



DENMARK – NIGER COUNTRY POLICY PAPER 2016-2020

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LIST OF ABBREVIATIONS

AQIM	Al-Qaeda in the Islamic Maghreb	NGOs	Non-Governmental Organisations
AU	African Union	OECD	The Organisation for Economic and Co-operation and Development
CPIA	Country Policy and Institutional Assessment	OHCHR	Office of the High Commissioner for Human Rights
DB	Doing Business	PDES	Le Plan de Développement Economique et Social
ECOWAS	Economic Community of West African States	SRHR	Sexual and Reproductive Health and Rights
EITI	Extractive Industries Transparency Initiative	UN	United Nations
EU	European Union	UNFPA	United Nations Population Fund
IMF	International Monetary Fund	WB	World Bank
MDGs	Millennium Development Goals	WDR	World Development Report
MUJAO	The Movement for Unity and Jihad in West Africa		

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DENMARK AND NIGER – INTRODUCTION AND FUTURE VISION

The **overall vision** for Denmark's engagement in Niger is to *support the government and people of Niger in order to maintain peace and stability, re-enforce democratic values and provide the opportunity for the people to embark on a long term effort to improve living conditions. Niger faces tremendous challenges and the country policy is informed by Denmark's commitment to supporting Niger in remaining peaceful and stable and making a constructive contribution to the development of a troubled region.*

Niger faces very serious challenges – a hostile climate, deep poverty and associated social tension aggravated by very high population growth, a large and very sparsely populated landmass, a fragile economy and a very young democracy which is being threatened by incursion of violent extremism from neighbouring countries. To this should be added that Niger is a key transit country for migration flows to Europe. Despite these challenges the government of Niger has managed in recent years to establish a fairly stable society and achieved some degree of economic development partly but not exclusively based on exploitation of mineral resources.

Being the largest and the most populous country of the Sahel region and acting as geopolitical buffer between Sahara and Nigeria, peace and stability in Niger plays a paramount role for the stability in the whole region. A breakdown of the social and political order could have a major destabilising effect on the region. The EU is acknowledging that Niger plays an important role in handling irregular migration, and Niger thus constitutes an essential partner in the EU's cooperation with African partners on migration. Also the government of Niger is acutely aware of its role as a transit country and has – as the first country in the Sahel-region – adopted legislation strengthening prosecution of human traffickers and describing migrants as victims of human rights violations. However, the implementation is hampered by weak capacity both at government and local level as well as socio-economic challenges. Tackling the key challenges of irregular migration through Niger should be based on a comprehensive approach encompassing political dialogue, long-term development assistance, humanitarian assistance and regional stabilisation activities. It is therefore essential for Niger that Denmark supports its efforts to address these key challenges.

Considering the overall vision for Denmark's engagement in Niger the main objectives for Denmark will first and foremost be to *strengthen **stability and peace** in Niger and the region, **enhance access to basic rights** and **reduce extreme poverty** by a specific focus on **resilience**.* Denmark will thereby address key elements for the development of Niger related to stability, migration and poverty reduction.

The Danish cooperation with Niger goes back to 1974. Though limited in financial terms (approximately 50 mio. DKK per year) **Denmark has achieved significant results** and has played an important role in key areas within democracy and human rights, water supply and agriculture. Denmark is seen as a reputable and reliable partner. The long standing development cooperation has resulted in a solid and trustworthy partnership between the two countries. It is seen by Niger as important that Denmark as one of the few bilateral donors in the country continues its engagement to address the causes of poverty and conflicts.

The objective of this policy paper is to establish the strategic framework for Denmark's engagement in Niger over the coming five years (2016–2020). The Danish engagement will build on results obtained so far and focus on areas where Denmark has comparative advantages. The future engagement will also take into consideration that there is no longer a Danish presence in Niger, thus it must be expected that delegated partnerships and cooperation with multilateral organisation will play a key role in implementation of the activities. The political dialogue with Niger will continue mainly through EU cooperation.

Due to the uncertainties associated with the very complicated situation in key areas such as security and democracy that might impact negatively on Niger's development it will be of paramount importance to have a **flexible strategy** that can be adapted to major and possibly unexpected events.



Map No. 4234 UNITED NATIONS
December 2004

Department of Peacekeeping Operations
Cartographic Section

NIGER FACTS	
Area	1,267,000 km ²
Population size	17.83 million
Annual population growth	3.9 %
Population groups	Hausa (53 %) Djerma-Sonraï (21 %) Tuareg (10 %) Fulani (10 %) Others (6 %)
Language	French (official)
Religion	Muslims (95 %)

2 NATIONAL CONTEXT

In this challenging environment one of the most decisive forces of change will include the destabilising influence of radical or criminal movements and general lawlessness in neighbouring countries. Another important force of change will be a volatile political climate where ethnic tensions traditionally have been a major worry which now is being supplemented by increasing risks of radicalisation and the effects of climate change on a very perilous natural resource situation. The way forward will depend on the government's willingness to engage in critical reforms and could build on the economic opportunities available in mineral extraction and increased agricultural production.

A FRAGILE COUNTRY IN AN UNSTABLE REGION

The Sahel region has become increasingly instable over recent decades. Niger has long been considered a fairly stable country in an unstable region. However, the stability is fragile and threatened by the instability in the region, the presence of terrorist groups and domestic political tension.

The region has known several armed conflicts and terrorist organisations have extended their activities over recent years. Many of the historic trade routes across the desert are currently controlled by terrorist and criminal networks. Drugs, weapon and human trafficking have taken unprecedented dimensions involving great

economic interests. The northern area is inaccessible and sparsely populated which makes effective control of national territories extremely difficult.

Instability and armed conflicts in neighbouring countries contribute to severe pressure on Niger: Mali to the west, Libya to the north and Nigeria – a central trading partner – to the south. The presence of the major jihadist groups AQIM, MUJAO/Al-Murabitoon and Boko Haram with increased and still more organised terror-activities poses a serious risk to Niger's security, stability and territorial integrity. Taking into account the magnitude and complexity of these conflicts, it must be expected that Niger will have to cope with the consequences of regional instability for years to come.

BOX 1 NIGER – A CHALLENGING CLIMATE, HIGH POPULATION GROWTH AND MASSIVE POVERTY

- Niger is landlocked. Although the largest country in the Sahel, only 11 pct. of the land is suitable for cultivation, primarily in the south and in the west along the Niger river, where almost the entire population is living in semi-arid conditions. The rest of the territory is made up of the Sahara desert with dispersed oasis and mining communities.
- One of the poorest countries in the world, Niger was ranked last on the Human Development Index in 2014.
- The highest population growth rate (3.9 %) and the youngest population (mean 15.1 years) in the world.

See annex I for further key facts.

The government in Niger is strongly engaged with regional organisations such as e.g. the AU, ECOWAS and the G5 Sahel Group concerning security and development issues in the Sahel. Niger is one of the countries in Sahel most resolutely engaged in the fight against terrorism at the side of Western allies with the EU, France and the US as major security partners. Encouraged by its allies the government has substantially increased its security expenditures. But this focus on security has required a reallocation of resources at the expense of already weak social sectors.

Niger is also faced with a plethora of **local drivers of conflict**. This is underlined by the fact that Niger has experienced several armed rebellions during the period 1990–2009. The **claim by pastoral groups in particular the Tuaregs that they have not been recognised by the state** and have not benefitted from extractive industries (uranium) in the Agadez region is a historical source of tension. Deteriorating living conditions and marginalisation contribute to frustration among pastoral groups creating a recruitment ground for radical groups. Other drivers of these conflicts include the availability of arms in the region and trained fighters among the Nigerien Tuaregs having served under Gaddafi. In order to respond to such challenges, government policies emphasise a better balance between regions, decentralisation reform, dialogue with the social sector on priorities and a range of specific measures for socio-economic development in conflict prone regions.

Conflicts regarding the use of land to agricultural and pastoral purposes remain a source of persistent tension reinforced by increased pressure on resources resulting from land degradation and population pressure. The country has put in place an innovative, participative and broad ranging legislative framework in order to improve land tenure and management of natural resources. However, institutional coherence and implementation lack behind. State authority in preventing and settling local conflicts remains limited.

Niger is also **exposed to the risk of radicalisation and violent extremism**.

The influence of terror organisations operating in neighbouring countries is being enhanced by factors such as poverty, inequality, marginalisation, as well as limited employment opportunities for youth. A weak education system further contributes to these risks. Religion plays an important role in Nigerien society where around 95 pct. are Muslims. The religious sphere has become increasingly diversified with the appearance of new associations and religious trends since the 1990s. While representing a minority, more radical strands have gained influence and attracted youth. Close ties among populations across borders and influx of refugees facilitate infiltration. Countering violent extremism through dialogue between religious organisations and the government, as well as preventive actions among youth, remains extremely important.

Migration from Niger is largely directed towards neighbouring countries and often seasonal. Furthermore, the country is one of the most important countries of **transit in West Africa for migration** flows through the desert city of Agadez via Libya to Europe. Very large shares of West-African migrants that arrive in Europe have transited through Agadez. The border between Niger, Libya and Algeria are poorly controlled due to lack of financial and human capacities and the landscape with mountains and desert is hard to control and monitor. Hence, migration has become a major factor for the local economy. Traditionally the Agadez region has always been a region of transit but with deterioration of the security situation, transit of goods and persons appear to be the only viable economic activity in the region making eradication of trafficking and smuggling even more challenging. Movement and migration of all ECOWAS citizens into Niger including the Agadez-region is legal and in line with the free movement principle within ECOWAS impeding the local authorities' ability to identify irregular immigrants and to combat human trafficking. Even though the Nigerien government has shown willingness to take initiatives in this area, latest by adopting a law against irregular migration, the enforcement of the law suffers from the weak government capacity and lack of resources. Also corruption hampers the government's ability to tackle challenges related to irregular migration.

THE POOREST COUNTRY IN THE WORLD

Around 90 pct. of Niger's population live in poverty. Illiteracy among youth and adults is widespread and affects more than 70 pct. of the population, mainly women and girls.

The country has **the highest fertility rate in the world** which creates enormous challenges to provide access to basic services, food, education, infrastructures and employment for all, especially for women and girls. The country has made some progress in attaining the MDGs and targets relating to urban water supply, child mortality and HIV/AIDS are likely to be met by 2015.

The economy of Niger is characterised by fluctuating economic growth heavily influenced by external shocks stemming from terrorist attacks, price fluctuations on key imports and exports and repeated droughts. It is largely based on agriculture and livestock which occupy the majority of the population. **The economy remains fragile** depending heavily on rain-fed subsistence agriculture which is vulnerable to climatic variations. Pastoralism and livestock is adapted to the arid climate and is the second source of exportations after uranium in Niger.

Private sector development is limited by low-level qualifications of the labour force and lack of infrastructure as well as security risks for investors. Providing even basic services to the rapidly growing population is an enormous challenge in a context of limited internal resource mobilisation.

Extractive industries constitute a main potential driver of change for the Niger economy in the medium term. The country has longstanding experience in uranium production and became an oil producer in 2011. Major foreign investments have been realised in extractive industries in recent years. The 2010 constitution details that revenues from extractive industries will be invested in socio-economic development. However, complex challenges remain concerning the distribution of revenues, social tensions related to negotiation of mining contracts and environmental consequences.

Niger remains **highly dependent on external aid** that contributes around 40 pct. of the national budget. Never-the-less aid levels are relatively low due to political instability in the country and it is monitored by OECD as potentially under-aided.

REPEATED FOOD CRISIS, MALNUTRITION AND SCARCE WATER RESOURCES

In 2014, the global acute malnutrition rate in Niger was 14.8 pct., the highest in the Sahel. Even in years with good agricultural harvests between 3 and 4 million people are affected by food insecurity. Following four successive food crisis since 2005 vulnerable households face serious difficulties to recover. Limited resilience is linked to population growth and increased pressure on already limited natural resources. **Climate change will constitute a continuous threat** for the viability of rain fed agriculture as well as for livelihoods of pastoralists that depend on grazing and water resources for their animals

In 2012, the government adopted the 3N initiative, Nigeriens Nourish Nigeriens, which is an essential part of Niger's efforts to cope with climate change and reverse a situation of chronic deficit of food production. The strategy is based on improvements of yields from rain fed agriculture as well as the development of irrigated cultures, livestock and fisheries sectors. Despite unfavourable climatic conditions, Niger has a potential to improve food security. Increased use of irrigation in wetland systems, recognising

mobility as key to livestock production and soil conservation techniques among others have proven successful in reversing environmental degradation.

Regional instability represents an additional challenge to food security in Niger. Seasonal migration used to diversify incomes and secure pastoral production is negatively influenced by instability in neighbouring countries, and the influx of refugees constitutes additional pressure on limited resources. Cross border trade into Nigeria has become exceedingly difficult.

Water resources are scarce in Niger and are further pressured by climate change and population growth. Access to clean drinking water remains limited, in particular in the rural areas. Current prognosis on climate changes in Niger points to the risk of increased temperatures and variations in rainfall with severe human and environmental consequences. Water resources must be managed in a sustainable manner to secure basic services and to prevent conflicts related to scarcity of water.

BOX 2 GREENING THE DESERT – SOME OF THE ACHIEVEMENTS OF 3N

- Increase in crops by 23 %.
- Increase in irrigated production by 113 %.
- 301 new pastoral water points and 127 new, modern farms.
- Recovery of 82,500 hectares of degraded land.
- Reduction in the prevalence of chronic malnutrition as well as undernourishment.

GOVERNANCE AND HUMAN RIGHTS – FRAGILE DEMOCRACY AND DISCRIMINATION AGAINST WOMEN AND GIRLS

Niger's democracy emerged in 1990 in a particularly difficult context with economic crisis and a majority of illiterate voters. Following a range of severe political crises and two military coups, Niger returned to a democratic phase in 1999 lasting until 2009 when a new political and institutional crisis resulted in the latest military coup in 2010.

The present government has been in power since 2011. Its program to address Niger's development challenges has raised renewed hope among the population. However, political stability has remained fragile and tensions have increased as presidential and parliamentary elections in 2016 are drawing closer. Even though democratisation in Niger has contributed to some progress in terms of improvements in human rights and governance challenges remain significant. The Universal Periodic Review undertaken in the United Nations Human Rights Commission and independent observers point out that discrimination and violence against especially of women and girls and lack of access to justice are widespread problems. Conditions of slavery also persevere among certain

ethnic groups. The large size of the country combined with uneven population distribution patterns adds to costs and distances to achieve universal access to key public services and infrastructure. Major national investments in social sectors supported by international donors in the last decades have contributed to increasing coverage of public services but the quality of these services remains a key challenge.

Corruption is a major challenge. Reflecting a positive trend, Niger occupies a rank of 103 out of 175 countries on the 2014 Transparency International Corruption Perception Index. An institutional set-up for anti-corruption measures is in place, including a hotline for citizen complaints.

The **government has taken a number of reform initiatives** in recent years not least in enhancing the effectiveness of the public sector and Niger is seen by the World Bank as a star performer (a CPIA performance index of score at 3.5). However, huge challenges remain in an overall reform policy in order to modernise the state. Decentralisation reform, which has been implemented since 2004, is a key public sector reform. The reform, however, is only partially implemented and transfer of powers and resources from central to local government is essential.

