder communities to provide valuable input into community conflict mediation processes. Furthermore, we will tailor and time our conflict mediation training sessions, dialogues, and other interventions so they take place during critical moments in the seasonal calendar to mitigate the conflict risk factors that contribute to farmer-herder violence and ensure inclusion of those most affected by conflict such as women and youth. Lastly, interventions will work along the "understand-appreciate-collaborate-prefer to peacefully resolve" continuum of healthy relationships and thereby reduce the likelihood of violence between groups and foster community resilience.

We recognize that conflict dynamics are continuously changing, are unique to each site and will continue to change over the life of the program. Accordingly, conflict dynamics and feasibility of interventions will be reviewed as interventions are designed and on an on-going basis.

## **B. Management and Staffing**

Our management and staffing plan builds on local partners' expertise and more than a decade of Chemonics' in-country experience and resources, gained from implementing Famine Early Warning Systems Network (FEWS NET), the Global Health Supply Chain Procurement and Supply Management project (GHSC-PSM), Francophone Task Order, and the OTI Burkina Faso Regional Program (BFRP). OEE will establish a program office in Ouagadougou, staffed by a program director, senior technical lead, operations and finance manager, and finance and grants specialist. Finance and Administration Manager and the finance and grants specialist will manage day-to-day operations and financial oversight of the field office. A part-time security coordinator will be based in Dori with our BFRP sister project to provide security updates and input across programming areas.

Our Program Director is an experienced resilience and social cohesion building expert with deep experience managing donor-funded programs in the Sahel region. His core competencies include food security, agricultural value chains, conflict prevention, strengthening social cohesion, and youth resilience. He will supervise field staff, serve as the primary point of contact with USAID, liaise with the senior technical lead on project program design and interventions, and engage with OEE partners to ensure implementation of the workplan.

Our team will bring the critical local expertise and nuanced understanding of conflict dynamics to operate effectively in a conflict-sensitive manner. The senior technical lead complements the Program Director's skills with his expertise in farmer-herder conflict mitigation, land law, and monitoring and evaluation. To ensure that monitoring, evaluation, and learning (MEL) and lessons learned are incorporated across interventions, He will lead these efforts with support from the Chemonics home office MEL department. Field program assistants (FPAs), engaged on a part-time basis in the provinces of Séno and Namentenga, will be used to quickly deploy to the site for engagement, monitoring, and evaluation. With this geographic footprint, OEE can monitor shifting conflict dynamics and immediately mitigate any potential risk posed to partners, staff, or beneficiaries. The large portion of program funds allocated to our local partners highlights the important role they will play during implementation.

Chemonics' home-office project management unit (PMU) will provide compliance, administrative, financial, and management support to the field team. The project director, manager, and associate are in daily contact with the OEE field office, to ensure the project has the resources it needs to achieve its objectives. The project director will leverage her experience in P2P programming and conflict mitigation and management to provide technical advisory support to the program and will serve as the hub through which home office technical support will be coordinated. The project associate, a French speaker with extensive experience implementing peacebuilding and cohesion programming in conflict-affected areas; Peace, Stability, and Transition (PST) Practice Director; and native French speaker and PST MEL guru will complete the spokes of the technical support wheel. Chemonics' support divisions, PST practice, and MEL

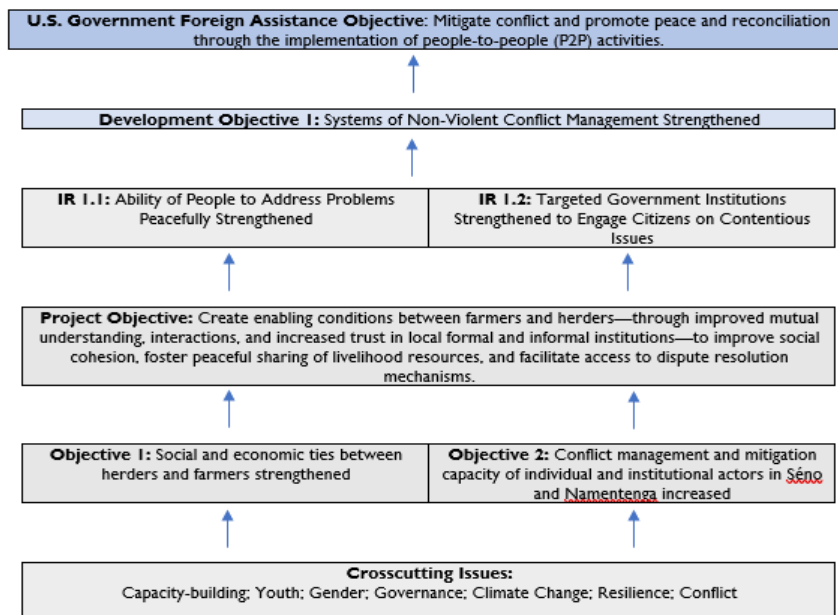
department, are ready to provide assistance to OEE as needed. Our project management systems and home-office support, combined with our Ouagadougou-based team’s technical and operational depth, will ensure high-quality and compliant program management and oversight of local partners.

### C. Detailed P2P Implementation Approach

In this section, we explain the specific features of our implementation approach, our intended objectives, and the timeline for implementing interventions. OEE’s year one targets and goals are discussed separately and in greater detail in the Performance Monitoring Plan (PMP) and Program Monitoring, Evaluation, and Learning Plan (AMELP) documents. The OEE PMP defines our approach to managing for results by linking measurable and clearly defined milestones to the program objectives in order to measure overall progress, impact, and success. The OEE AMELP describes relevant data collection and assessment procedures, explains how data and analyses will inform adaptive management of the program, and outlines our indicators and targets for measuring short- and medium-term outcomes and long-term impacts.

*Results framework.* OEE seeks to create enabling conditions between farmers and herders—through improved mutual understanding, interactions, and increased trust in local formal and informal institutions—to improve social cohesion, foster peaceful sharing of livelihood resources, and facilitate access to dispute resolution mechanisms. This overall objective will be accomplished by achieving the two objectives: 1. Social and economic ties between herders and farmers strengthened and 2. Conflict management and mitigation capacity of individual and institutional actors in Séno and Namentenga increased. OEE’s results framework (see Exhibit 1, below) reflects OEE’s goals within wider West Africa objectives.