The **rights of women and girls in Niger** stand out as a critical human rights issue. Women meet discrimination and have limited access to inheritance of property, credit, education and health care. The country has one of the highest prevalence of child marriage in the world as three out of four girls get married before reaching the age of 18. Women's issues are extremely controversial and strong resistance from religious organisations has prevented a family code from being adopted. The country ratified the Convention on Elimination of all forms of Discrimination against Women with four major reserves on family issues including equal rights and responsibilities within the household. Since the 2000s, however, enrolment of girls in primary education has increased and a gender quota law, backed by women's organisations, has contributed to increased participation of women in politics. The national policy on gender focuses on improving the socio-cultural environment for changes, completing legislation and integrating gender approaches in sector strategies.

Civil society organisations play important roles in multiple domains including development and humanitarian action, human rights and democratisation. They have gained essential experience and some of them have contributed effectively to implementation of key programmes and initiatives and can be important partners for Denmark in Niger. They need, however, support to play a more significant role in ensuring a pro-active development of the Nigerien society. Furthermore, civil society in Niger tends to be politicised and the organisations often compete over access to funds instead of collaborating.

3

DANISH ENGAGEMENT IN NIGER – A LONGSTANDING PARTNERSHIP

Denmark's cooperation with Niger goes back to 1974. The partnership has evolved with a geographical focus on the Zinder and Diffa (currently more severely affected by Boko Haram) within water supply and sanitation, agriculture, governance, human rights as well as peace and security. Denmark is a major donor in the water sector in Niger and has been a pioneer for alignment with national systems and procedures with significant contribution in building up infrastructure and institutional capacity. In agriculture, focus has been on supporting long term

economic growth through the development of small agricultural enterprises and value chains. In governance and human rights support has been given to elections, women's rights, capacity building of key democratic institutions and actors as well as dialogue mechanisms (ref. annex II for details). Denmark's representation office was closed in 2014 and responsibility for the Danish development cooperation to Niger rests with the Danish embassy in Ouagadougou.

Several Danish organisations (CARE Denmark, CARITAS, Danish Demining Group, the Danish Institute for Human Rights) have development activities in Niger within the area of human rights, peace and stabilisation as well as local development and food security. These activities constitute an important complement to the official Danish development cooperation in Niger.

BOX 3 DENMARK IN NIGER – LOOKING AT RESULTS UNDER THE CURRENT PROGRAMMES CF. ANNEX II

- Increase in the rate of the coverage of access to water in Zinder and Diffa: Diffa 81 %, Zinder 61 %. Country average 52 % (for the period 2012–2017).
- Support to development and implementation of the National Strategy on Pastoral Water (“Strategie Nationale pour l’Hydraulique pastorale”) (for the period 2012–2017).
- Capacity-building of 1450 farmer organisations (including 550 women's associations) (for the period 2014–2019).
- 998 micro projects in Zinder and Diffa benefitting more than 30,000 producers (of which 45 % women) (for the period 2014–2019).
- Support to strengthening the capacity of the National Assembly's administrative systems (HR, IT etc.) (for the period 2014–2017).
- Support to establishment of “husbands' schools”, where men are organised to take responsibility for family health and hereby promote women's reproductive health and their social position in general (for the period 2014–2017).

4 STRATEGIC OBJECTIVES AND KEY AREAS TO BE ADDRESSED

The point of departure for the policy paper is Denmark's commitment to fighting poverty while securing stability and basic human rights particularly in fragile countries giving people the opportunity to pursue better lives. Taking into account the major challenges Niger is facing and Denmark's key comparative advantages the three strategic objectives will be: 1) Stability and Peace, 2) Access to basic rights for ordinary people and 3) reduction of extreme poverty.

The strategic objectives are highly interlinked and will to the extent possible, include a focus on capacity building of government institutions and civil society. Across the entire Danish engagement a cross-cutting human rights-based approach will be adopted. Considering Denmark's comprehensive engagement in the Sahel region, it will be a priority to ensure synergies and coordination with

existing Danish efforts as well as with the EU Sahel Strategy

The selected strategic objectives are in line with Niger's overall government priorities outlined in the national poverty strategy "Le Plan de Développement Economique et Social (PDES 2012–2015)" and relevant sector policies. Efforts based on shared values within different areas such as human rights, democracy, good governance, security and migration will be promoted primarily through the EU political dialogue with the authorities in Niger. In addition, Denmark will seek to maintain contact with key civil society partners.

EU countries present in Niger have designed a joint programming document of development cooperation to enhance complementarity. Denmark will follow this process both in terms of coordination as well as in the policy dialogue with

the government. Denmark will in addition engage actively, both under the EU, UN and AU-auspices and other international fora, in issues and formulation of policies relevant to Niger.

Due to the complexity of the situation in Niger, the following cooperation modalities might be applied depending on the development of the situation:

1) development support through the country programme for Niger; 2) efforts targeted stabilisation and security from the Peace and Stabilisation Fund; 3) funds from Climate envelope, if there should be a possibility to integrate these into the country programme, 4) Danish support to and alliances with Niger in multilateral organisations and fora where relevant; 5) Danish NGOs actively engaged in Niger through framework financing or other sources; (6) placement of Danish resource persons in multilateral organisations in Niger where possible and needed; (7) humanitarian aid may be considered based on an analyses of overall humanitarian needs if more acute crises develop and (8) continued contacts between the Danish and the Nigerien Armed Forces.

BOX 4 THE FUTURE DANISH COOPERATION WITH NIGER WILL BE GUIDED BY THE FOLLOWING PRINCIPLES:

- a. A **comprehensive and flexible approach** at the national and regional level, including active diplomacy, political dialogue, social-economic development, security and stabilisation efforts as well as humanitarian assistance.
- b. **Synergy** with other donors favouring a joint and harmonised approach to complex security and development.
- c. Focus on long term **state building objectives** favouring inclusive political and institutional processes considering that state capacity is essential for durable peace.
- d. A **rights-based approach** considering that discrimination and exclusion are root causes of conflicts.

1 A commission is currently working on renewing the poverty strategy for the period from 2016–2019. It is expected that main priorities on security, governance, food security, economic growth and social development will not be fundamentally altered.

STRATEGIC OBJECTIVE 1

STRENGTHEN STABILITY AND PEACE

Peace and stability in Niger are closely linked to the evolving situation in the broader Sahel region including armed conflicts. Key challenges at regional level include preventing terrorist organisations from further expanding their activities, countering trafficking of migrants and the spread of violent extremism and strengthening the dialogue and cooperation on anti-terror activities at regional and international level.

The trans-border nature of security threats in the Sahel have been recognised at the international level. Denmark will engage with EU, UN, AU and sub-regional organisations such as ECOWAS and G5 Sahel Group to promote regional security and stabilisation with a special focus on efforts to address the root causes of instability as well as support initiatives targeting migration.

Improved border control and oversight of trans-border movements are essential means of hindering terrorist groups from expanding their activities, fighting against

criminal networks as well as trafficking of humans, goods etc. At the country, regional and local level, these efforts could include strengthening security forces and their presence throughout the territory, countering violent extremism and supporting the Nigerien government's capacity to deal with migration flows. In addition, Denmark will consider supporting efforts to inform migrants transiting through Niger about possible dangers related to their journey to Europe, possibilities for repatriation etc. An example could be support to the pilot multi-purpose-centre in Agadez managed by IOM that the EU Commission is engaged in. The Centre will seek to provide first support and information to migrants (including information on voluntary return), referrals to national protection.

At the national level in Niger, major challenges include countering Boko Haram's infiltration into Niger and hindering the spread of terror attacks from Boko Haram as well as AQIM, Mujao/ Al-Murabitoon and other radicalised groups. Curbing the influence of radical movements among the population and youth in particular, countering violent extremism and radicalisation leading to terrorism is a key long term challenge.

In this regard, access to education and employment, especially for young people, play a crucial role.

Consolidating democratic institutions is a major condition for a viable response to security challenges fostering a pluralist political debate on essential societal issues including security and oversight of government action. The main vehicle for Danish support in this area will be the Danish Regional Sahel Peace and Stabilisation Programme. This may be supplemented by bilateral initiatives to address more limited national issues that impact radicalisation risk, local conflict management and migration. In addition, the coming EU Trust Fund for migration expected to be launched at the Valletta Summit between EU and African countries in November might be important for efforts addressing root causes of migration, including lack of stability and economic growth and violations of human rights.

STRATEGIC OBJECTIVE 2

ENHANCE ACCESS TO BASIC RIGHTS FOR ORDINARY PEOPLE

Ensuring access to basic rights is extremely important in a long term perspective in order to fight the main causes of poverty, exclusion and discrimination and eradicate root causes of conflicts. This includes providing basic public services for all, improving equal access to decision-making processes and fighting corruptive practices and discrimination. Denmark has built up important experience and has a comparative advantage in the promotion of women's rights and access to water that will be consolidated during the period 2016–2020 in order to establish a favourable socio-cultural, institutional and legal environment for gender equality. Denmark intends to support the capacity building of civil society organisations working with women and girls' issues and take an active role in international forums to promote human rights and gender equality in Niger.

Denmark will seek to involve civil society organisations in the formulation and implementation of development programmes and seek policy dialogue whenever possible. In this regard, Denmark will also participate in building up the capacities of the civil society organisation *inter alia* through 'Amplify-Change', which helps grassroots organisations i.e. in Africa reform and change policies to improve the sexual and reproductive health and rights (SRHR) of women, girls and other poor and marginalised individuals.

Access to water in Niger is a key challenge. The use of water for different purposes, in particular human consumption, mining, agriculture and livestock requires integrated strategies to reduce conflicts and protect the resource for future generations. Niger has developed a legal framework for integrated water management to improve knowledge on the water resource, its management and protection. Based on the important results obtained in the water sector Denmark will continue to support the Niger government in providing

water supply to the rural population and to implement policies on integrated water management. Long term Danish support to the water sector has contributed to the reinforcement of government capacities at the national and regional level. Exceptionally in Niger, it has been possible to build up a program approach based on national systems and procedures. Denmark will continue to focus on strengthening government capacities to provide water supply and to manage water resources and whenever possible accompany Niger in implementing decentralisation in the water sector and to build capacities in local governments.

Activities in this area will primarily be funded from the bilateral country programme.

STRATEGIC OBJECTIVE 3

REDUCE EXTREME POVERTY WITH FOCUS ON RESILIENCE

Acute malnutrition and repeated food crises reflect an underlying trend of increasing vulnerability. Denmark will address this issue through support to the 3N initiative giving attention to a number of specific challenges.

While the arid climate is a major barrier for improvement of food security in Niger, the country has **potential in irrigated agriculture and livestock sectors**. At the same time, specific actions will be oriented towards securing and diversifying revenues for vulnerable households.

Previous food crises have revealed that women are taking on an increasing share of responsibility to support the household. By developing low-return but relatively prudent opportunities, they are able to make a substantial contribution to household members' survival in terms of crisis. Activities may include supporting income generating activities for women in rural areas, their access to land and means of production.

The concrete engagements in this area will primarily be funded from the country programme. Funds from Climate envelope might be considered if there should be a possibility to integrate these into the country programme. Humanitarian aid will be considered based on an analysis of overall humanitarian needs.

The management of extractive industries will be crucial for the socio-economic development of Niger. Denmark will encourage international organisations such as the Extractive Industries Transparency Initiative (EITI), the international finance institutions and bilateral partners with greater expertise to support Niger in this matter.

5 RISKS AND SCENARIOS

Due to the fragile situation in Niger, the Danish engagement involves risks that should be taken into account from the outset.

On the 2014 state fragility index², Niger's situation is considered alarming and it is classified among the most fragile as number 19 out of 177 countries. Limited public service delivery combined with high population growth, trans-border threats and pressure from insecurity in the region are critical factors. Set-backs in terms of democracy are a major contextual risk linked to a deteriorating political climate ahead of the elections in 2016. Finally, the humanitarian situation is vulnerable linked to recurrent droughts, threatening levels of food deficiency and limited capacities to accommodate refugees.

The risk of kidnappings limits movement within the country, but so far government offices and Nigerien organisations have been operating relatively freely. Deteriorations in the security situation may, however, further restrict activities in border areas.

Weak capacity of national organisations and corruption are risks that may influence the possibility of achieving program objectives. However, international measurement of government capacities point to some improvements in Niger. In designing the programme,

it should be considered how these improvements can be supported and further strengthened.

Delegated partnership and funding through multilateral organisations and other international partners will be the preferred funding modality for the Danish support. For the new country programme potential delegated partners will be involved in the formulation of new programmes in order to ensure a better coordination with their own programmes. Alignment to national systems, harmonisation and joint financial arrangements will be pursued.

The country policy paper operates with **three major scenarios** as described below. The development in Niger is likely to be amorphous without a clear, specific scenario emerging at any time. The Danish engagement will thus be flexible adapting concurrently to the situation. However, the daily monitoring of the activities will be challenged by the lack of presence in Niger. The aspect of risks and monitoring will therefore play an important role when establishing delegated partnerships.

² The Fragile States Index is an annual ranking of 178 nations based on their levels of stability and the pressures they face. The Index is published by The Fund for Peace (FFP) which is an independent, nonpartisan, non-profit research and educational organization that works to prevent violent conflict and promote sustainable security.

BOX 5

THREE MAJOR SCENARIOS IN THE COUNTRY POLICY PAPER

Scenario 1: Status quo

The political situation remains stable but with a fragmented political scene characterised by strong conflicts, limited progress on legislation and public sector reforms and a highly politicised administration. The national security situation is fragile but remains relatively stable albeit pockets of insecurity and terrorist attacks threaten stability. Insecurity in the region limits private sector development and economic growth remains unstable. With support from external partners, investments in social and economic sectors contribute to modest poverty reduction and attenuation of food crisis.

Policy response: *Cooperation will follow the main thrust of this paper as programmes will be conceived in order to support long term improvements including capacity building in government and civil society organisations.*

Scenario 2: Best case

The political climate improves allowing for successful implementation of reform projects. The regional security situation is improved. Progress accelerates in terms of public service delivery and protection of human rights. An expanding mining sector provides an increase in resources available for government to invest in socio-economic development and foster economic growth. Taking into account the depth of poverty in Niger, it must be expected that Niger remains a low income country throughout the period covered by this policy paper.

Policy response: *With an improved security situation it will be possible to increase interaction with local authorities and marginalised groups. Danish advisers and NGOs can be utilised to a greater extent. In the case of an improvement the business environment in Niger it will become more meaningful to engage with the formal business sector and, instruments for developing business collaboration could possibly be considered in areas such as water and energy efficiency.*

Scenario 3: Worst case

Political tensions result in paralysis of government or a military coup plunging the country into a new economic and social crisis. Terrorist attacks multiply and the state loses control with major parts of its territory. Humanitarian crisis expand.

Policy response: *In the case of set-backs in democracy or government breakdown, emphasis will be given to humanitarian assistance, stabilisation and support to civil society. Geographic focus will be decided on the basis of a close monitoring of the security situation within the country and coordination of donor interventions. It will be difficult to maintain long term capacity building efforts.*

6 MONITORING AND EVALUATION FRAMEWORK

Within each focus area, specific out-put based indicators will be determined to manage and monitor progress, performance and results. Where possible, indicators will be derived from the government's own systems so that monitoring and evaluation can be aligned to national systems. Denmark will identify potential risks within each area and accordingly develop risk management strategies, partly to minimize the risk and partly to adjust efforts continuously to cope with these risks.

ANNEX 1

KEY DATA NIGER

KEY SOCIAL DATA	UNIT	VALUE	SOURCE
Area (2013)	Km ² million	1.3	WDR
Population (2013)	Million	17.83	WDR
GDP (2013)	USD billion	7.407	WDR
Annual economic growth (2013)	% of GDP	4.1	WDR
GNI per capita (2013)	USD (Atlas method)	400	WDR
Growth in GNI per capita (2013)	%	-1.5	WDR
Ease of doing business (2014)	Rank	168	DB/WB
ECONOMIC SECTORS (SHARE OF GDP)			
a) Agriculture (2013)	% of GDP	37.2	WDR
b) Industry(2013)	% of GDP	19.4	WDR
c) Manufacturing (2013)	% of GDP	6.1	WDR
d) Services (2013)	% of GDP	43.4	WDR
General government expenditure (2013)	% of GDP	28.9	IMF
Tax revenue percentage (2013)	% of GDP	15.2	IMF
Development assistance per capita (2012)	USD	53	WDR
Net official development assistance (2012)	% of GNI	13.8	WDR
Debt service (2011)	% export of goods, service and primary income	2.4	WDR

KEY SOCIAL DATA	UNIT	VALUE	SOURCE
Population growth (2013)	% annual	3.9	WDR
Life expectancy (2013)	Years	58	WDR
Infant mortality (2013)	Deaths per 1,000 births	60	WDR
Access to clean drinking water (2013)	% without access in rural and urban areas	53 (rural) 13 (urban)	Niger government
Access to primary health care facilities	% without access	47	Niger government
Number of doctors (2012)	Per 100,000 inhabitants	2	WDR
People btw. 15-49 years living with hiv (2013)	%	0.4	UN-AIDS
Adult literacy rate (2013)	% (above 15 years)	28.7	HDR
Net primary school enrolment (2013)	%	68.8	WDR
Net primary school enrolment, girls (2013)	%	57.15	WDR
Expenditure on education (2012)	% of public expenditure	18.2	WDR
Military expenditure (2013)	% of GNP	1.05	WDR
DISTRIBUTION OF INCOME			
Richest 10 % of population (2011)	% of national income	26.3	WDR
Poorest 10 % of population (2011)	% of national income	4.0	WDR
KEY ENVIRONMENTAL DATA			
Protected biological diversity area to surface area (2012)	%	16.7	UN statistics division
Carbon dioxide emissions per capita and consumption of ozone depleting CFCs (2010)	Metric tons	0.09	UN statistics division
KEY HUMAN RIGHTS DATA			
Ratification of 9 core HR instruments	Treaties	8*	OHCHR

* The Convention on elimination of all forms of discrimination against women was ratified with reserves

ANNEX 2

DENMARK'S ONGOING COOPERATION WITH NIGER

The Danish cooperation focuses on the water and sanitation sector and agriculture and rural development. A third sector programme promotes women's rights and capacity building of democratic institutions. Denmark also supports stabilisation activities through the regional programme for peace and stabilisation in the Sahel.

The **programme for water, hygiene and sanitation** (PASEA 2) runs from 2012–2017 with a budget of DKK 200 million. The programme is the first in the water sector that builds primarily on existing institutions. Major infrastructure projects are expected due to population growth and improved access to sanitation and drinking water supply. Despite improved coverage more than 50 % of the population in rural areas still lack access to clean drinking water. Activities comprise construction and management of infrastructure for drinking water supply in rural and semi-urban areas, including wells, boreholes with pumps and networked systems in bigger agglomerations. Through PASEA 1 around 126,500 people have gained access to drinking water supplies.

The **programme on promotion of jobs and economic growth in agriculture** (PECEA) runs for 2014–2019 with a budget of DKK 195 million. The focus is on developing local production systems and institutional support of local and national partners. The previous programme (2009–2014) has benefitted around 30,000 producers hereof 45 % women and major results include development of irrigated agriculture, security of land tenure, transformation of local products and related activities in fishery. PECEA builds on the previous achieved results and adds a focus on value chains in order to improve economic growth and job creation in the agriculture and livestock sector. The programme is anchored in the High Commission for the 3N initiative (Nigeriens Nourish Nigeriens), which is a national coordinating entity.

The **governance and human right programme** (PADDH) runs from 2014–2017 with a budget of DKK 50 million. The component on women's rights is conducted through UNFPA's country programme. Main results from previous years are the establishment of an important dialogue between the government, civil society and local

and religious leaders through religious platforms promoting gender equality and women's rights. Denmark supports capacity building of members in the national assembly and parliamentary commissions in the areas of natural resources, management of public finances and human rights. The last component concerns capacity building of the media.

Denmark supports conflict prevention in Niger through the regional programme "**Peace and Stabilisation Programme for the Sahel region**" running from 2013–2017 with an overall amount of DKK 130 million. The programme addresses underlying and regional political and security challenges in the Sahel focusing on enhanced mediation and conflict solution, improved security and activities to counter violent extremism and organised crime.

ANNEX 3

OVERVIEW OF PROGRESS TOWARDS ATTAINING THE MDGS IN NIGER

MDG	BASELINE	CURRENT LEVEL	MDG TARGETS	LIKELIHOOD OF ACHIEVEMENT
GOAL 1: POVERTY				
Halve, between 1990 and 2015:				
– the proportion of people whose income is less than 1\$ a day	63 % (1993)	48 % (2011)	32.5 %	Unlikely
– proportion of people who suffer from hunger (% underweight children under 5)	36 % (1992)	38.5 % (2011)	18 %	Unlikely
GOAL 2: UNIVERSAL PRIMARY EDUCATION				
Ensure full access to primary school (net enrolment)	18 % (1990)	70.5 % (2013)	100 %	Unlikely
Ensure full completion rate in primary school	15 % (1991)	51 % (2011)	100 %	Unlikely
GOAL 3: GENDER EQUALITY				
Eliminate disparities – Girls/boys ratio primary school	62.5 % (1997)	81 % (2012)	100 %	Unlikely
GOAL 4: CHILD MORTALITY				
Reduce by 2/3 under-5 mortality deaths/1,000 live births)	318 (1992)	127 (2012)	106	Likely
GOAL 5: MATERNAL HEALTH				
Reduce by 3/4 maternal mortality – deaths/ 100,000 births)	652 (1992)	535 (2012)	175	Unlikely
Births attended by skilled health care staff	14.9 % (1992)	29.4 % (2010)	100 %	Unlikely
GOAL 6: HIV/AIDS, MALARIA & OTHER DISEASES				
HIV/AIDS Prevalence rate	0.87 % (2002)	0.7 % (2006)	<0.7 %	Likely
GOAL 7: ENVIRONMENTAL SUSTAINABILITY				
Halve non-access to safe water (improved sources)	22.3 % (1992)	51 % (2008)	45 %	Likely
Halve non-access to improved sanitation facilities	12 % (1992)	12 % (2008)	36 %	Unlikely

Sources:

Niger government, national statistics institute.

DENMARK – NIGER
COUNTRY POLICY PAPER
2016–2020
March 2016

Publisher:
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Design: BGRAPHIC
Photo: ©Jonathan Bjerg Møller/CARE

The publication can be downloaded from:
www.danida-publikationer.dk

The text of this publication can be freely quoted.

ISBN 978-87-7087-928-6 (PDF version)
ISBN 978-87-7087-930-9 (HTML version)

PARTNER DESCRIPTIONS

A. Democratic Governance, Stability and Migration Management

High Authority for Peace Consolidation (HACP)

The HACP is an institution attached to the Presidency created in 2011 with a mandate to ‘nurture peace, dialogue and tolerance among all communities in Niger’ and to mobilise conflict prevention and peace building efforts in view of promoting economic and social development in conflict-affected areas. It was established to continue the work that the High Commission for the Restoration of Peace initiated from 1994 to implement the peace agreements after the first Tuareg rebellion in Niger through the reintegration of ex-combatants and promotion of dialogue. The HACP works through the delivery of ‘soft security’ interventions including mediation or confidence-building activities among communities, and between communities and security forces, and the provision of quick impact social and economic projects to address local issues, e.g. support for the reintegration of former fighters, and provision of tools, training or equipment to help youth secure a legitimate livelihood. As part of its mandate to support effective and citizen-responsive decentralisation as a means of consolidating peace, HACP works to build the capacity of local and regional administrations to deliver services, as well as with central government ministries to increase their responsiveness to community needs in particularly vulnerable areas. HACP considers it an important part of its mandate to reinforce the legitimacy of the State by ensuring that it brings tangible solutions to citizens’ security and development needs. As of 2017, the EU’s support to the HACP in the field of peace and security will be achieved through a specific indicator in relation to the provision of general budget support that should guarantee a more stable provision of funds for its recovery actions.

National Human Rights Commission (CNDH)

The CNDH is established as an independent state body in Niger’s Constitution of November 2010 and was created in 2012 as part of Niger’s return to democracy. It was accredited with the “A status” in March 2017 by the Global Alliance of National Human Rights Institutions. This means that the CNDH fully complies with the so called “Paris Principles” that set out the standards required by national human rights institutions to be considered independent and effective. CNDH has two main missions: protecting and promoting human rights. It delivers its human rights promotion work mainly through: (i) the provision of advice and proposals to the government, including legislative proposals, to strengthen Niger’s human rights protection in accordance with international commitments; (ii) awareness-raising and training activities, with a particular focus on security and defence forces and members of the judicial and penal institutions. Its human rights protection work includes: (i) the conduct of, and support to field inquiries into suspected cases of human rights abuses, especially in locations at risk (e.g. regions subject to counter-terrorism campaigns; prisons); (ii) the publication of inquiry results and facilitation of efforts to seek redress in justice. CNDH works closely with CSOs and is keen to increase their mobilisation and effectiveness in support of human rights promotion and protection. CNDH’s funding allocations under the national budget has been decreasing since 2015 (approx. DKK 3 m in 2017). Since its creation, it has been able to mobilise punctual funding from a few partners such as UNDP and the Danish Institute for Human Rights, and in January 2017 CNDH was granted more substantial funding (approx. DKK 2m) from the EU for a two year period.

High Council for Communications (CSC)

The CSC is established as an independent state body in Niger’s Constitution of November 2010 and was created in 2012 as part of Niger’s return to democracy. CSC is Niger’s media regulation body, with a mandate to guarantee the freedom and independence of the audio-visual, written and electronic press in the country. It delivers this mandate through a combination of monitoring, capacity-building, and regulatory development activities. Monitoring helps ensure i.a. equal access of

all political forces to the media, in particular television, a particularly sensitive matter in the context of Niger's tense electoral campaigns. Capacity-building aims at strengthening the professionalism of journalists and press organs, both in technical and in deontological terms, taking into account the need to promote conflict-sensitive journalism in the country's conflict-prone environment.

Regulatory development is one of CSC's priorities, considering that most media-related legislation is outdated and/or inadequate, depriving private media from access to publicity, unfairly advantaging the State media, insufficiently taking into account the vital role of local radios, and leaving a blind spot where the excesses of online media should be contained. CSC's main partners are independent actors from the media sector, which may be socio-professional media organisations or other CSOs. CSC's funding allocations under the national budget was approx. DKK 2.5m in 2016), but since its creation the institution has also been able to mobilise donor funding. However, these donor grants have often consisted of punctual support to specific activities and had shorter durations.

UNDP

UNDP will be the implementing partner for the development engagement with HACP. UNDP is a long-standing partner of Denmark in conflict prevention, peace building and democracy promotion worldwide. In Niger, UNDP has a leading role in the development of international strategies to support national efforts in those areas. UNDP has been working in partnership with HACP since 2013 through various sources of funding.

Technical support unit

A technical support unit will be recruited to manage the implementation of the development engagement aiming at strengthening democratic governance and human rights in Niger. The technical support unit will be responsible for the overall management of all resources allocated under this development engagement, including all aspects related to financial management, planning, monitoring, reporting and auditing. In addition, the technical support unit will be responsible for providing capacity building in thematic areas related to the engagement (human rights, conflict prevention, media, etc.) as well as in results-oriented financial and operational management. The technical support unit will be recruited through a tender process without restriction on the type of legal entity (local or international, CSO or private company).

United Nations Population Fund (UNFPA)

UNFPA has been a permanent partner of Denmark in Niger since 2008, as Denmark set out to support its successive Country Programmes, first through earmarked funding (7th Country Programme, 2008-2012) and then soft-earmarking (8th Country Programme, 2014-2017). UNFPA's programme will be implemented through government partners including the Ministry for the Advancement of Women and Child Protection; the Ministry of Population; the Ministry of Public Health, notably through the Directorate of Mother and Child Health (DSME) within the Directorate General of Health and Reproduction (DGSR); the Ministry of Youth and the Ministry of Secondary Education, as well as NGOs and CSOs active in the sector.

B. Water and Sanitation

Ministry of Water and Sanitation

The Ministry of Water and Sanitation is charged with implementing the national policy on water and sanitation and thus for the design, implementation and monitoring of the national Investment Plan – PROSEHA 2016-2030 comprising urban water supply, rural water supply, sanitation, and water resources management. The ministry is collaborating with other sector ministries in the implementation of the plan, e.g. the Ministry of Health for activities related to sanitation. Even though the responsibility for rural water supply and sanitation has formally been transferred to the communes, the ministry is some cases acting as implementer of investments, e.g. in communes with weak capacity.

The ministry comprises a representation in each of the regions and of the counties (*départements*) and it is foreseen that a water and sanitation service will be established at the commune level.

The number of staff totals 700 permanent employees.

The total budget of the ministry amounted to FCFA 64.6 billion (2016) of which 95% was allocated to investments. In 2016, the budget of the ministry constituted 3.6% of the consolidated budget against 7.2% in 2015.

Ministry of Foreign Affairs of Luxembourg & LuxDev

The implementation of the Danish support to the water and sanitation sector will be delegated to the Ministry of Foreign Affairs of Luxembourg.

The overseas development assistance from Luxembourg totalled appr. € 325 millions in 2014, equivalent to 0,95% of GNI. Two third of this assistance is allocated to Africa with Niger (16,7%), Burkina Faso (15,1%) and Senegal (14,3%) the financially biggest partner countries. Luxembourg's development cooperation has a particular focus on sectors within infrastructure and social services (37 % of total aid). Education and health are the main sectors.

As an agency of the Luxembourg government, LuxDev is the main instrument by which the country implements its development activities. The regional offices of LuxDev oversee the bilateral development programmes in their area and ensure the overall operational coordination. The Regional Office in Ouagadougou coordinates the development programs in Burkina Faso and Niger. During the year 2014, € 27 million were invested in the region, through 13 projects and programs in both countries. Since 2014, LuxDev implements the Danish water and sanitation programme in Niger within the delegated partnership between Denmark and Luxembourg.

C. Economic Growth and Job Creation in the agriculture Sector

High Commission for "Initiative 3 N" (HCI3N)

The HCI3N is a public institution attached to the Presidency of the Republic. It is responsible for implementing the President of the Republic's commitments within the area of food security and sustainable agricultural. It is part of the national development framework, Social and Economic Development Plan with translates the Nigerien government ambitions to sustainably reduce poverty through economic growth and job creation among other things. HCI3N is currently formulating its action plan 2017-2021. Besides Danida, HCI3N is receives funding from many bilateral and multilateral donors such as EU, SDC, AFD, World Bank , IFAD, KFW, GIZ, Luxembourg, Belgium , Spain, UNCDF, MCA (USA), UNICEF, PAM, FAO, PNUD.