#### Exhibit 1. OEE Results Framework



*Program approach.* Our three main workstreams will be:

- Capacity building of local authorities (customary authorities, religious authorities, ethnic leaders, village development councils, etc.)
- Farmer-to-farmer exchange
- Farmer-herder cohesion building and conflict resolution

Interventions will be logically sequenced as demonstrated by the sample timeline provided for one site in Exhibit 2. While not reflected in the sample below, we have taken religious holidays and traditional fetes into consideration in addition to the typical seasonal dynamics.

**Exhibit 2. Sample Intervention Timeline for Gangao**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Seasonal dynamics	Market gardening period				Plowing & sowing				Harvest
				Livestock migration					
	Dry season					Rainy season			
Capacity building of local authorities	Racines					Racines			
Farmer-to-farmer & herder-to-herder events			ABAC						
Farmer-herder cohesion building and conflict resolution					APESS			APESS	
Strategic communications / Sensitization campaigns		ABAC					ABAC		
Quarterly strategy reviews			Chem.			Chem.			Chem.

*Context-driven interventions tied to objectives.* Our interventions directly support objectives 1 and 2. Interventions also are designed and implemented in such a way as to promote program learning, by testing and piloting approaches against each objective. An overview of interventions tied to objectives is contained in Exhibit 3. A more in-depth explanation of interventions aligned with objectives 1 and 2 is included in Section II.



### Exhibit 3: Outcome, Intervention, and Target or Goal

Intervention	Target or goal	Surveillance Methods	Schedule	Responsible
Objective 1: Social and economic ties between herders and farmers strengthened				
Organize and hold cultural events (community meals, festivals, theater forums)	Cultural events are held in 14 sites.	Review of intervention reports	Bi-Annual	Program Director; Senior Technical Lead
Facilitate social and economic linkages through Community Development Fund interventions	Interventions are identified and implemented in 14 sites.	Review of intervention reports	Bi-Annual	Finance and Grants Specialist; Senior Technical Lead
Encourage P2P exchange via media communications	Media communications campaigns are organized in 2 provinces	Review of intervention reports	Bi-Annual	Program Director; Senior Technical Lead
Objective 2: Conflict management and mitigation capacity of individual and institutional actors in Séno and Namentenga increased				
Build capacity of local leaders to mediate conflict	Local leaders in 14 sites receive training to mediate conflict	Review of intervention reports	Bi-Annual	Program Director; Senior Technical Lead
Build capacity of village social cohesion and peace committees	Village social cohesion and peace committees in 14 sites report they feel confident in their ability to build social cohesion and mediate conflicts	Review of intervention reports; Surveys	Bi-Annual	Program Director; Senior Technical Lead
Improve actors' understanding of rural land management laws	Local actors' understanding of rural land management laws is improved in 14 sites	Review of intervention reports; Surveys	Bi-Annual	Program Director; Senior Technical Lead

*Addressing the problem.* Disputes in Namentenga and Seno provinces frequently arise between and are the concerns of farmers and herders. Disputes brought by farmers against herders often occur as a result of fields damaged by animals; night grazing; reduction of grazing areas; and shepherds' neglect of their flocks, which can result in damage. Herders often seek mediation when animal corridors are encroached upon, pastoral areas are developed, and/or where security mechanisms to maintain grazing areas are weak or absent. Lack of control over the conflict management process and lack of understanding and information available on land management laws further complicate dispute resolution. In both provinces, weak and/or untrained local authorities combined with a complex system of routing issues based on the type of dispute elevate frustrations that, in the past, might have been resolved through a simple conversation.

*Responding to the problem.* OEE's three program workstreams are a direct response to assuage these sources of conflict and test whether P2P interactions encourage conflict resolution. At the first level, because local authorities are communities' "go-to" to resolve disputes—and are called upon by prefects and technical services boards to weigh in on entrenched disputes—we will work to increase local authorities' understanding and capacity. Customary authorities, including village chiefs and religious leaders, will be sensitized on land management laws, the process for routing more

complex claims to land, and their role as the front line of community conflict resolution. By increasing these local leaders'—both customary and the more formal village development councils—understanding of land rights, they will be better able to address and resolve conflicts before they are escalated to more complex legal mechanisms. In turn, if local leaders have the understanding and resources to resolve disputes, lack of control over the conflict management process will be reduced and these local leaders will be positively viewed as effective resolution authorities.

At the second and third levels of OEE's program workstreams, we address single-group conflict and inter-community conflict. While conflicts often occur between farmers and herders, work at the farmer-to-farmer and herder-to-herder levels on building social cohesion and identifying shared concerns is an important first step before inter-group interventions. Single-identity exchanges allow farmers or herders to discuss issues as a group within the context of one community. Mutual problems can be identified and solutions beneficial to the wider group proposed. These discussions lay the groundwork for mutual acceptance, humanizing the other side, and working together as a community, which is critical to breaking down inter-community conflict. At the third and final level—when communities are open to hearing the other side and working together to resolve disputes—farmer-herder cohesion building and conflict resolution can occur.

*Zone of intervention.* In the selection of OEE's sites, we have strived to focus on the strategic questions of why, what, and who, based on a thorough contextual analysis. While our partners will conduct assessments to delve deeper into relevant communities' cultures, history, customs, and language—and ensure these communities feel ownership in the intervention—we have proposed 14 sites to pilot interventions.

These 14 sites were selected using the following criteria:

- *Availability of mediation structures.* OEE strived for a mix of sites with and without mediation structures in place so the impact of mediation structures on conflicts could be tested.
- *Training and capacity building of mediation structures.* In sites with mediation structures in place, we selected a mix of those that had been reinforced through capacity building and training and those that had not had these resources made available.
- *Availability of mediation actors.* In sites where mediation structures are not present, we ensured that community actors are serving in a mediation capacity to allow us to build their capacity to mediate conflict in their communities.
- *Presence of farmers and herders and conflict between the groups.* We focused our attention on sites with both farmers and herders present. In addition to farmers and herders already present in communities, dynamics are further complicated by transiting herders—particularly in Namentenga province—who are not native to the community and further contribute to resource constraints.
- *Accessibility.* We selected sites where the security environment is currently not too “hot” or where there is a low to medium security risk rating (as determined in consultation with partners and our in-country risk management team). We did

not include sites that have been overtaken by violent extremist organizations (VEOs) as these sites pose accessibility challenges for OEE and for partners.