HC3N chairs a management committee established with the mandate to monitor the overall progress, including tracking consistency and complementarity between the two engagements, approve the annual reports and consolidated budgets, monitor risk indicators, organize reviews, and approve reallocations and the use of unallocated funds.

The Maison de l'Entreprise du Niger

Maison de l'Entreprise (ME) was created in 2012 within the Chamber of Commerce, Industry of Niger (CCIN), also by decree, with the aim to promote enterprise creation and development. The ME comprises a 'one-stop shop' for business start-up, an Investment Promotion center as well as management centers to provide companies with management and accounting support, tax advice and training. The ME was set up with the support of the World Bank-financed Competitiveness and Growth Support Project (PRACC).

The Maison de l'Entreprise has an office in Zinder and Diffa. Each regional office is supported by a private sector specialist and 2 young graduates.

The Maison de l'Entreprise receives a subsidy from the state, CCIN, and donors through agreements signed with the Government of Niger.

Swiss Development Cooperation

SDC is in charge of implementing the first development engagement as a delegated partner. Niger is a priority country for SDC, which has been engaged in the Sahelian countries since 1977. The

objective of SDC Niger is to contribute to the improvement of food security of the population by addressing the causes of poverty as identified in Niger's Accelerated Development and Poverty Reduction Strategy (PRRS 2008-2012). The SDC approach focuses on local development. SDC has strengthened its commitment to Niger, increasing its budget of CHF 13 million (FCFA 6.5 billion) in 2012 to a budget of CHF 20 million (CFAF 10 billion) in 2016. It focuses its support on two priority geographical zones: Gaya in the Southwestern region of Dosso and the Maradi region in the Centre – Southern part of the country.

The main areas of activities of the SDC program on rural development in Niger are as follows:

i) Pastoralism (secure mobility and production); ii) Rural water supply and sanitation; iii) Support for farmers' organizations to support the family production; iv) Education and training; v) Non-formal adult and youth education; vi) Support for the quality of formal education and schooling of girls; vii) Basic vocational training.

Local governance is seen as a crosscutting theme in the various areas of intervention of the SDC. When necessary, the SDC can provide humanitarian aid.

The Swiss programme will have an expected duration of 12 years (2014-2026) with a total estimated cost of CHF 30 million (DKK 184 million).

World Bank

The World Bank is in charge of implementing the first development engagement as a delegated partner, through its Competitiveness and Growth Support Project (PRACC).

The Competitiveness and Growth Support Project was approved in June 2012 with a total World Bank commitment of USD 50 million and a planned implementation until March 2019. The objectives of the project are to improve selected aspects of Niger's business environment and to support two value chains, the development of the meat industry and local business's participation in the extractive industry sector.

There are four components in the project. The first component is aimed at improving the investment climate, investment promotion and support for small and medium-sized enterprises (SMEs) within selected value chains. The objectives of this component are to help (i) improve the business environment; (ii) provide Business Development Services to support enterprise development primarily in the identified value chains (mining and meat) through a matching grants program; and (iii) support the Government effort for investment and export promotion.

The second component is support to selected value chains. This component includes two sub-components: support to the extractive industries value chain, and support to the meat and butchery value chain. The third component is policy reforms, infrastructure and services to harness the relationship between Niger and Nigeria through the Kano, Katsina, and Maradi (K2M) corridor.

The objective of this component is to help foster trade and regional integration with Nigeria and to attract private investment in the (K2M) corridor. Finally, the fourth component is project management.

Results Framework at Output Level

A. DEMOCRATIC GOVERNANCE, STABILITY AND MIGRATION MANAGEMENT

Thematic Programme	Democratic Governance, Stability, and Migration Management		
Thematic Programme Objective	Contribute to lowering the likelihood of conflict and to building a stable foundation for development by strengthening the capacity of key state and civil society actors to address drivers of instability, including extremism, migration and demographic growth with a particular emphasis on ensuring the participation of women, youth and minority groups		
Impact Indicator	Improvement of Niger's score in Global Peace Index indicator (<i>Institute for Economics and Peace</i>)		
Baseline	Year	2017	Overall score 2.239 (rank 113 of 163)
Target	Year	2022	Overall score 2.190
Impact Indicator	Improvement in Niger's 'Participation and human rights' indicators in the African Governance Index (<i>Mo Ibrahim Foundation</i>)		
Baseline	Year	2017	55.2/100
Target	Year	2022	62.0/100
Engagement 1 Title	Enhancing stability		
Outcome	The High Authority for Peace Consolidation (HACP) is enhanced in promoting peace, dialogue and tolerance among communities and mobilizing conflict prevention and peace-building efforts benefiting the economic and social development of all Nigeriens.		
Outcome indicator	Number of inter-community conflicts in municipalities targeted by HACP		
Baseline	Year	2017	Baseline to be established based on the data available in local/regional peace-building plans
Target	Year	2022	40% reduction
Outcome indicator	Number of youth aged 15-25 engaged in an occupation (employment, studies, small jobs) for at least 50% of their time in municipalities targeted by HACP		
Baseline	Year	2017	Baseline to be informed by the Ministry of local government based on data collected from the targeted municipalities/regions
Target	Year	2022	30% increase
Output	Enhanced strategic leadership of HACP as regards conflict prevention and peace building efforts in Niger, including in relation to the destabilising effects of migration and population displacements		
Output indicator	Regular meetings held with relevant line ministries leading to documented decisions and follow up actions		
Baseline	Year	2017	Irregular meetings, absence of documented conclusions and of follow up
Target	Year	2022	Regular meetings held with 100% of relevant line ministries and documented follow up of decisions at the regional and local level in 100% of cases
Output indicator	Existence of a functional coordination framework with donors in the field of peace-building/conflict prevention managed by the HACP		
Baseline	Year	2017	Establishment of coordination secretariat in process; no regular meetings
Target	Year	2022	Regular meetings documented illustrating HACP's capacity to lead the coordination of all donor interventions in the field of peace building
Output	Enhanced effectiveness of HACP's operational coordination of conflict prevention and peace building efforts in Niger, including in relation to the destabilising effects of migration and population displacements		
Output indicator	A five-year strategic plan of the HACP is available and accompanied by annual work plans and progress reports		
Baseline	Year	2017	Revised 2014-2018 strategic plan, no comprehensive annual work plan, no comprehensive progress reports of HACP results
Target	Year	2022	80% execution rate of comprehensive annual work plan that includes all sources of funding and is based on HACP's strategic plan for 2019-2023
Output indicator	Performance of the regional planning departments in coordinating line ministry interventions with a view to responding to social, economic and infrastructure needs in areas of the country that are categorised as high risk, destabilized, or in a crisis relief situation		
Baseline	Year	2017	Irregular meetings, planning, monitoring and reporting on implementation is poorly documented; no records of decisions reached
Target	Year	2022	Regular coordination meetings aligned with decisions taken at the central level.

			Full documentation of decisions and implemented interventions.
Output			Enhanced capacity of HACP to anticipate and prevent threats to peace, including the destabilising effects of migration and population displacements, through quick interventions while also improving its capacity to address underlying causes of conflict
Output indicator			Number of radio programmes hosted by youth and women broadcasted on community radios
Baseline	Year	2017	1.680 broadcastings involving 30 community radios
Target	Year	2022	3.500 broadcastings involving 50 community radios
Output indicator			Number of joint civil-military activities involving youth and women
Baseline	Year	2017	33 activities involving minimum 5.000 persons
Target	Year	2022	50 activities involving minimum 8.000 persons, including 70% youth and 50% women
Output indicator			Number of sensitization events on the legal framework and risks related to migration organised by HACP for its target groups at the local and regional levels
Baseline	Year	2017	6 sensitization events focusing on the legal framework
Target	Year	2022	8 sensitization events focusing primarily on risks of migration and secondly on the legal framework
Output indicator			Functional Interreligious Dialogue Committees at the regional level
Baseline	Year	2017	Interreligious Dialogue Committees established in 8 regions
Target	Year	2022	80% implementation rate of action plans of 8 Interreligious Dialogue Committees
Output			Regional and local authorities are capacitated with support from HACP to assume their roles with regard to conflict prevention, peace building and tackling migration and population displacements
Output indicator			Number of municipalities having a trained and self-financed municipal police composed by 90% aged 18-35 and 25% women
Baseline	Year	2017	38 municipal police units functional and self-financed
Target	Year	2022	60 municipal police units completely functional and self-financed; 22 new units trained and supervised
Output indicator			Regular meetings of regional peace and security committees gathering all relevant stakeholders
Baseline	Year	2017	Regular meetings of 3 regional committees gathering 60% of stakeholders
Target	Year	2022	Regular meetings of 6 regional committees gathering 90 % of stakeholders
Output indicator			Number of annual regional and local development plans incorporating conflict prevention and <u>peace building</u> , including measures to face the destabilising socio-economic effects of migration and population displacements
Baseline	Year	2017	6 annual development plans
Target	Year	2022	12 annual development plans
Engagement Title			Strengthening democratic governance and human rights
Outcome			More open, effective and inclusive mechanisms for ordinary citizens, in particular women, youth and marginalised groups, to voice their concerns and hold decision makers accountable
Outcome indicator			Number of cases in which grantees have been engaged in influencing policies and decision-making in relation to human rights protection, media freedom or conflicts prevention, including the voice of women and other socially excluded groups (Source: Grant manager)
Baseline	Year	2018	Baseline to be established
Target	Year	2022	Target to be established
Outcome indicator			Grant partners demonstrate capability to fulfil their mandates (Source: Grant manager)
Baseline	Year	2018	Capability scores to be determined by the fund manager during inception
Target	Year	2022	80% of grantees have demonstrated improvements of at least 30% in score
Output			Human rights are better known and respected through the enhanced engagement of the National Human Rights Commission and of Nigerien CSOs
Output indicator			Number of human rights violation cases that have been treated and investigated by the National Human Rights Commission
Baseline	Year	2018	Baseline to be established
Target	Year	2022	20% increase
Output indicator			Number of groups of women/youth/marginalised persons involved in activities related to human rights protection or advocacy, one year after having benefited from support
Baseline	Year	2018	Baseline first year of project support
Target	Year	2022	25 more than baseline
Output			Key Nigerien civil society actors that promote inclusive approaches play a more determinant role in conflict prevention and resolution
Output indicator			Number of women groups initiating conflict resolution interventions or individual women

		playing a key role in mediation processes at least one year after having benefited from support	
Baseline	Year	2018	Baseline to be established
Target	Year	2022	40 more than baseline
Output indicator		Number of youth groups engaged in conflict prevention or conflict resolution interventions one year after having benefited from support	
Baseline	Year	2018	Baseline to be established
Target	Year	2022	18 more than baseline
Output indicator		Number of initiatives of conflict prevention or resolution in relation to natural resource management conducted by beneficiaries at least one year after having benefited from support	
Baseline	Year	2018	Baseline to be established
Target	Year	2022	10 more than baseline
Output		Enhanced access to fair, balanced and reliable information promoted through the enhancement of the High Council for Communications and media development organisations	
Output indicator		Number of breaches of media ethics	
Baseline	Year	2018	To be established based on CSC statistics
Target	Year 1	2022	20% reduction compared to baseline
Output indicator		Proportion of time/space and prominence given to stories featuring women as sources of information/opinion and/or focusing on women	
Baseline	Year	2017	To be established based on CSC data
Target	Year	2022	To be established
Output indicator		Number of quality in-depth journalism pieces produced as a result of capacity building efforts	
Baseline	Year	2017	To be established
Target	Year	2022	To be established
Engagement Title		<i>Managing demographic growth through promotion of women's sexual and reproductive health and rights</i>	
Outcome		Demographic growth and fertility rates are curbed thanks to the combined action of Government and civil society	
Outcome indicator		Contraceptive prevalence rate	
Baseline	Year	2015	13,4%
Target	Year	2022	50%
Outcome indicator		Percentage of girls aged 15-19 who started their reproductive life	
Baseline	Year	2017	35% (estimate)
Target	Year	2022	25%
Output		Enhanced national capacity to develop and implement comprehensive sexual education based on human rights and gender equality principles for schools and communities	
Output indicator		Number of secondary school teachers trained in sexual and reproductive health and family planning for adolescents and youth	
Baseline	Year	2017	300
Target	Year	2022	1.500
Output indicator		Number of girls targeted by sexual and reproductive health and family planning programmes	
Baseline	Year	2018	32.000 (estimate)
Target	Year	2022	480.000
Output		Enhanced capacity of national partners to develop and implement programmes providing essential sexual and reproductive health services for marginalised youth and adolescents, notably girls exposed to the risk of child marriage	
Output indicator		Percentage of married girls participating in the adolescent initiative who have adopted family planning methods	
Baseline	Year	2017	56% (estimate)
Target	Year 1	2022	80%
Output indicator		Number of peer-to-peer 'youth partnerships' established with UNFPA assistance	
Baseline	Year	2017	6
Target	Year	2022	50
Output		Strengthened application of national and international systems to promote reproductive rights, gender equality and non-discrimination and to prevent gender based violence	
Output indicator		Number of 'husband schools' created and functional	
Baseline	Year	2017	1.444
Target	Year 1	2022	3.500
Output indicator		Number of traditional and religious leaders who have become active partners in advocacy	

		activities to promote family planning and gender equality	
Baseline	Year	2017	235
Target	Year	2022	270

B. WATER AND SANITATION

Programme title		Water and Sanitation¹	
Programme objective		Contribute to ensuring the availability and sustainable management of water and sanitation for all users in rural and semi-urban areas (ODD 6)	
Impact Indicators		<ol style="list-style-type: none"> Equitable and universal access to affordable drinking water in rural areas is improved Equitable, affordable and universal access to adequate sanitation and hygiene services in rural areas is improved 	
Baseline	Year	2014	1. Number of persons in households using basic drinking water services / Total number of persons in rural households (in MCF regions): 17 %
		2015	2. Number of households using basic sanitation services / Total number of households surveyed (in MCF regions): 27% (rural)
Target	Year	2020	<ol style="list-style-type: none"> Access to basic drinking water services: 50% Access to basic sanitation services: 90% (urban), 40 % (rural)
Outcome 1		Governance, national capacity building and citizen participation in the sector are strengthened	
Outcome indicators		<ol style="list-style-type: none"> The sector policy of the Ministry of Water and Sanitation is updated and adopted at national level The Bye-laws of the Water Code are developed and adopted 	
Baseline	Year	2017	<ol style="list-style-type: none"> Not adopted Not adopted
Target	Year	2020	<ol style="list-style-type: none"> Adopted Adopted
Output 1.1		Decentralized responsible actors act as contracting authorities and manage the SPE (Public water facility) while respecting the human rights-based approach	
Output indicators		<ol style="list-style-type: none"> Number of PLEAs (local water and sanitation plans) developed and /or updated and in compliance with PROSEHA in areas supported by the Joint Financial Mechanism (MCF) Number of municipalities employing a Water & Sanitation (W&S) agent Number of new households with access to drinking water in intervention areas supported by the MCF 	
Baseline	Year	2015	1. PLEA exist in 33 municipalities
		2015	2. 47 municipalities employ a W&S agent
		2016	3. 0 new households
Target	Year 4	2020	<ol style="list-style-type: none"> PLEA exist in 226 municipalities 226 municipalities employ a W&S agent 40,000 new households
Output 1.2.		The planning and administrative and financial management capacities and systems of the Ministry of Water and Sanitation are improved and incorporate the principles of Results Based Management	
Output indicators		<ol style="list-style-type: none"> Elaboration of mission letters in each regional directorate (attributions, roles and responsibilities) Development of performance contracts for programme managers 	
Baseline	Year	2016	<ol style="list-style-type: none"> 0 0
Target	Year 4	2017	<ol style="list-style-type: none"> 1 1
Output 1.3.		Sector coordination mechanisms are strengthened to be sustainable and operational	
Output indicators		<ol style="list-style-type: none"> A concerted annual sector review between the sector's stakeholders is held in April each year Number of mayors participating in the forum of local authorities Share of the MCF in the state budget 	
Baseline	Year	2016	<ol style="list-style-type: none"> No annual sector review 59

¹ All indicators in the results framework will be verified through the PROSEHA monitoring system or through specific PROSEHA 3 monitoring. Some PROSEHA annual targets remain to be identified.

			3. None
Target	Year 4	2020	1. Annual sector review held 2. 120 3. 100%
Output 1.4.		Improved water provision service from the private sector	
Output indicator		Number of municipalities satisfied with the performance of the water service providers in the regions supported by the MCF	
Baseline	Year	2016	0
Target	Year	2020	100%
Outcome 2		Improved universal, equitable and affordable access to sanitation and adequate hygiene in rural areas	
Outcome indicator		Reduction in level of open air defecation	
Baseline	Year	2015	73%
Target	Year	2020	49% (to be verified)
Output 2.1		Improved sanitation hygiene in villages	
Output indicator		1. Number of newly “Fin de la Défécation à Air Libre (FDAL)-certified localities in MCF-supported regions 2. Number of public toilets built in MCF-supported regions	
Baseline	Year	2016	1. 0 FDAL-certified localities 2. 0 public toilets built
Target	Year	2020	1. 1,000 FDAL-certified localities 2. 450 public toilets built
Outcome 3		Improved knowledge, management and protection of water resources	
Outcome indicator		Improved local water management and prevention of conflicts	
Baseline	Year	2017	XX functional local water basin institutions
Target	Year	2020	XX functional local water basin institutions
Output 3.1		Improved collection and management of water data	
Output indicator		1. Water withdrawal rate 2. Availability of an updated water resources inventory at national level	
Baseline	Year	2016	1. Not available 2. Not available
Target	Year 4	2020	1. To be defined 2. To be defined
Output 3.2		Improved prevention and management of local water conflicts	
Output indicators		1. Regional Water and Sanitation Commission meetings held 2. Conflictual pastoral water schemes as proportion of total pastoral water schemes	
Baseline	Year	2016	1. 4 2. To be defined primo 2018
Target	Year 4	2020	1. 8 2. To be defined primo 2018
Outcome 4		Improved access to water by all users in the pastoral zones	
Outcome indicator		Improved access to water in pastoral areas and appropriate management mechanisms established for pastoral water facilities	
Baseline	Year	2017	1. Lack of baseline for pastoral water supply 2. X % of pastoral water schemes not functioning or with bad water quality
Target	Year	2020	1. Baseline for pastoral water supply completed 2. % decrease of pastoral water schemes not functioning or with bad water quality
Output 4.1		Improved health of humans and animals in the pastoral areas	
Output indicators		1. Number of Pastoral Pumping Stations constructed (or rehabilitated) in MCF-supported areas 2. Number of cemented pastoral wells constructed (or rehabilitated) in MCF-supported areas	
Baseline	Year	2017	1. N.a. 2. N.a.
Target	Year 4	2020	1. 15 pastoral pumping stations 2. 50 cemented wells

C. ECONOMIC GROWTH AND JOB CREATION IN AGRICULTURE

Thematic Programme		Economic Growth and Job Creation in the Agricultural Sector	
Thematic Programme Objective		Improve private sector led, sustainable economic growth and job creation, based on the agriculture sector	
Impact Indicator		Incidence of poverty in rural areas reduced from 45,1% in 2014 to 40,85% in 2019 Doing Business ranking	
Baseline	Year	2014	45,10%
Target	Year	2019	40,85%
Engagement Title		Support to agriculture value chains in the regions of Zinder and Diffa	
Outcome		Promotion of green inclusive economic growth including enhanced job opportunities through the creation of added value in the agriculture sector	
Outcome indicator		- Proportion of the population living below the poverty line (%); poverty incidence and depth of poverty (under update)	
Baseline	Year	2013	45,1%
Target	Year	2019	- Reduced proportion of people whose income is less than one dollar a day - Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
Engagement Title		Improvement of business climate and competitiveness of value chains	
Outcome		Improvement of business climate and framework conditions of private sector development	
Outcome indicator		<ul style="list-style-type: none"> - Direct compliance cost savings - Increase of sales revenue of beneficiary firms (US\$) - Direct project beneficiaries, of which female (20%) - Improvement in Niger's Doing Business ranking: 176th place out of 185 	
Baseline	Year	2013	<ul style="list-style-type: none"> - 0 (Direct compliance cost savings) - 0 (Increase of sales revenue of beneficiary firms (US\$)) - 0 (Direct project beneficiaries, of which female (20%)) - 176th place doing business
Target	Year	2021	<ul style="list-style-type: none"> - 5 millions F.CFA (Direct compliance cost savings) - 10% (Increase of sales revenue of beneficiary firms (US\$)) - 2.300 (Direct project beneficiaries, of which female (20%)) - 145 place out of 185

BUDGET DETAILS (in DKK)

A. DEMOCRATIC GOVERNANCE, STABILITY AND MIGRATION MANAGEMENT

Enhanced stability

Output 1: HACP's strategic leadership in conflict prevention and peace building is enhanced	1,500,000
Output 2: More effective operational coordination of conflict prevention and peace building efforts	7,500,000
Output 3: Strengthened ability of HACP to anticipate and prevent threats to peace	9,000,000
Output 4: Regional and local authorities are strengthened in conflict prevention, peace building and migration management	8,500,000
Direct project management costs UNDP	8,700,000
UNDP administration costs 8%	2,800,000
Contingencies	2,000,000
Total	40,000,000

Democratic Governance

Output 1: Promotion and protection of human rights ¹	11,000,000
Output 2: Enhanced CSO participation in conflict prevention and resolution	8,500,000
Output 3: Promotion of access to fair, balanced and reliable information ²	8,500,000
Technical support unit	10,500,000
Audits	500,000
Contingencies	1,000,000
Total	40,000,000

Managing demographic growth

Support to UNFPA Country Programme	42,500,000
Seconded Expert	7,500,000
Total	50,000,000

Migration Management

Unallocated funds	32,000,000
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Programme Support

DANIDA Adviser	10,000,000
Monitoring, Evaluation and Communication Team (Country programme)	8,000,000
Studies, Reviews, Audits	5,000,000
Total	23,000,000

B. WATER AND SANITATION

National water and sanitation programme, PROSEHA 2016-2030 – Investments via Joint Financial Mechanism	125,500,000
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¹ Includes DKK 2.5m to the National Human Rights Commission

² Includes DKK 2.5m to the High Council for Communications

National water and sanitation programme, PROSEHA 2016-2030 –Technical Assistance	20,000,000
Programme implementation, incl. reviews, audits	5,500,000
Unallocated funds	40,000,000
Luxembourg management fees 2%	4,000,000
Total	195,000,000

On-going programme – no new commitment:

C. ECONOMIC GROWTH AND JOB CREATION IN THE AGRICULTURAL SECTOR

DE 1 - Support to Agriculture Value Chains Zinder/Diffa (Swiss Cooperation)	75,000,000
DE 2 - Improvement of Business Climate and Competitiveness of Value Chains (World Bank)	113,000,000
Unallocated	2,000,000
Reviews audit	5,000,000
Total	195,000,000

INDICATIVE DISBURSEMENT SCHEDULE (in DKK Mill.)

Thematic Programmes/Development Engagements	2017	2018	2019	2020	2021	2022	Total
<i>Thematic Programme 1 - Democratic Governance, Stability and Migration Management</i>							
DE 1 - Enhancing Stability - HACP	4	7	8	8	7	6	40
DE 2 -Strengthening democratic governance and human rights		7	9	8.5	8.5	7	40
DE 3 - Managing demographic Growth through Promotion of SRHR and Gender Equality - UNFPA		10	10	10	10	10	50
Migration - Unallocated	6	5	6	5	5	5	32
Danida Adviser	1	2	2	2	2	1	10
Monitoring, Evaluation and Communication Team - Country Programme		3	1	3	1		8
Studies, Review, Audit	0.5	0.5	2	1	0.5	0.5	5
SUBTOTAL	11.5	34.5	38	37.5	34	29.5	185
<i>Thematic Programme 2 - Water Supply and Sanitation</i>							
DE 1 - PROSEHA 2016-2030 Joint Financial Mechanism		25	25	25	25.5	25	125.5
DE 1 - PROSEHA Technical Assistance		9	3	3	2.5	2.5	20
DE 1 - LUXDEV Programme Implementation		1	1	2	1	0.5	5.5
DE 1 - LUXDEV Man fee/delegated partnership, 2%	0.3	0.7	0.7	0.8	0.7	0.8	4
Unallocated Funds				20	20		40
SUBTOTAL	0.3	35.7	29.7	50.8	49.7	28.8	195
<i>Thematic Programme 3 - Economic Growth and Job Creation in the Agricultural Sector</i>							
DE 1 - Support to Agriculture Value Chains Zinder/Diffa (Swiss Cooperation)	10	13	7.5	7.5	7.90		45.9
DE 2 - Improvement of Business Climate and Competitiveness of Value Chains (World Bank)	11	24	24	22	6.70		87.7
Unallocated					2.00		2
Reviews audit	1	1	1	1	0.40		4.4
SUBTOTAL	22	38	32.5	30.5	17		140
TOTAL DISBURSEMENTS	33.8	108.2	100.2	118.8	100.70	58.30	520

Context: **COUNTRY PROGRAMME NIGER 2017-2022**

File No: 2016-39330

Contextual Risks

Risk factor	Likelihood	Background to assessment	Impact	Background to assessment	Risk response if applicable / potential effect on
1 Degradation of the political situation	Likely	<p>During the last mandate (2011-2016) of the ruling party, Niger has experienced a polarisation of the political scene that adds to the long history of political crises in Niger. In the March 2016 elections, the serving president secured a second term. The President has announced that he will not seek re-election after the present term but opposition to the ruling party is growing and increased political and social tensions are on the rise. This development has led to a situation where governability and political stability are continuously at stake.</p>	Major	<p>This could lead to some paralysis in the reform processes, a decrease in the legitimacy of the State and an increase of social tensions.</p>	<p>A breakdown of the democratic system and a substantial weakening of state institutions could necessitate a reorientation of development aid towards non-state and multilateral actors.</p>
2 Deterioration of the security situation	Likely	<p>The country faces terrorist threats from neighbouring countries (Libya, Mali, and Nigeria) and has made major investments in regional stabilisation efforts. However, the government's offensive security strategy in the Sahel involving an active military engagement beyond Niger's borders has also exposed the country to more attacks within its own territory. Moreover, the stern military response and the increased expenditure allocated by government to the security sector at the expense of social sectors and interventions aiming the reduction of social and economic inequalities, could exacerbate criticism of abuses of human rights by local communities and foster growing support to radical groups and/or violent revolt by marginalised groups.</p>	Major	<p>A further deterioration of the security situation could lead to inability or serious constraints in accessing certain regions as is the case today in the Diffa region. This would affect long term development interventions and lead to additional disturbance of trade activities. Furthermore, the increased expenditure allocated by government to the security sector has already had an adverse impact on national budget allocations to social sectors (except water) and more broadly to interventions aiming the reduction of social and economic inequalities. Combined with the stern military response to security threat, this could foster growing support to radical groups.</p>	<p>Addressing security challenges at both national and regional level constitutes a main priority for the government. The international community is providing substantial support, e.g. through contributing to social sector investments suffering from decreasing government funding, migration management and stabilisation efforts. A further deterioration of the security situation could lead to reorienting the programme and in particular the support to the agricultural sector.</p>

3	Deteriorated economic situation	Likely	Although the overall economic forecast for the coming years is positive, Niger's economy remains fragile and highly vulnerable to external factors such as lower agricultural yields as a result of climate changes, world market price fluctuations on the relatively small number of commodities for export, a slow-down in Nigeria's economy on which Niger highly depends, an increase of migration influx to Niger or a worsening of the security situation to larger parts of the national territory. A deterioration of the economy could lead to a decrease of state revenues that would affect the government's ability to implement national development policies and strategies and thus weaken the legitimacy of the state and result in inability to deliver on key reforms and on services to enhance livelihoods.	Major	A deterioration of the economy could lead to a decrease of state revenues that would affect the government's ability to implement national development policies and strategies and thus weaken the legitimacy of the state unable to deliver on key reforms and on services to enhance livelihoods. There is also a risk that the food crisis, to which Niger is permanently confronted, could worsen.	It is expected that the new national development strategy will pursue the priority given in the present strategy to increasing productivity in agriculture (being the main contributor to GDP), to increasing national benefits from current main drivers of economic change (e.g. the extractive industries), to creating a favourable environment for private sector and to enhancing resilience to external shocks e.g. climate changes. A deterioration of the economy would necessitate a better coordination between humanitarian and long term development actors.		
	Risk factor	Likelihood	Background to assesment of likelihood	Impact	Background to assessment to potential impact	Risk response	Combined residual risk	
	THEMATIC PROGRAMME: DEMOCRATIC GOVERNANCE, STABILITY AND MIGRATION MANAGEMENT							
P1	Overstretching of HACP's capacity leading to difficulties related to absorption of support and responsiveness to the multiple expectations	Likely	HACP has been praised for its role in preventing the escalation of conflict through quick impact interventions with a focus on relief and immediate security improvements at community level. On the other hand, its mandate also very much focuses on peace consolidation with a long term perspective which is a requirement for sustainable development. It could be challenging to reconcile these approaches. In addition, HACP is increasingly called upon by partners to be involved in various projects.	Major	Effectiveness and impact may be adversely impacted by implementation of too many priorities simultaneously and lead to overload of the institution and of its staff.	The programme will provide support to formulate, manage and monitor a new five-year strategic plan for HACP. It is expected that this plan will provide a solid base on which the HACP can prioritise its annual activities. Furthermore, the development engagement targeting HACP comprises substantial support to strengthen the capacity of the institution (training, advisory services, recruitment of 'Young Professionals') and foresees close monitoring which should make it possible to detect capacity deficiencies in due time. Finally the suggested actions comprise a re-dynamisation of the cooperation framework for HACP partners, which is likely to provide guidance on prioritisation of activities. J17	Minor	
P2	Lack of capacity or political will on behalf of the Government to fulfill engagements taken within the framework of the EU budget support	Unlikely	As other public institutions the HACP is experiencing cuts in budget allocations during the fiscal year that are hampering implementation of annual work plans. Engagements taken with the EU through general budget support should however in principle guarantee a regular transfer of agreed budgets.	Major	The activities of the development engagement comes in addition to those implemented by HACP on its own funds. If the Danish funds were to substitute domestic funding, this might negatively affect sustainability of the institution and minimise impact of capacity strengthening measures.	In collaboration with EU and UNDP, the Danish embassy will closely monitor domestic budget allocations to HACP and, if necessary, dialogue with the ministry of finance to secure an adeqaut funding level.	Minor	