Before initiating interventions, our partners will work with local government officials to introduce the program; identify groups, key actors and spoilers; fault lines; opportunities for positive engagement; and relevant institutions to involve and work through to ensure interventions are inclusive and follow a do no harm approach. Recognizing that interventions ebb and flow with the stage of the conflict, interventions will respond to windows of opportunity in each site and build progressively and sequentially with component stages.

Based on the above criteria, please see Exhibit 4 for the 14 sites and the rationale behind the selection of each.

**Exhibit 4: Selected Sites and Rationale**

Commune	Village	Conflict mediation actors present	Conflict mediation structures in place	Previous capacity building of mediation mechanisms	Security risk rating
Yalgo	Meodji		X	X	Medium
	Tarpako	X			Low
Dargo	Dargo	X			Low
	Boulmiougou*	X			Low
Zéguédéguin	Zéguédéguin*	X			Low
Boala	Boala	X			Low
	Koumentenga*	X			Low
Boulsa	Nièga	X			Low
Tougouri	Tougouri		X	X	Low
Bani	Bani		X	X	Medium
	Gangaol		X	X	Medium
	Gorouolkadji	X			Medium
Dori	Fetounbaga	X			Medium
	Selbo	X			Medium

\* While all sites have a presence of farmers and herders, these sites are Mossi with a strong Peulh community.

#### **D. Phasing, Sequencing, and Layering of Interventions**

*Initial engagement.* We have leveraged local networks to identify 14 sites, prioritizing areas where we can cluster interventions with existing interventions to concentrate impact while testing different approaches. Local partners APSS and ABAC regularly collect information from their networks of local actors and stakeholders, government officials, non-governmental organizations (NGOs), and CSOs, and will help socialize our

interventions within selected communities. As part of this process, they will facilitate introductions between the program director and key actors in each province, such as VDCs, chiefs, and religious and community leaders to gauge their interest and allow them to self-select into interventions. This will ensure local buy-in and promotes working in a participatory manner to identify and plan interventions. Furthermore, OEE will only work in areas where we have the consent of local authorities. During program design, OEE staff will work with partners to conduct Do No Harm conflict analyses for each site to ensure beneficiaries are not inadvertently put at risk and ensure interventions are adapted and appropriate for local needs.

While the program director will drive strategy and program design and be ultimately responsible for all interventions, the senior technical lead and Racines will drive strategy and program design for engaging and increasing the capacity of local traditional and religious authorities. OEE will focus capacity building efforts on training local leaders (customary and religious, local government, and decentralized technical services of the state) in community dialogue as these leaders are the first step in mediation and peace-building. Local leaders play a significant role in community conflict resolution, and protracted conflicts may be escalated to decentralized technical services of the state, who are respected by farmers and herders alike. ABAC-led interventions, focusing on local mediation actors and structures, will build their capacity to engage in conflict resolution, equipping them with the skills and tools to carry out and initiate effective conflict mediation and prevention efforts when violence is imminent and manage existing and emerging tensions between groups. ABAC, APESS, and Racines will support the process of designating community mediators (inclusive of both genders) who will work with the VDC. This individual will help to organize and implement dialogues, forums, and radio programming to sensitize local populations on farmer-herder conflict prevention and management.

*Phase 1: Single group work (Months 4 to 5).* In Month 4, our partners will engage in dialogues with herding and farming groups in culturally appropriate, safe community areas. Sessions will allow participants, who will be exclusively farmers or exclusively herders, to reflect inwardly on what drives them to conflict and to articulate their grievances, in addition to identifying the other group's challenges. If they so desire, we can facilitate a WhatsApp group among participants of each P2P event to continue facilitating connections and communications between individuals following these interventions. Racines will work through their networks of traditional leaders to identify local leaders' mediation needs and design capacity building and engagement mechanisms to improve these leaders' engagement and support of their communities. ABAC and APESS, trusted advocacy organizations of herders, farmers, and traditional leaders in the North, will use their networks to connect with difficult-to-reach Fulani representatives in the sites. They will also conduct initial outreach to lead single-identity dialogues with Mossi farming groups and Fulani herders to achieve the same objectives. We will invite religious and traditional leaders to attend each session to establish legitimacy and increase participants' willingness to engage. In line with cultural practices, we also will break out dialogue sessions by gender, separated into age brackets, to target women and youth participants to ensure participants' safety. Through these dialogues, youth will

begin developing greater agency by having the opportunity to articulate their frustrations and feel heard. To build the enabling environment further, youth and women will have the opportunity to facilitate dialogues among each other when feasible, thus gaining more legitimacy in the eyes of their communities.

*Train a representative cadre of volunteer conflict mediators who can deploy to communities in need (Months 4 to 5).* The senior technical lead and partners will facilitate a multi-session training program on conflict resolution methods for diverse cohorts of women, men, and youth community activists, religious and traditional leaders, VDC members, mediation actors already present in the community, and resource persons. Partners will teach inclusive, locally resonant conflict mediation techniques to ensure each cohort effectively represents the groups it serves. For instance, we will train imams with strong ties to Fulani communities and mediators (who speak Fulfulde and Mooré) to effectively facilitate dialogue and communication between feuding parties. We can work with the volunteer mediators to create WhatsApp groups to network individuals trained to enable them to share best practices and provide mutual support. We also will provide sensitization related to land management laws and rights. As a result of this training and capacity building, villages will be able to appoint a trained municipal mediator to monitor conflict and support peaceful conflict resolution in the region.

*Phase 2: Build mutual understanding through dialogue (Months 5-6).* Following single group work, partners ABAC and APSS will bring farmer and herder community representatives together for a series of intercommunal dialogues. We will provide safe spaces for both parties to engage one another, discuss root causes of conflict, and begin breaking down negative misperceptions of one another. Dialogue sessions will help participants develop a greater appreciation of the challenges each are facing. This basis of understanding is critical for participants to envision ways in which both parties can collaborate constructively around their shared interests and needs. As groups begin to build mutual trust, they can further engage in problem-solving around issues of common concern.

*Phase 3: Joint project development (Months 5 to 7).* Women, men, and youth participants will work together in their respective cohorts to 1) identify issues of common concern (e.g., poor access to water or links to markets) and 2) brainstorm potential solutions to lay the groundwork for co-designed community projects. Our local partners will identify areas of convergence from single group work and guide the dialogue to provide constructive examples of how communities might work together to address shared resource challenges and envision what peace in their communities could look like. During extensive community forums, both parties will jointly identify community projects of shared interest and work with local partners and VDCs to devise a plan. OEE's community development fund (CDF) will be used to jumpstart projects. Interventions under the CDF may include microprojects—responses to challenges identified by the larger community as their greatest economic impediments. This will encourage collaboration between the various groups and ensure one group does not inadvertently receive preferential treatment over the other.

*Facilitate experiential learning to apply new skills (Month 5, ongoing).* To practice skills from the first round of conflict resolution training and build officials' knowledge of local-level conflicts, OEE will facilitate an experiential training to introduce each cohort to on-the-ground farmer-herder conflict dynamics. This will allow participants to better understand why and how conflict arises in this space. Training sessions will feature simulations drawing on real-life field examples, allowing cohorts to learn practical skills and apply them in culturally appropriate contexts. With the consent of local parties, our partners' established networks in target regions will facilitate connections between communities and our training cohorts, allowing them to observe and learn from conflict mediation practices in action. Training will be tailored to target audiences to establish context-specific techniques and address issues within each audience's manageable control and realm of authority. For example, our senior technical lead could work with ABAC to implement its specialized training sessions that focus on how decentralized technical structures and locally elected officials can contribute to durable peace. OEE staff will continually assess training effectiveness, adjust curricula to meet on-the-ground needs, and record lessons to contribute to knowledge management in partner/donor communities.

*Support innovative conflict resolution interventions through the Community Development Fund (CDF) (Ongoing beginning in Month 4).* In addition to working through our partners, OEE will leverage the CDF to support innovative cross-sectoral conflict resolution interventions and social and economic ties between communities. The CDF mechanism has a variety of tools within it—direct procurements, subawards, and subgrants—which will enable OEE to adeptly respond to challenges identified in each community.

*Use media to connect people to conflict mediation resources and share success stories (Ongoing beginning in Month 6).* Radio is the most effective communication platform throughout Burkina Faso; women, men, and children of all ages use it to acquire information and feel connected. We will use the CDF to engage private radio shows, such as Union Nationale de l'Audiovisuel Libre du Faso's *Harmonie Citoyen*, to facilitate on-air dialogue with CSOs and government officials and broadcast success stories of farmer-herder conflicts being resolved peacefully. We will save all live radio programs and broadcast them again in multiple languages, including Fulfulde, to reach remote Fulani herder communities. We envision APSS working in Séno province to build on the organization's experience working with the Peulh community in the region. ABAC will work primarily in Namentenga province with Mossi communities and also can provide sensitization on rural land law through radio programming. Racines' experience in radio broadcasting will focus on the role of traditional community structures (village chiefdoms) and mechanisms in conflict resolution. We are hopeful that we will be able to utilize the Voices for Peace (V4P) network to diffuse these social cohesion messages and programming more widely. Further, within the two provinces, we can connect key stakeholders via social messaging/texting apps (e.g. WhatsApp or Skype) so that P2P messaging flows rapidly, accurately, and efficiently.

*Phase 4: Scale up support to joint implementation of community projects (Rolling basis).* Once projects are selected, OEE staff and partners will either provide direct procurements or

in-kind support to small associations and community cooperatives. We may choose to link participants to local organizations to build their capacity to manage small grant funds and directly support joint implementation efforts. Illustrative community projects include supporting women through training on best practices for market gardening or support water point management committees to ensure equidistant water access for farmers' plots and herders' grazing passages. We will encourage participants to explore ways to collaborate further via community cooperatives and associations.

*Host intercultural exchanges to bring Fulani herders and Mossi farmers together (Ongoing to maximize windows of opportunity).* OEE will host community events to further promote social cohesion and mutual appreciation and understanding of cultural norms and practices. Examples include hosting festivals for herder communities to celebrate their rich traditions and share them with farming communities in a series of intercultural exchanges. Cultural events like Nabasga (a Mossi festival of thanksgiving following the millet crop harvest) are windows of opportunity to facilitate intercultural exchanges and learning and bring communities together to celebrate shared goals. Our local partners will work closely with target communities to build trust and seek requisite approvals to implement these types of interventions. We will invite local government officials to attend ceremonies to demonstrate their interest, investment, and solidarity with both parties.

### **E. Community Development Fund**

Consistent with our commitment to building local partners' technical and operational capacity and ensuring locally driven sustainable solutions, we have allocated one-third of the overall budget to support local organizations that can lead community development projects to address community-identified problems. We have designed interventions to be primarily executed via local grants to promote co-existence of cultivation and stock-raising livelihood practices to strengthen community resilience. Using calls for proposals, we will invite Burkinabé organizations to apply for funding to support initiatives in target provinces, thus diversifying the CSO base and increasing programming quality and innovation via competition.

Interventions will include peer-to-peer mentoring and field trips to visit other dialogue cohorts to exchange ideas and view successful community projects. We will also lead CSO seminars on proposal development to help CSOs access financing sources. Where possible, we will encourage Burkinabé organizations to create consortia to pursue funding sources, encouraging relationship building and enabling mentoring alongside program implementation. Other areas of potential support include innovative cross-sectoral conflict resolution interventions, the development and airing of radio programs that broadcast success stories of farmer-herder conflicts being resolved peacefully. Recipients will be responsible for budget development, execution of interventions, and monitoring and evaluation. As needed, OEE staff will work in tandem with recipients to build their capacity in financial management, subaward implementation, and M&E.