P3	Deficiencies in implementation and financial management of HACP activities	Unlikely	Implementation and financial management capacities differ from one department to another in HACP.	Major	Inefficient use of development engagement resources and risk of non-achievement of tangible results.	The support provided by the UNDP will enable a close monitoring of both activity implementation and financial management capacities. It is expected that staff capacity strengthening measures through the development engagement will gradually lead to a general enhancement of performance throughout the institution. In a short term perspective the recruitment of 'Young Professionals' should offset certain deficiencies.	Minor
P4	Institutional weakening of HACP as a result of changes in its management and/or key personnel leading to a reduced effectiveness and legitimacy	Unlikely	Capacity for implementation, monitoring and financial management are unevenly distributed within the departments of HACP.	Major	Lack of effectiveness in the use of programme resources and difficulties in attaining tangible results on the ground.	Continued dialogue in association with other development partners to ensure that adequate human resources are available at the HACP and to avoid that the institution is accused of being politicised. If the risks were to materialise, a suspension of the engagement or a redirection of funds towards other activities in the UNDP portfolio could be envisaged.	Minor
Democratic Governance							
P5	The space of free media and civil society is reduced	Unlikely	Although the legal and institutional framework is quite advanced in terms of ensuring freedom of the press and freedom of association, there have been a number of incidents recently interpreted by human rights defenders as attempts to oppress critical voices. However, officially the government remains committed to consolidating democratic institutions.	Significant	A reduction of the free media and of room for manoeuvre of the CSOs will have a significant impact on achieving the results of the engagement.	These developments will be closely monitored to ensure that support to independent stakeholders is upheld. A reorientation of programme activities may be considered in favour of non-state actors depending on the gravity of the situation.	Minor
P6	Discrepancy between projects suggested by the CSOs and their implementation capacity	Unlikely	Many CSOs survive on getting funding from development partners without always realising the implications and the necessary capacities and capabilities to implement.	Major	Risk of funding projects that are not likely to attain the anticipated results and impact.	The development engagement will carry out a thorough sensitization and information campaign prior to the launching of calls for proposals and will encourage CSOs to join forces. Furthermore, funded projects will be closely monitored and targeted capacity strengthening initiated.	Minor
P7	Budget reduction affecting the CSC and the CNDH	Likely	Due to security challenges public budgets are frequently cut during the fiscal year.	Major	Difficulties in attaining the anticipated results of the development engagement as this attainment depends to some extent on a contribution provided through the institutions' own budgets.	Policy dialogue by embassy with relevant authorities to emphasise government's own stated priorities. At the technical level, provisions will be made in the development engagement to avoid that activities entirely depend on the operational budgets of the institutions.	Minor
UNFPA							

P8	Institutional instability and lack of political leadership on issues related to population growth and empowerment of women	Likely	Risk of political instability both internally and externally. The context analysis has shown that the implementation of population policies have not led to the expected changes and that there has not been a firm and clear commitment from public authorities to demographic issues.	Major	If instability persists and the commitment of Government towards population growth control is not materialised through concrete actions, the anticipated results will not be attained.	Through joint efforts with UNFPA and other development partners, the embassy's political dialogue will highlight the need to establish strong and reliable institutional mechanisms to manage the demographic challenge. At the same time, support provided to UNFPA will focus on enhancing national capacity in order to give a new dynamic that can contribute to bring to scale some of the experiences previously supported by Denmark that have demonstrated concrete results such as Husband Schools and the Adolescent Initiative.	Major
P9	Rising religious conservatism blocking progress in terms of promoting girls' and women's rights	Likely	During the last decade conservative interpretations of Islam have gained a more prominent position in Niger under external influences and have demonstrated their capacity to mobilise public opinion against measures to improve women's rights.	Major	If conservative religious forces are able to capture the agenda when it comes to women's rights, it is likely to block progress in addressing the demographic challenge. It may also have a significant effect on the broader stability of the country as it is likely to polarise society.	The thematic programme will support the promotion of women's and girl's rights through different approaches targeting girls and women, but also young men as well as traditional and religious leaders. Furthermore CSOs and media will be strengthened to promote a more diversified debate. Political backing behind intentions to address demographic growth will be critical and will be part of the political dialogue including an emphasis on the need for the Government to show its commitment through budget allocations.	Major
P10	Insufficient funding levels and ineffective use of resources to allow for tangible impacts considering the magnitude of the demographic challenge	Likely	The increase in security expenses has had implications for all other sectors. The institutional weakness of the ministries dealing with issues related to population growth and promotion of women's rights has deterred external partner support.	Major	If substantial funding is not provided to promote family planning and women's and girls' rights, Niger is not likely to be able to manage its population growth.	The development engagement comprises a strengthening of sector capacities and it is expected that the expert seconded in UNFPA will contribute to assist ministries dealing with family planning and sexual/reproductive rights in coordinating their efforts. Furthermore, in its policy dialogue with national and international partners, the embassy will promote the drafting of an action plan that can ensure an effective implementation of the new national population policy.	
THEMATIC PROGRAMME: WATER AND SANITATION							
P11	Continued weak leadership and absorption capacity in the Ministry of Water and Sanitation	Almost Certain	Limited management capacity, internal cooperation and coordination, and financial, procurement and technical skills. Insufficient adaptation to fiscal reforms, decentralisation process etc.	Major	Strong leadership of the sector, effective and skilled human resources in the ministry, and efficient use of domestic and external financial resources are key preconditions for the government to significantly improve access to water and sanitation for the population	Support to the organisational reform of the ministry. Technical assistance and capacity strengthening at central, regional and local level. Strengthened dialogue between Government and development partners on necessity to ensure adequate domestic funding levels.	Major

P12	The new joint financing mechanism will not work efficiently and according to plans during initial programme period	Likely	The funding mechanism is new and a novelty in Niger as the fund comprises both government and external funds. It is currently being put in place and initial start-up problems are likely.	Major	The Ministry for Water and Sanitation has weak organisational capacity and limited experience with this kind of financial mechanism. PROSEHA 2016-30 operates with non-realistic budgets in order to fulfill SDG Goal 6. It is expected to be difficult for the Government to agree on prioritisation of investments and activities according to available funds	Technical assistance (TA) has been given to a working group with representatives from the Ministry of Water and Sanitation and the Ministry of Finance to develop the Mechanism, including a manual for administrative, financial and accounting procedures. Continued TA to the sector ministry with a view to ensuring equity based and realistic annual investment planning. Steering Committee Meetings to follow developments closely. Continuous dialogue between the Water ministry and Development Partners.	Minor
P13	Continued weak capacity at local government level to handle water and sanitation affairs	Almost Certain	In 2014, the Government decided to transfer responsibility to local governments ("communes"). Due to both reluctance in the Ministry of Water and Sanitation and obvious weak human and financial capacity in the communes has hampered an effective transfer of responsibilities to handle water and sanitation affairs at local level.	Major	If capacity at local government level is not enhanced, delays in delivery of water facilities may be encountered. Lack of capacity in communes might also negatively impact on ensuring equity, transparency and accountability in service delivery.	Strengthening of the regional level representation of the Ministry of Water and Sanitation to assist local governments in handling sector activities formally handed over to them. Direct capacity development in municipalities especially to enhance capabilities in terms of planning, accountability procedures and management of agreements on operation and maintenance with private operators. Technical assistance at central, regional and municipal level.	Minor
P14	Continued weak capacity to ensure correct application of budgetary and accounting procedures as well as procedures for procurement and control	Likely	Limited management capacity, financial, procurement and technical skills at all institutional levels, and insufficient adaptation to fiscal reforms.	Major	If capacity and relevant procedures are not enhanced at all levels of government institutions, this fiduciary risk may lead to delays in delivery of services and to non-efficient and effective use of funds	Institutional support to management of public finances at sector level and to monitoring and evaluation. Technical assistance to the application of control mechanisms and accounting and financial external audits, as well as "value for money" audits.	Minor
P15	The integrated water resources management action plan will not lead to enhanced and equitable management of the resource	Likely	Water is scarce in Niger and is being further threatened by increasing demand for various purposes such as farming, livestock, mining, and human consumption. Integrated water resources management is new in Niger. The government lacks knowledge, experience and skills in integrated water resources management and solving water related conflicts	Major	Increase of local water conflicts is most likely if regulatory, institutional and conflict resolution mechanisms and tools are not developed and implemented.	Technical assistance support to the Ministry of Water and Sanitation and other key duty bearers in developing tools and procedures through the new national action plan for integrated water resources management. Sensitization at rights-holder level on management of water resources and sensitization and better dialogue between stakeholders both at national and local level.	Minor
THEMATIC PROGRAMME : PROMOTION OF JOBS AND ECONOMIC GROWTH IN AGRICULTURE							
P16	Worsening of security situation in Diffa leading to impossibility for programme to operate in the region	Almost Certain	Farmers' organisations (CRA) are increasingly facing difficulties implementing programme activities in some areas due to Boko Haram's incursion. A state of emergency has been declared by the Government.	Major	Worsening of the security situation in Diffa could impact and further deteriorate ability to implement programme activities and could eventually lead to a stop in programme activities. More broadly, cross-border trade is already negatively impacted but could lead to a stop in farmers' trade with Nigeria.	The programme is envisaging a reorientation of activities to other regions and has taken steps to ensure adequate supervision and monitoring of those activities still being carried out.	Minor

P17	Declining ability to run farmer's organisations in accordance to principles for good governance	Likely	Many farmers' organisations especially at regional level are financially weak and heavily dependent on donor support. Though they have proven to be key interlocutors between the State and the farmers, the capacity of the leaders is questionable.	Major	Lack of ability among leaders of farmers' organisations to adequately manage the organisations could lead to loss in devotion of members and thus negatively impact on e.g. the dialogue with the State. Lack of or insufficient transparency and accountability in running the farmer's organisations could also ultimately lead to a stop in donor funding and thus negatively affect achievement of programme objectives.	The programme provides capacity building for the organizations. The management and administrative staff are encouraged to participate in trainings on good governance practices. Annual audits are conducted. Members are sensitized on the approach based on human rights. Technical assistance is provided by the programme.	Major
P18	Insufficient capacity to ensure continued coordination and coherence between the two development engagements at both central and local level	Likely	Many other donors also channel their support through HC3N thus stretching the capacity of the institution. HC3N is a fairly new institution and directly attached to the President's office. The Danish thematic programme is run by two delegated partners (one bilateral and one multilateral) with HC3N in an overall coordinating role.	Major	Achievement of thematic programme objectives requires a strong coordination by HC3N to exploit complementarity and synergy between the two development engagements.	The programme has recruited technical assistance with knowledge of structures, implementation and program design. The programme has taken steps to place the TA with Danida experience at the central level to ensure coherence and assist in coordination. Capacity building is emphasized. An annual coordinating steering committee has been instituted under the leadership of HC3N. HC3N has taken the lead in coordinating workshops and managing meetings with the two development engagements of the programme.	Minor
INSTITUTIONAL RISKS							
GENERAL							
I1	Deteriorated security for programme personnel	Almost Certain	Due high security risks in Niger, especially in certain regions such as Diffa, utmost prudence has to be given to ensure the security of all personnel operating within the programme. Access to some areas is today already extremely limited or prohibited for international personnel. The level of security risk is such that without a Danish representation in the country it is not possible to field a permanent Danida adviser.	Major	Higher personal security risk for staff operating within the programme and further limitation of possibilities for implementing and monitoring activities.	Strict adherence to security instructions from the Ministry of Foreign Affairs of Denmark for all short and long term staff operating within the programme. In addition, the long-term Danida adviser will be based in Ouagadougou and appropriate measures will be taken to ensure his/her safety during missions to Niger.	Minor
I2	Financial loss resulting from corruption or financial mismanagement with potential damage to Denmark's and partner institutions' reputation	Likely	Despite measures taken during the last 5 years by Government, corruption remains endemic. Niger ranks 101st out of 176 countries in terms of corruption. Many activities under the three thematic programmes will be implemented at the local level and often in areas with low security and thus making adequate fiduciary control difficult to undertake. Implementation of the decentralisation reform might also trigger increased opportunities for corruption in local government.	Significant	Risk of inefficiency and ultimately inability to achieve expected results as well as deteriorated image of Denmark and partner institutions	Support from various development partners to enhance public finance management aims at mitigating this risk. Although the programme has sought to put adequate procedures and tools in place to mitigate corruption and fiduciary mismanagement, it is recognised that a certain risks remain.	Major
DEMOCRATIC GOVERNANCE, STABILITY AND MIGRATION MANAGEMENT							

13	Institutional weakening of HACP due to replacement of high level managers and/or key staff leading to a loss of effectiveness and legitimacy	Unlikely	The perception of HACP as an effective and legitimate institution has to a large extent been linked to the strong leadership of its management and the composition of its personnel with representation of different areas of expertise. However, changes in the political situation could lead to changes that could adversely impact on its effectiveness and legitimacy.	Major	Could lead to a loss of legitimacy among certain important beneficiary groups. In addition, there is a risk that Denmark could be seen as condoning an institution taking questionable decisions.	In its dialogue with Government, the embassy will, if needed, emphasise the need for HACP to be headed by capable and trustworthy persons. Should the need arise, the engagement can be suspended or redirected to other interventions implemented by UNDP.	Minor
14	A loss of credibility of independent state bodies (CSC, CNDH) due to a deterioration of the political situation in Niger and/or appointment of new leaders to head these institutions	Unlikely	Since their creation in 2012, CSC and CNDH have succeeded to maintain the necessary autonomy vis-a-vis State authorities and political organisations. According to their statutory framework, the composition of the boards of these institutions is to be renewed in 2017 (CNDH) and in 2018 (CSC). Political pressure could jeopardise the independence of the two organisations.	Significant	Risk that Denmark could be seen as a condoning and promoting institutions whose democratic credibility is questionable.	In the policy dialogue with the Government of Niger and in the dialogue with the two institutions, the Embassy will stress the importance of preserving the autonomy and the credibility of the CSC and the CNDH. If the risk were to materialise, support to the two institutions could be suspended.	Minor
15	A high risk of fiduciary mismanagement in relation to the implementation of CSO activities in geographical areas in which monitoring is hampered by security threats	Likely	Many CSOs are weak in terms of monitoring and financial management and control. In addition, a close monitoring and fiduciary control is hampered by inaccessibility to conflict prone areas	Major	Denmark and its partners face a reputational risk in case of corruption or mis-management of funds.	Criteria for the selection of grants/projects will include an assessment of the financial management capacity of the project promoter. Furthermore, the CSO Technical Support Unit will implement strict financial management procedures and tools for controlling and monitoring expenditure, including regular audits.	Major

Planned date for first assessment:

Date of assessment:

Deviations from original assessment: Follow-up:

Date for next assessment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assessment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assessment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assessment:

Date of assessment:

Deviations from original assessment:

Follow-up:

Date for next assessment:

#REF!

Risk factor	Likelihood	Impact	Risk response	Combined residual risk
Programmatic Risks				
THEMATIC PROGRAMME : PROMOTION OF JOBS AND ECONOMIC GROWTH IN AGRICULTURE				
#REF!	Almost Certain	#REF!	Worsening of the security situation in Diffa could impact and further deteriorate ability to implement programme activities and could eventually lead to a stop in programme activities. More broadly, cross-border trade is already negatively impacted but could lead to a stop in farmers' trade with Nigeria.	Minor
#REF!	Almost Certain	#REF!	#REF!	#REF!
#REF!				
#REF!	#REF!	#REF!	#REF!	#REF!
#REF!	#REF!	#REF!	#REF!	#REF!
#REF!	#REF!	#REF!	#REF!	#REF!

Programmatic and Institutional Risks

Title:

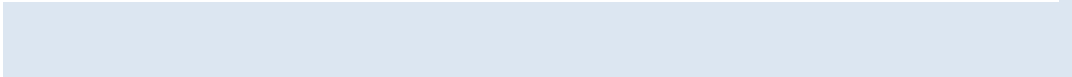
File No:

Programmatic Risks

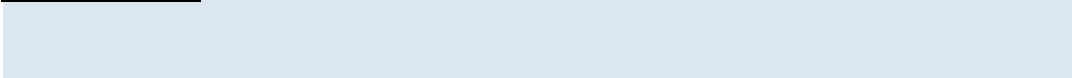
Risk factor	Likelihood	Background to assesement of likelihood
P1		
P2		
P3		
P4		
P5		
P6		
P7		
P8		
P9		
P10		

Institutional Risks

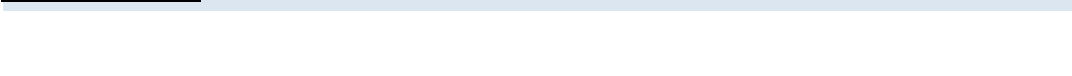
Risk factor	Likelihood	Background to assesement of likelihood
I1		
I2		
I3		
I4		
I5		
I6		
I7		
I8		
I9		
I10		



Impact	Background to assessment to potential impact	Risk response
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Impact	Background to assessment of potential impact	Risk response
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Contextual Risks

Context:

File No:

Risk factor	Likelihood	Background to assesement
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- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

COUNTRY PROGRAMME SCENARIOS

Scenarios			
	Status Quo	Best Case	Worst Case
	The political situation remains stable but with a fragmented political scene characterised by strong conflicts, limited progress on legislation and public sector reforms and a highly politicised administration. The national security situation is fragile but remains relatively stable albeit pockets of insecurity and terrorist attacks threaten stability. Insecurity in the region limits private sector development and economic growth remains unstable. With support from external partners, investments in social and economic sectors contribute to modest poverty reduction and attenuation of food crisis.	The political climate improves allowing for successful implementation of reform projects. The regional security situation is improved. Progress accelerates in terms of public service delivery and protection of human rights. An expanding mining sector provides an increase in resources available for government to invest in socio-economic development and foster economic growth. Taking into account the depth of poverty in Niger, it must be expected that Niger remains a low-income country throughout the period covered by the country programme.	Political tensions result in paralysis of government or a military coup plunging the country into a new economic and social crisis. Terrorist attacks multiply and the state loses control with major parts of its territory. Humanitarian crisis expand.
Design/Response			
Overall policy response	Cooperation will follow the main thrust of the policy paper as the country programme will be conceived in order to support long term improvements including capacity building in government and civil society organisations while not disregarding ability to provide response to immediate needs e.g. the area of migration.	With an improved security situation it will be possible to increase interaction with local authorities. In the case of an improvement the business environment in Niger it will become more meaningful to engage with the formal business sector and, instruments for developing business collaboration could possibly be considered in areas such as water and energy efficiency. It is expected that migration challenges will remain but that government institutional capacity to address these challenges will improve.	In the case of set-backs in democracy or government breakdown, emphasis will be given to humanitarian assistance, stabilisation and support to civil society. Geographic focus will be decided on the basis of a close monitoring of the security situation within the country and coordination of donor interventions. It will be difficult to maintain long-term capacity building. Migration challenges remain high but government migration management response is seriously weakened.
Partners	<ul style="list-style-type: none"> • State institutions • Civil society organisations • Private sector organisations and operators • Multilateral organisations 	As in status quo scenario	Reconsideration regarding relevance/feasibility of continued support through state institutions and a possible refocusing on CSOs, private sector organisations and on providing support through multilateral organisations.
Modalities	Preference given to delegated partnerships with bilateral and multilateral donors An adequate balance between support to state institutions and non-government actors is sought	Delegated partnerships will be maintained but a dialogue will be conducted with a view to strengthen 1. Capacity building of state institutions through increased TA, and 2. Alignment to national systems including PFM procedures	Programme funding to state institutions is likely to be abandoned and channelled through parallel mechanisms with a focus on humanitarian aid. TA in state institutions will be abandoned.

Summary of recommendations of the appraisal

[The final appraisal report¹ must include this table summarising the recommendations regarding the further preparation of the *[country programme/programme/project]*. The recommendations² of the appraisal report requiring action from the responsible unit are presented in the left column below, and the table must be signed by the appraisal team leader (TQS representative) and received by the responsible unit no later than 14 days after the end of the appraisal process. The right column is filled in by the responsible unit, when the final *[country programme/programme/project]* documentation has been prepared, and the table is forwarded to the Under-Secretary for Global Development and Cooperation and TQS as soon as possible, and no later than six weeks before the planned presentation of the appropriation to the Council for Development Policy, i.e. two weeks before the request for inclusion of the appropriation on the agenda of the Council for Development Policy is forwarded to TQS.

It is important that the text is easily understood by members of the Council for Development Policy (and the general public) without reading the full appraisal report. See the attached guidance for completion of the template with some important writing tips and suggestions. This explanatory text and the guidance should be deleted before submission.]

Title of (Country) Programme	Niger Country Programme, 2017-2022
File number/F2 reference	2017-6785
Appraisal report date	11 May 2017
Council for Development Policy meeting date	
<p>Summary of possible recommendations not followed (to be filled in by the responsible unit)</p> <p>The Embassy agrees with most of the recommendations of the appraisal and has revised the documentation accordingly. In a few cases, the Embassy did not fully agree with the appraisal recommendations, which were seen as being too narrow and restraining with the risk of limiting the flexibility to accommodate the volatile context and the specific circumstances during implementation. In particular this concerns recommendation 1 regarding the need for a standard format for the high-level dialogue with Niger's government on the programme progress where DK will seek to align itself with the Government of Niger's approaches (which is not a static model). To some extent, it also applies to recommendation 6 regarding the selected themes for the Democratic Governance and Human rights engagement where the Embassy maintains that it is highly relevant to keep a focus on enhancing the media environment and access to quality information as media in Niger is still very vulnerable to threats and can at the same time play a strategic role in promoting change.</p>	

¹ This table is mandatory for appropriations over DKK 37 million, but may also be useful in the case of appropriations below DKK 37 million.

² The number of recommendations should under normal circumstances not exceed 10, in case of large and complex (country) programmes this maximum may be exceeded.

Overall conclusion of the appraisal

Overall, the programme is well-prepared programme in accordance with the aid management guidelines and procedures. The process has been inclusive and participatory with a good ownership of key partners involved in the individual engagements. However, there is a need to pay more attention to the national level dialogue. The no-presence of DK in Niger makes the formalisation of this dialogue even more important.

The programme responds to the needs and priorities of Niger in areas that are priorities for Denmark and where Denmark has gained experience and leverage from previous cooperation. Through continuation of engagements with known partners in water and sanitation, growth and employment in agriculture and UNFPA on SRHR, including family planning, the programme contributes to economic development, job creation, service delivery and thus to addressing root causes of instability and migration and contributing to building resilience and robust state structure.

The new engagement on conflict prevention and peace building at local level is relevant and has the right partners (HACP and UNDP). There is, however, a need to revise the result framework and create a baseline for building strategic and operational capacity of national and local institutions in conflict prevention and strengthening the gender and youth aspects.

The mechanism to support civil society organisations (CSO) and human rights institutions is also highly relevant. It is proposed to simplify the engagement by adjusting the themes to focus on; 1) Promotion and protection of human rights 2) Empowerment and rights of girls and women and 3) Conflict prevention incl. on natural resources and extractive industries. Support to media and freedom of speech is less of a challenge in Niger and to make it lean this should not have a specific focus. The AT, suggests that i) Communication/access to information ii) Migration and iii) Youth empowerment are addressed in a cross-cutting manner. Further, the budget allocations for supporting CSOs (right holders) should be increased while support to independent state institutions, such as the CNDH and CSR are limited as these are also supported through other sources.

The programme combines new elements addressing stability, migration and civil society support with a continuation of existing partnerships addressing longer term development challenges and root causes of fragility through provision of basic services, inclusive growth and employment focusing on water and sanitation and agriculture. A good mix targeting key areas where DK can make a difference despite not having any permanent staff in Niger. The significant challenge of managing a full country without being permanently present is tackled through a well thought-through package, including delegated management of most DEDs to known bilateral and multilateral partners, a Danida advisor (partially based in Ouaga), secondment to UNFPA and a Monitoring and Evaluation (M&E) team.

With regard to the yet undefined engagement(s) on migration management, the appraisal notes that most "low hanging fruits" are in advanced stages of preparation by other donors and agencies. There is a risk of short-term oversaturation and of limited absorption capacity as well as potential tension between international actors and the Niger authorities and communities. Good niches can be found for Denmark, but a measured strategic approach is required that includes dialogue with the Niger authorities and potential partner organizations. The appraisal supports the approach taken by the Embassy to combine support enhancing stability and addressing the root causes of migration in Niger through the programme elements mentioned above with targeted support to migration management.

Recommendations by the appraisal team

Follow up by the responsible unit

Country programme/Programme Level:

[Insert heading for each recommendation as relevant e.g. justification and rationale of the country programme/programme, preparation process and strategic linkages between country programme vis-à-vis the country policy document. etc.]

Programme management and monitoring

The programme is implemented mainly through various types of delegated partnerships with multilateral organizations and bilateral development justified by the non-presence of DK in Niger. Both delegated partners and the relevant technical level partners and ministries have been well involved in programme preparation. Moving into implementation there is a need to ensure a formalized dialogue with the Niger government around the results and progress of the programme and it's DEDs at the country level in relation to the political, economic, social, migration and stability, HR, etc. developments and challenges. The Embassy will recruit a Monitoring, Evaluation and Communications team (MEC team) to strengthen and support ongoing monitoring of country programme results and changes in underlying assumptions and risks in political, economic, socio-cultural or security situation.

Recommendation 1: The expected role, structures, potential partners, functions, output (conclusions, decisions, and recommendations) and the process for the practical operationalisation of proposed high-level annual bilateral consultations should be outlined in the programme document and the bilateral agreement. Further, the role and expected level of participation of the Danish Embassy in decision and dialogue structures of the delegated DEs should be mentioned in the respective DEDs or agreements.

Recommendation 1:

Partly agree. On 8-9 May 2017 the Embassy held its first bilateral consultations with the Government of Niger, since the closure of the Danish representation in 2014. The consultations were organized and chaired by the Ministry of Foreign Affairs of Niger and both national partners and delegated partners under the thematic programmes took part. It was agreed that similar annual consultations will take place once a year which will be specified in the programme document and the bilateral agreement. However, the Embassy has chosen to leave some flexibility as regards the specific modalities of the consultations in order to allow for adjustments according to relevance and contextual or programmatic developments. It should also be noted that the current approach and set-up for these consultations is new, and partly inspired by an approach suggested to Niger by another Development Partner. It is not necessarily a static concept, and in its ongoing dialogue with Niger, the Embassy will seek to ensure that the content (and not necessarily the form) of this dialogue remains relevant to the Danish needs. The level of participation of the Embassy at development engagement level will be specified in the respective DEDs/ agreements.

Budget

<p>The documentation does not include a complete and consolidated budget table except for table 3.3. In order to increase visibility of the overall Danish contribution to development in Niger and facilitate the country programme level dialogue mentioned above, there is a need for a more detailed budget overview that includes the on-going thematic programme on “growth and job creation in agriculture”.</p> <p>Recommendation 2 : Adjust the country programme budget in Annex C to include the budget of the agricultural programme as part of the total country programme budget, and include an indicative disbursement budget by theme.</p>	<p>Recommendation 2: Agree. Budgets have been adjusted accordingly.</p>
<p>Thematic Programme Level: Democratic governance, stability and migration management <i>[Insert heading for each recommendation as relevant e.g. consideration of relevant Danida strategies; follow-up to the recommendations of the Danida Programme Committee; programme design including rationale, effectiveness, efficiency, impact and sustainability and partner choices; adherence to the aid effectiveness agenda; budget; risks and risk management; etc.]</i></p>	
<p>ToC, objectives and result framework</p>	
<p>The theory of change is not sufficiently articulated in a manner that includes and justifies the choice of all the themes for the TP and the envisaged pathways of change. The link between inputs, outputs and outcomes is somewhat evasive, which makes it difficult to follow the coherence of the TP.</p> <p>Recommendation 3: Reformulate and revise elements of the theory of change of the TP in a manner that articulates inputs, outputs and outcomes and renders them measurable.</p>	<p>Recommendation 3: Partly agree. The theory of change for the thematic programme has been revised with a focus on making the underlying assumptions more explicit and thereby also providing clearer justifications of the choice of development engagements, themes and partners. The theory of change statement and narrative do not replicate the specific outcomes and outputs mapped out in the results framework, but rather focus on explaining the causalities within the results chains as a way of introducing the strategic choices reflected in the results framework.</p>
<p>Engagement Level <i>[Insert heading for each recommendation as relevant e.g. capacity of partners; results framework; budget allocation; risks and risk management; engagement management; monitoring and reporting; etc.]</i></p>	
<p>DED 1: Enhancing stability, support to HACCP</p>	
<p>ToC, objectives and result framework</p>	

<p>The result framework of the ED does not strongly integrate the principles of HRBA and gender considerations. Furthermore, a baseline that captures the current operational and strategic capacity of HACP at the national, regional and local levels is not currently available. This is crucial for monitoring results of the institutional support provided to HACP.</p> <p>Recommendation 4: The ToC and results frameworks should further integrate the HRBA principles and gender considerations. Baselines should be established in the first six months (following a capacity assessment which UNDP will support) focusing on HACP's capacity at the strategic and operational levels and taking into account the national, regional and local levels. The indicators should be adjusted to include indicators for marginalised groups, women and youth.</p>	<p>Recommendation 4: Agree. The TOC and results framework of the thematic programme have been revised to further emphasize the integration of HRBA, gender and youth considerations. It should be noted that HRBA and gender approaches have been identified as some of the weak points of HACP. Therefore, the technical assistance provided through the Danida advisor will also have a particular focus on these areas. This may lead to a refinement of the programme results framework during the inception phase in collaboration with UNDP and especially to an improvement of HACP's more detailed set of indicators to monitor the implementation of its strategic plan and annual operational plans.</p>
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Monitoring and Evaluation

<p>UNDP is overall responsible for M&E and reporting. The current budget allocated to M&E is not viewed as sufficient compared to the budget allocated to senior programme management (P4). During implementation UNDP's role will include support to HACP on M&E. It will also entail a potential interface with the HACP advisor and the M&E and Communication team hired at the country programme level.</p> <p>Recommendation 5: During implementation UNDP should ensure the operationalisation of the principles of the HRBA, gender and youth considerations including M&E at national, regional and local levels. More time and budget should be allocated to UNDP for undertaking M&E of the ED. This should be taken out from UNDP's P4 project management. To avoid duplication of tasks on M&E, the roles and responsibilities between the M&E and Communication team, UNDP as Project Manager and the HACP Advisor should be clarified from the onset.</p>	<p>Recommendation 5: Agree. The Embassy and UNDP have revised the DED to make it more explicit that the UNDP project manager will also be responsible for the day -to-day monitoring of HACP's implementation. In addition, resources have been reallocated within the UNDP budget frame in order for UNDP to conduct the required baseline study as well as an appropriate number of M&E missions. Efforts will further be put into ensuring that UNDP ensures that HRBA, gender and youth considerations are operationalised during implementation and into ensuring that roles of different actors engaged in M&E at different levels are sufficiently clear and coordinated.</p>
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DED 2: Strengthening democratic governance