### **F. Do No Harm and Mitigating Risk**

We will draw on staff and partner knowledge to analyze our interventions and think

through potential and unintended consequences using the principles of CDA's do no harm approach. We will look at the impact of drivers and connectors and tangible and intangible resources. Approaches will be tailored to the context to minimize drivers and maximize connectors and to ensure conflict sensitive approaches do not exacerbate preexisting conflict dynamics in OEE's sites.

Together with our local partners and their networks, we will regularly monitor changes in conflict dynamics, screen for conflict risks, identify potential spoilers, and transmit critical information. To prevent unintended harmful consequences, ensure program effectiveness, and prevent further marginalization of communities already isolated from other donor interventions, we will test our assumptions every quarter to see whether the intended change is being realized and determine if it should be modified. We will seek biweekly or more frequent stakeholder feedback to ensure our interventions are not creating adverse effects, employ quarterly learning workshops with local partners to analyze perceptions and behaviors, and use surveys and key informant interviews to assess changes in the conflict dynamics. We will share lessons learned with the broader donor community.

Our local partners' social and cultural capital and existing relationships in the Sahel and Centre-Nord regions will allow us to quickly assess local conflict dynamics at the start of interventions and remain informed of changes in the conflict landscape. Given the propensity of food insecurity to spark tensions between farmers and herders, we will evaluate the programming environment in Séno and Namentenga every two months using data and early warning indicators from Famine Early Warning System Network (FEWS NET).

OEE will adopt a conflict-sensitive approach to implementation via a combination of remote management tools to oversee the full cycle of programming, reinforce local partners' technical assistance, and triangulate data collection. Our system, based on Chemonics' experience implementing similar models in Burkina Faso, Mali, and Mauritania and our partners' experience in iterative and adaptive learning, provides the flexibility to adapt programming and areas of intervention to evolving conflict dynamics. If tensions rise or the potential for conflict resurgence becomes too great, the program director will guide a re-visiting of the conflict sensitivity assessment<sup>1</sup>, undertaken at inception, to determine if interventions need to shift, relocate, or close per the assessed risk.

Due to ethnic and gender considerations, local partners and beneficiaries may resist working together at times, and women's and young people's participation may need dedicated time and protected spaces to foster full participation. Authorities may resist inclusion of women; thus, we will use a participatory approach and have trusted local partners socialize women's involvement before launching each intervention to ensure we

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<sup>1</sup> Chemonics' Peace, Stability, and Transition unit will facilitate a conflict sensitivity assessment with the OEE team ahead of the commencement of implementation to determine potential patterns of impact and adjust intervention design to minimize negative impacts and maximize positive ones. The team will use the Do No Harm Framework, among other tools, and will review the assessment quarterly or in response to changing dynamics.



do not inadvertently put women at risk. Other tested approaches of gender inclusivity we will employ include: 1) having meetings/training close to women's homes; 2) shortening training hours and increasing the number of days of training/meetings so that women can still do household-level work; and 3) spending time and effort talking to male heads of households so they understand the importance of having their wives/daughters/sisters participate. Our programming will be careful when acknowledging cultural distinctions and avoid lumping Fulani and Mossi into generalized groups, as we do not want to reinforce conflict narratives or amplify suspicions between communities. All exchanges will be low-profile; carried out with local authorities' permission to ensure buy-in; and focus on building mutual respect and understanding, framed in a way that clearly addresses the interests of both Mossi farming families and Fulani herders.

### **G. Local Engagement and Capacity Building Plan**

Aligning with the *Journey to Self-Reliance*, we will place local organizations at the forefront of OEE implementation to adopt locally resonant, community-driven approaches to resolve and prevent farmer-herder conflict. Local leadership and ownership is essential to guarantee beneficiary participation and ensure that the program is viewed as legitimate, effective, and sustainable. We consulted several local organizations engaged in grassroots conflict prevention, mitigation, and reconciliation interventions in the Sahel and Centre-Nord regions. These conversations were key to understanding the nuances informing programming in our target provinces.

Our local partner, ABAC, brings decades of experience working with VDCs and traditional authorities to deliver capacity building training on how to peacefully manage conflict via traditional courts and structures (in line with national laws). Another of our local partners, APESS, is based in Dori, with extensive experience working in the Sahel region to bridge the gap between herders and agricultural stakeholders. OEE will support APESS to expand its programs through Centre-Nord. APESS and ABAC will focus on improving the economic viability of traditional livestock practices that specifically empower women. They will play a key role in identifying and strengthening women's access to viable agropastoral economic opportunities, keeping in mind cultural sensitivities around gender norms. Local partner Association Racines has strong relationships with traditional authorities, prefects, governors, and high commissioners, and will work with Fulfulde, Mooré, and Gulmancema cultural specialists to support OEE in reconciling traditional laws with public authorities.

Each local organization has networks of representatives and volunteers that can work with religious and traditional leaders to navigate the overlap between 1) traditional methods of resource-based dispute resolution and 2) relevant formal institutions, laws, and regulations. OEE will serve as a facilitator among local organizations, working with them to exchange experiences, knowledge, technical expertise, and operational practices.

Given the limited USAID presence in our sites, our recruitment strategy will focus on building on transferable skills, tapping into individual's experiences doing community organizing or working for other donors and teaching them about the USAID space,

policies, and procedures. Our operations and finance manager and finance and grants specialist will build our partners' operational capacity, employing Chemonics' training modules in financial management, asset management, procurement, travel and transportation, human resource management, report writing, monitoring and evaluation, and gender and social inclusion. The home-office project management unit and startup specialists will deliver Chemonics' in-house training sessions for field staff on an ad hoc basis. To promote technical capacity building, our program director and senior technical lead will serve as active participants at the start of program and intervention execution, but as partners and sub-awardees demonstrate increasing capability and consistency, our program director and senior technical lead will transition to advisory roles.

## **CRITICAL ASSUMPTIONS FOR YEAR ONE**

*Conflict mediation and management structures are active and accepted in some OEE areas.* While local conflict mediation and management mechanisms exist in the majority of areas where OEE will work, there are varying levels of effectiveness and acceptance. In areas where effectiveness and acceptance are low, OEE's impact may be affected if change management processes are required in addition to capacity building and sensitization. In sites where conflict management structures or local authorities are absent the impact of interventions may vary. In sites with limited conflict mediation and management mechanisms and/or with limited effectiveness, OEE will determine the most effective approaches for P2P interventions on a case-by-case basis. I.

*The agricultural calendar will change.* The agricultural seasons may be impacted by climate change, leading harvests to peak early, shift later, or be less robust than hoped. As OEE interventions will be centered on P2P contact and building social cohesion between farmer-herder communities, the window of opportunity for interventions may shift with the rains, cultivation period, and subsequent harvest. The pre-harvest period could be shortened or lengthened, thereby augmenting or curtailing the period when most farmer-herder conflicts occur. To mitigate and plan for these shifts, OEE work planning is centered around FEWS NET's seasonal calendar for Séno and Namentenga provinces. Interventions are intentionally layered to allow for flexibility in response to shifting planting, land preparation, and harvest periods.

*Farming and herding patterns may be impacted by security.* Armed groups and VEOs are increasingly present in Burkina Faso, resulting in herders shifting their grazing corridors due to attacks. Herders then come into conflict with sedentary farmers as they forge new routes, and armed groups' control over pasturelands and water points creates resources constraints. Armed groups' presence also has resulted in significant numbers of internally displaced persons (IDPs) that further strain resources in host communities and increase tensions. OEE's mitigation strategy will be to work in moderately secure areas of Séno and Namentenga to facilitate ongoing partner accessibility, while routinely assessing security changes in our target areas. As each area of intervention has a different driver of conflict, intervention will be tailored to each site and layered and scaled based on these drivers and local needs.

*In areas where relationships are especially fraught, forging relationships will be the primary end goal. OEE aims to work in a range of sites in order to address the full spectrum of latent and open conflicts. In areas with less entrenched conflicts, OEE will work across objectives 1 and 2, however, in those areas where conflict is particularly raw, OEE will focus on contact and dialogue as an end goal.*

## SECTION II

# YEAR ONE WORKPLAN

### **OBJECTIVE I: SOCIAL AND ECONOMIC TIES BETWEEN FARMERS AND HERDERS STRENGTHENED**

Increased competition over resources, shrinking access to land, and harsh climate change effects—in an already marginalized region with limited service provision—means that herding and farming communities will continue to compete for access and use of dwindling land and water resources. This causes tension and fuels misperceptions between the two groups, exacerbating social and economic isolation. OEE strives to improve mutual understanding and appreciation of shared challenges between Fulani herder and Mossi farmer communities and increase positive interactions based on common interests. If this mutual understanding between farmers and herders is improved and centers on common interests, then social cohesion will improve and there will be peaceful sharing of livelihood resources between these two communities.

Illustrative interventions:

1. OEE will work through local grantees and partners to organize “breaking bread” people-to-people interventions at the conclusion of Ramadan. These community meals, bringing together a cross-section of community members from various ethnicities and religions, will be followed by discussion around the theme of social cohesion to minimize the distance between groups, facilitate peaceful exchange, and seek common interests from which to build new relationships, institutions, and enterprises. These meals will be organized by gender to foster inclusion within each sex. Writ large, the program will break down barriers between groups by re-humanizing the other, fostering empathy and mutual understanding, building trust, and creating relationships. Further, community meals will reinforce traditional mechanisms of prevention and conflict management (see Objective 2 – Phase I). Other cultural events like Nabasga (a Mossi festival of thanksgiving following millet crop harvest) serve as windows of opportunity for people to be brought together for intercultural exchange and foster shared goals. (Objective I - Ongoing).
2. Via ABAC and Racines, OEE will organize theater forums and “parenté à plaisanterie” (joking relationships) events to bring people together in a way that underlines cultural values and encourages social cohesion. These types of events offer the opportunity to change points of view and attitudes in a positive way as spectators position themselves as observers of the conflict without limitation or inherent bias. In turn, the actors are able to adapt solutions to the local context. Similarly, “parenté à plaisanterie,” an oral tradition and social practice common in Burkina Faso, in which two parties—across ethnicity, village, neighborhood, or social class—poke fun at and insult each other without consequence, may be used to foster social inclusion. This public insulting encourages non-violent responses to relieve daily tensions, breaks down barriers in communities, and is

- an indigenous source of social cohesion, while teaching the parties that they are strongly linked and responsible for the other's well-being (Phases 1 and 2).
3. Via OEE's community development fund, we will bring farmers and herders together—working among farmers, among herders, and then both at the same time—through economic strengthening activities. These activities will be a tool to facilitate interactions and shared economic ties while also strengthening the overall economic resilience of farmers and herders. The economic interdependencies cultivated among and between these groups will help to reduce the likelihood of conflict. Potential interventions may include technical and material support to young people and women market gardeners and training in breeding and fattening techniques for herders. These types of interventions would increase incomes and foster resilience while strengthening community and social linkages between beneficiaries (Phase 3).

<b>Resources:</b>	Project staff; field program assistants (FPAs); partners ABAC, APSS, and Racines; awardees engaged via the Community Development Fund.
<b>Anticipated results:</b>	Farmers and herders are more willing to interact with each other in social settings and utilize these social settings to build relationships. Farmers and herders view each other as mutually beneficial to the community, thereby increasing social cohesion and reducing tensions.

## **OBJECTIVE 2: CONFLICT MANAGEMENT AND MITIGATION CAPACITY OF INDIVIDUAL AND INSTITUTIONAL ACTORS IN SENO AND NAMENTENGA INCREASED**

Organizations and government institutions designed to address farmer-herder conflicts have limited capacity and financial resources to do so in remote areas of Sahel and Centre-Nord. There also is limited engagement between communities and local government leaders due to a lack of trust in institutions. Therefore, the program will support interventions that bring communities and local governments and leaders together to address that trust deficit as well as provide methods for mediation.

Illustrative interventions:

1. Land conflict is a root cause of tensions. Through partner ABAC, OEE will distill the national law on rural land management into user-friendly leaflets in local languages so that each group is using the same information to find solutions and mediate. The leaflets could be shared and discussed at a workshop attended by local farmers and herders and local stakeholders. Following the workshop, local stakeholders can use this tool to promote a shared understanding of land management issues and reduce frustrations and misunderstandings over land use in their towns (Phases 1-3).
2. Partner ABAC also will organize advocacy/sensitization days around the national law on rural land management. They will provide a framework for bringing

- together farmers and herders to jointly reflect on conditions, difficulties, misunderstandings, and common needs and engage relevant administrative and local authorities as mediators. This intervention will emphasize connecting factors between the two communities (Phases 1-3).
3. For sites lacking formal conflict mediation structures, OEE will utilize partners ABAC, APSS, and Racines to establish village social cohesion and peace committees. These circles will be representative of and bring people together from the social strata across the village, serving a preventive role in conflict management and finding consensual solutions through conflict mediation. These peace committees will incorporate customary and religious leaders from across ethnic groups so that they are representative grassroots institutions which are viewed as legitimate by local populations. In cases where these institutions are present but inefficient, OEE will work through partners to identify why these structures are inefficient or underutilized, and design context-driven interventions to strengthen these structures (Phases 1 and 2).
  4. Through ABAC, APSS and Racines, and potentially through additional awardees, OEE will build local leaders' capacity on conflict mediation. Local leaders are often the first step in mediating conflict and crisis as they are "of" the local community and equally respected by farmers and herders. Capacity building will include training on community leadership and sustainable conflict management and workshops that reflect and analyze the root causes of conflict between the two groups, with an eye to identifying and implementing possible solutions. Training will focus on communication, conflict resolution, and the importance of listening to citizens' perceptions of the role of local elected officials. Continued relationships between graduates will be facilitated through a WhatsApp group where they can share best practices and call on each other for support. (Phases 1-4).
  5. Through social cohesion workshops that encourage living in harmony and discussions on the role of the traditional chiefdom in community conflict resolution, Racines will build the capacity of customary leaders to strengthen the social fabric of a community and to mediate conflict. Intercommunity dialogues could be used to further re-enforce the role of traditional authorities in conflict mediation within specific communes. In villages with IDP populations, OEE will include IDPs in these workshops to promote social cohesion with host communities (Phases 1 and 2).
  6. In areas where there is no governing body to mediate land disputes, OEE partner ABAC may review the feasibility of establishing a local governing body to address conflicts among and between farmers and herders across ethnic groups. Burkina Land Law #34, which governs conflicts between farmers and herders, will be used as the point of reference, and will guide local justice mechanisms (such as the Commission Conciliation Foncière Villageoise) in target sites (Phases 1-3).
  7. OEE will focus on women in decision-making in conflict mitigation as they are often excluded from conflict mitigation management but are significantly impacted by social tensions. Interventions will incorporate women as representative leaders in their communities to ensure social cohesion initiatives are inclusive (Ongoing).

<b>Resources:</b>	Project staff; field program assistants (FPAs); partners ABAC, APSS, and Racines; awardees engaged via the Community Development Fund.
<b>Anticipated results:</b>	Stakeholders and local leaders (government, customary, and religious authorities and CSOs) are identified, understand their role in fostering social cohesion, and are engaged in sensitization and capacity building. Effectiveness of local leaders and stakeholders is improved, and these leaders are relied on and sought out for dispute resolution and conflict mediation.

## CROSSCUTTING ISSUES

*Capacity building.* We have placed local organizations at the forefront of OEE implementation to adopt locally resonant, community-driven approaches to resolve and prevent farmer-herder conflict. Local leadership and ownership is essential to guarantee beneficiary participation and ensure that the program is viewed as legitimate, effective, and sustainable. We will work closely with local organizations to build their capacity, who in turn will build local leaders' capacity to mediate conflict in the sites.

*Youth.* Engaging youth is critical to inclusive conflict management and building social cohesion within communities. On other Chemonics projects operating in Burkina Faso, intergenerational dialogues have been an important element to fostering youth inclusivity within the larger community. We will engage youth separately and as part of wider groups to create safe spaces for their participation and ensure their honest feedback and active participation in community conflict resolution and mediation structures. We also will leverage traditional community structures, such as village chiefs, to engage their children and build these youth's capacity as they grow into community leadership roles.

*Gender.* Gender has been woven throughout the technical planning to raise awareness on the role of integrating women into conflict mediation structures and P2P exchanges. By incorporating gender into all aspects of our interventions and integrating gender perspectives, OEE will assure that women have a role in local conflict mediation. In addition, through the CDF, OEE will provide training and other professional opportunities for women within the farming and herding communities. Interventions such as kitchen gardens, production and selling of dairy products (milk, yogurt, *gappal* and *chobbal*) and other microenterprise opportunities will advance women's economic status while fostering social cohesion and community linkages.

*Climate change.* Shrinking access to arable land and increased vulnerability to the effects of climate change, resulting in increased water, food, and fodder insecurity, have the dual effect of pushing herders away from their traditional grazing passages and limiting

available land to cultivate crops. Competition over water resources has resulted in violent conflict between farming and herding communities. OEE interventions will promote social cohesion and mutual understanding to foster greater social and economic interconnectedness and build resilience to climate shocks.

*Resilience.* OEE will build broad-based community resilience to enable our sites to better respond to social, economic, and environmental shocks. To help communities bounce back and recover from these stressors, interventions will focus on increasing the capacity of local leaders, fostering social cohesion and dialogue within single groups and across groups, and supporting locally-identified economic solutions to advance economic interdependence. Increasing the social and economic interactions between conflict groups and communal responses will result in increased resilience.

*Conflict.* We understand that conflict is nonlinear and occurs along a continuum with active conflict and violence at the peak. OEE's P2P interventions will focus on building capacity to respond to latent and temporary conflicts, as well as mediation and management to reduce tensions as conflict escalates. To ensure interventions are responsive to the local context and do no harm, we will conduct conflict assessments through an analysis of possible first and second order consequences to determine potential risks.

## **COORDINATION WITH DONORS, STAKEHOLDERS, AND OTHER PROJECTS**

OEE takes collaboration seriously. Coordination is not merely an occasional meeting, but rather a path that leads to mutual benefits through planning and ongoing partnership. OEE currently takes part in the USAID Burkina Faso Office's democracy and governance (DG) bi-weekly meetings, and will continue to do so, to learn about areas of collaboration and opportunities for sequencing interventions for greater impact. These meetings allow OEE to share lessons learned with other programs, and provides OEE an opportunity to receive lessons learned from other implementers. Given that OEE is an 18-month program, it is critical that OEE collaborates with and builds on the interventions of other partners in Burkina Faso. We will explain our approach to other donors and enlist their support and feedback, communicating frequently and partnering to avoid gaps or overlap.



# ANNEX A. WORKPLAN GANTT CHART

## GRF OEE GANTT CHART OF WORK PLAN

Interventions and Tasks – Person responsible	Months																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Startup Pre-deployment</b>																		
Recruit and mobilize staff – <i>Chemonics home office</i>	•	•	•															
Notify ABAC, APESS, and Association Racines of award – <i>Chemonics home office</i>	•																	
<b>Startup Tasks and Deliverables</b>																		
Initial program office setup of OEE Ouagadougou office – <i>Chemonics home office</i>		•	•															
Proof of legal status – <i>Chemonics home office</i>	•	•	•	•														
Financial procedures and responsibility established -- <i>operations and finance manager</i>				•														
Security plan established – <i>operations and finance manager; security coordinator</i>		•																
If needed, revise branding implementation and marking plan – <i>program director</i>			•															
Procure computers, cellular/satellite phones, and other items needed for startup – <i>Chemonics home office</i>	•																	
<b>Reports, Assessments, and Deliverables</b>																		
Submit Work Plan – <i>PMU director</i>			•										•					
Conduct conflict assessments for 14 selected sites with partners and review on rolling basis – <i>program director and senior technical lead</i>			•	•	•	•	•	•	•	•	•	•	•	•	•	•		
Submit final MEL Plan covering each MEL indicator – <i>Chemonics home office</i>			•															
Begin drafting final report/ex-post to submit 30 days after project end – <i>Chemonics home office</i>																		•
Lead data quality assessments (DQA) – <i>Senior technical lead with support from MEL department</i>						•						•						•
<b>Programmatic Interventions</b>																		
Identify 14 sites to implement interventions – <i>program director and sr. technical lead</i>			•															
Engage main sub-awardees (partners) to initiate Phase I interventions - <i>program director and senior technical lead</i>			•	•														
With support from partners, establish OEE's Community Development Fund (CDF) to support joint implementation of community projects – <i>OEE field team</i>				•														
Issue preliminary survey to assess host community knowledge of resources and methods to mitigate conflict – <i>senior technical lead, partners, local enumerators</i>				•														
Train volunteer conflict mediators – <i>senior technical lead and partners</i>				•	•													
With partners, facilitate intercommunal dialogues with local representatives – <i>OEE field team</i>					•	•												
Lead learning workshops for local traditional leaders – <i>senior technical lead and Racines</i>						•	•		•		•		•		•		•	

Interventions and Tasks – Person responsible	Months																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Rolling Interventions</b>																		
Provide conflict resolution training to host communities – <i>senior technical lead, ABAC, and APSS</i>				•	•	•	•	•	•	•	•	•	•	•	•	•		
Facilitate experimental learning – <i>senior technical lead and ABAC</i>					•	•	•	•	•	•	•	•	•	•	•	•		
With Racines, lead dialogues between traditional leaders and cultural specialists – <i>program director and senior technical lead</i>					•	•	•	•	•	•	•	•	•	•	•	•		
With partners, design and lead awareness campaigns, interactive forums, and capacity building training – <i>program director and senior technical lead</i>				•	•	•	•	•	•	•	•	•	•	•	•	•		
Host intercultural exchanges bringing farmer and herder communities together – <i>program director and senior technical lead</i>					•	•	•	•	•	•	•	•	•	•	•	•		
Design intercultural interventions and small-scale community projects via the community development fund (CDF) and select organizations to receive funding – <i>OEE field team</i>					•	•	•	•	•	•	•	•	•	•	•	•		
Provide capacity building to formal and informal institutions in conflict mediation and management tools – <i>program director, senior technical lead, ABAC, and APSS</i>						•	•	•	•	•	•	•	•	•	•	•		
Facilitate radio programming to connect people to conflict mediation resources and facilitate on-air dialogue with CSOs and government officials – <i>senior technical lead and partners</i>						•	•	•	•	•	•	•	•	•	•	•		
With partners, design monitoring and evaluation targets and indicators and conduct rolling data collection to assess progress against target indicators – <i>OEE team</i>		•			•	•	•	•	•	•	•	•	•	•	•	•		
Monitor FEWS NET’s indicators regarding droughts that could exacerbate tensions between communities – <i>senior technical lead</i>					•	•	•	•	•	•	•	•	•	•	•	•		
Support nationwide peacebuilding networks operation in rural areas through mediated dialogue with local religious leaders, traditional leaders, and rural actors – <i>program director</i>					•	•	•	•	•	•	•	•	•	•	•	•		
Hold quarterly meetings with key CDF implementers to review MEL data – <i>senior technical lead</i>						•				•				•				
<b>Closeout Activities</b>																		
Audit of field office project files and remedy problems as necessary – <i>operations and finance manager</i>																	•	
Ensure files meet HO/USAID guidelines – <i>operations and finance manager</i>																	•	
Develop plan for closing out interventions with partners – <i>program director</i>															•			
Inform employees in writing of effective end-date of contract – <i>Chemonics home office</i>																	•	
Prepare outline for final report/ex-post – <i>program director</i>																	•	
Review progress of final report against calendar – <i>program director</i>																	•	
Ensure all property is in working condition – <i>operations and finance manager</i>																		•
Submit Final Report/ex-post to USAID – <i>program director, Chemonics home office</i>																		•



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