ToC, objectives and result frameworks

<p>Based on the review of documents and consultations in Niger, key issues that are most relevant to the local context comprise i) the promotion and protection of human rights, ii) the empowerment and rights of girls and women and iii) conflict prevention including conflicts linked to natural resources management and extractive industries. Support to media is seen as relevant in relation to the right of access to information and outreach to marginalised areas (communication). A realignment of the ED with focus on the three core areas is deemed more justifiable. Furthermore, the integration of youth and migration as a cross cutting issue in the foreseen support to CSOs is seen as pertinent to the context and to strategic priorities.</p> <p>Recommendation 6: The ToC and result frameworks should be revised accordingly and include 1) Promotion and protection of human rights 2) Women’s and girls’ empowerment and 3) Conflict prevention including natural resource management/extractive industries. Communication and access to information, migration aspects and the empowerment of youth should be dealt with as cross cutting issues.</p>	<p>Recommendation 6: Disagree. The Embassy has already identified ‘promotion and protection of human rights’ and ‘conflict prevention (including conflicts linked to natural resources management and extractive industries)’ as two of the overall themes that Development Engagement 2 will focus on. However, the Embassy does not agree that ‘empowerment and rights of girls and women’ should replace ‘access to reliable and equitable information’ as the third theme of the engagement. The Embassy sees the enhancement of the media environment and of access to quality information as a critical and strategic area of intervention in the current Nigerien context. The TOC has been revised to make the justification clearer. This theme can notably be a way of ensuring that the voices and concerns of women are promoted to a larger audience through media and that conservative views going against the protection of girls and women’s rights are countered in media, notably radios. Women’s and girl’s rights will thus be a strong element in all three themes under Development Engagement 2, while Development Engagement 3 (support to UNFPA) will have a special focus on promoting gender equality and girl’s and women’s rights. Youth empowerment and migration will be incorporated as cross-cutting issues as recommended.</p>
<p>The Budget</p>	
<p>The ED strives to address the priorities of right holders (civil society) and duty bearers (independent public institutions namely CNDH and CSC). However, the balance between the support intended for CNDH and CSC on the one hand and that for the civil society funding and capacity development mechanism on the other hand is more skewed to the benefit of the former, as reflected in the budget distribution of the ED. These institutions already receive public allocations and have other donor funding.</p> <p>Recommendation 7: Reduce the budget for CNDH and CSC to DKK 2.5 million for each institution respectively and reallocate it to the budget assigned for grants to CSOs. This budget can be scaled up if needed using unallocated funds available.</p>	<p>Recommendation 7: Agree. The budget of the Development Engagement 2 has been revised, so as to free up more funds for civil society grants, while the grants of the two independent state institutions (National Human Rights Commission and High Council for Communication) have been reduced to DKK 2.5 m each as recommended.</p>

DED 3: Reinforcing national capacities for increased regulation of democratic growth – Support to UNFPA	
ToC, objective and result framework	
<p>While the choice of indicators selected to monitor progress of the core support to UNFPA’s country programme are relevant, some indicators could be more specified and some targets could be increased. Since the Danish Embassy in Ouagadougou has envisaged seconding a senior strategic advisor to UNFPA (role is not yet defined in ToR), it is expected that this advisor have experience in M&E.</p> <p>Recommendation 8: The strategic advisor that will be seconded to UNFPA should support the refinement of baselines and targets during the inception phase. These should be included in the result framework as a point of reference for monitoring progress over time.</p>	<p>Recommendation 8: Agree. The description of the role of the seconded expert in the DED and in the TOR will include technical advice to enhance UNFPA’s M&E system. Baselines and targets will notably be revised in relation to the development of UNFPA’s new country programme for Niger in 2018.</p>
Monitoring and Evaluation	
<p>The evaluation of UNFPA last country programme underlines a weakness in the area of M&E. In addition to M&E, the senior strategic advisor to UNFPA is expected to have experience in participatory methods and the relevant thematic areas of human rights, gender and SRHR.</p> <p>Recommendation 9: The seconded strategy advisor to UNFPA must have a clear mandate to strengthen UNFPA’s M&E system and the documentation of results at outcome level. This should be clearly articulated in the ToR.</p>	<p>Recommendation 9: Agree. As stated under recommendation 8, the TOR of the seconded expert will include technical advice to enhance UNFPA’s M&E system. This will include advice on how to improve documentation at outcome level. It should, however, be noted that the area of expertise of the seconded expert will not be limited to M&E, as the main emphasis will be on the provision of relevant policy advice to UNFPA.</p>
Migration.	

The programme includes a yet undefined engagement with a likely focus on supporting the management of migration in Niger. The appraisal confirmed that many new initiatives supporting migration management, long term drivers of migration or the impacts of migration in Niger are about to start or underway. This puts pressure on the absorption capacity of both national institutions, partners and specialised agencies working in this area. From a Danish perspective, it is important to take this into consideration when formulating a manageable and coherent engagement that contributes to building Niger's capacity for peaceful and stable long term sustainable development.

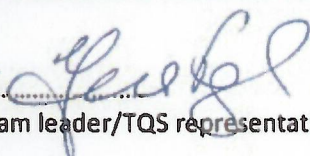
Recommendation 10: When identifying and formulating the new DE on migration, the following guiding principles could be applied:

- Consider the 'Do no harm' principle, e.g. in terms of the emerging tension between migrants (and projects working with migrants), host communities and local authorities in Niger
- Ensure the involvement of and ownership by key partners in Niger (e.g. the Ministries of Interior and Justice)
- Identify strategic and like-minded partners with agendas that match DK priorities as starting point
- Ensure that the DE(s) clearly contributes to the thematic objective (conflict prevention, protection and stability in Niger).
- Aim for 1 maximum 2 coherent strategic engagement and avoid small one-off engagements

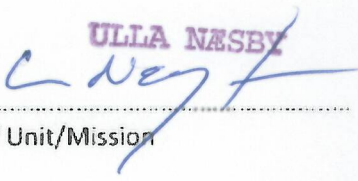
Recommendation 10:

Agree. The suggested guiding principles will be applied when identifying new development engagements on migration.

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in Copenhagen on the 16 May 2017 
Appraisal Team leader/TQS representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in 16/05-17 on the 
Head of Unit/Mission

ULLA NESBY

Terms of Reference

Long-term Adviser to support the implementation of the 'Democratic governance, stability and migration management' thematic programme

1. Context

Denmark has been supporting the development of democratic governance, the promotion of human rights and poverty reduction in Niger for a number of years. As part of its Country Policy 2016-2020, it has set itself the objective of strengthening stability and peace in the country and the region, strengthening citizens' access to fundamental rights and reducing extreme poverty by enhancing the resilience of individuals and communities. The implementation of this policy requires support to state and non-state actors committed to the pursuit of these objectives within the framework of the Niger Country Programme 2017-2022.

The Country Programme includes a thematic programme on 'Democratic governance, stability and migration management' comprising several development engagements (DE): (i) a DE aiming at strengthening the capacity and interventions of the High Authority for Peace Consolidation (HACP), to be managed by UNDP; (ii) a DE aiming at strengthening democratic governance and human rights through support the national human rights commission, the high council of communication and CSOs working in the field of human rights, conflict transformation and access to quality media and information, to be managed by a technical support unit recruited through a tender process; (iii) a DE continuing longstanding support to UNFPA in Niger with a view to reducing demographic growth with an emphasis on girls and women's rights; and (iv) engagements in the field of migration management which have not been formulated yet. A Danida Adviser will provide technical assistance to contribute to the achievement of the thematic programme results.

2. Justification

In view of the effects that the thematic programme aims to achieve through the various development engagements, and the fact that Denmark has no representation in Niger, it is necessary to provide an adviser to accompany the implementation of the thematic programme. The Adviser will ensure coordination between the development engagements, their complementarity with interventions supported by Denmark through other instruments and possible synergies with the efforts conducted by national actors and other international actors.

Furthermore, an assessment of the institutional capacities of the HACP has shown that, despite the stated intentions of its management, shortcomings exist in terms of strategic management, operational management and organisational development. Thus, in order to give a new impetus to HACP's interventions, apart from the financial and technical support that will be provided by the thematic programme through UNDP, the provision of technical assistance from an adviser who will work more closely with the HACP is considered necessary to accompany the institution in achieving the expected results in complementarity with the other partners involved.

3. Key functions

The Adviser will have three main functions:

- 1) Have a support and advisory role to the HACP in relation to various aspects related to its strategic and operational planning as well as to its organisational development. In this function, the Adviser will refer to the Secretary General of the HACP. The annual work plans of the Adviser as regards support to the HACP will be presented to and approved by the Steering Committee of the development engagement with participation of the HACP, UNDP and the Embassy of Denmark.
- 2) Ensure coordination between relevant actors within the thematic programme and beyond in order to achieve satisfactory progress towards the attainment of the programme objectives.
- 3) Monitor and analyse contextual developments, particularly in relation to issues related to governance, stability and migration, in order to ensure that necessary adjustments to the thematic programme are made if necessary.

As regards the last two functions, the Adviser will refer to the Embassy of Denmark in Ouagadougou, Burkina Faso (“The Embassy of Denmark”), who is responsible for the implementation of the Danish Country Programme for Niger 2017 - 2022.

4. Description of main responsibilities

a. Advisory services to the High Authority for Peace (50%)

The Adviser will provide advisory services and accompany the HACP in strengthening its capacities in the strategic and the operational management of its conflict prevention and peacebuilding efforts, including:

- Results-based planning with a focus on providing support to the revision of the strategic plan defining medium-term priority actions and the development of annual institutional work plans based on the strategic plan and integrating activities to be implemented on own budget and on the partners' budgets.
- Development of tools for HACP to monitor and evaluate the strategic plan and work plans of the institution.
- Enhancing the link between rehabilitation, humanitarian aid provided by international partners and longer-term development efforts.
- Organisational development, including issues related to team management and planning of staff capacity building.
- Capacity building on key themes such as applying a human rights-based approach, the role of women and youth in peacebuilding, the link between peacebuilding and migration management.
- Any other matters within the competence of the Adviser that would be deemed relevant by the management of the HACP.

b. Coordination of the thematic programme (25%)

- Regular dialogue with partners of the ‘Democratic governance, stability and migration management thematic programme’ to ensure that complementarity between development engagements is promoted.
- Contribute to finding solutions to obstacles and challenges in relation to the implementation of development engagements in consultation with partners and the Embassy of Denmark.
- Support the development of new partnership initiatives, including the development of new interventions in the field of migration, but also other forms of collaboration that do not require additional funding.
- Participate in the technical dialogue of relevance to the thematic programme (without, however, representing Denmark in the policy dialogue).

c. Monitoring and analysis of contextual developments in Niger (20%)

- Regular dialogue with national and international actors in relation to issues of relevance to the thematic programme, including crosscutting dimensions of the international development cooperation agenda.
- Monitoring and analysis of news, studies, etc. in order to get a better understanding the contextual situation in which the programme operates.
- Synthesizing and reporting contextual developments to the Embassy of Denmark

d. Other support activities (5%)

- Support the planning of missions to Niger conducted by the Embassy of Denmark or the Danish Ministry of Foreign Affairs.

5. Duration

The duration of the contract of the Adviser is two years. The contract can be prolonged for max. three years.

6. Place of service

Since Denmark does not have a full security set-up in Niger to deploy full-time staff, the Adviser's duty station will be in Ouagadougou with an average of 10 working days in Niger per month.

7. Qualifications

General qualifications:

- Master's degree in political science, social science, international relations, law or related topics
- Min.15 years' experience in development cooperation, including in fragile and conflict affected contexts

Specific qualifications:

- Min. 10 years' professional experience in the field of peace building and security
- Experience in organisational development processes, strategic planning and management of human resources and budgets.
- Experience with programme support modalities and results-based management
- Experience with integration of human rights and gender
- Experience transferring skills/know-how and coaching senior management
- Knowledge of migration related issues will be an asset

Personal competencies:

- Ability to plan and organize own work
- Be open and have good listening skills
- Ability to establish and maintain relationships with wide range of stakeholders
- Synthesis and drafting skills

Knowledge of region/languages

- Good knowledge of Sahel and Niger
- Perfect command of French (oral and written) and very good command of English (oral and written)

8. Funding

The cost of the Danida Adviser is the responsibility of the Embassy of Denmark and will be agreed between the Danish Ministry of Foreign Affairs and the selected candidate.

TERMS OF REFERENCE

MONITORING, EVALUATION AND COMMUNICATION TEAM

DANISH COUNTRY PROGRAMME FOR NIGER

1 INTRODUCTION

Denmark has a long-lasting development collaboration with Niger. This partnership with Niger will be pursued over the next six years (2017-2022) through a bilateral country programme comprising the following three thematic programmes:

1. Democratic governance, stability and migration management;
2. Water and sanitation; and
3. Economic growth and job creation in the agricultural sector.

The budget for the country programme totals DKK 360 million. The Country Programme consists of 6 development engagements: 3 related to democratic governance, stability and migration; 1 related to water and sanitation; and 2 related to economic growth and job creation in agriculture. The formulation of a limited number of engagements related to migration management is pending.

Each of these development engagements presents a justification for the engagement, a description of the engagement's theory of change, a results framework, a risk management matrix and a description of monitoring and management arrangements. Although the results frameworks of the development engagements have been developed in close consultation with programme partners, they may need to be updated and refined during the initial phase of the programme to ensure that outcomes can effectively be measured.

In the absence of a Danish representation in Niger, the programme will be managed by the Danish Embassy in Ouagadougou and implementation will, to a large extent, be carried out through delegated cooperation and support channelled through multilateral partners or other intermediaries. Country Programme partners include Switzerland and the World Bank for the two development engagements under the thematic programme related to agriculture, Luxembourg for the engagement on water and sanitation, and UNFPA, UNDP and a Fund manager for the three development engagements under the first thematic programme.

While the overall responsibility for monitoring, evaluation and reporting on programme progress rests with the Embassy, the national implementing partners will be responsible for creating the results, monitoring progress and reporting the results to the engagement partners based on their own established systems and procedures. For the engagement managed by a Fund Manager, a monitoring and evaluation system and procedures will have to be developed by the recruited Fund Manager.

According to Danida guidelines country programmes should be subject to a continuous assessment of the risks and assumptions in the theory of change of the programme with a view to enabling the Embassy and the implementing partners to readjust the programme on an informed basis, should the need arise. The volatile situation in Niger makes such assessments even more relevant. In the absence of a Danida representation in the country, external assistance from a Monitoring, Evaluation and Communication team (MEC) is needed to assist

the Embassy in carrying out its overall monitoring and evaluation (M&E) responsibility and to document and communicate results.

2 OBJECTIVES

The main objective of the assignment is threefold:

- Facilitate a smooth reporting by the Embassy on physical and financial progress achieved within the development engagements in conformity with requirements in current guidelines¹, e.g. through the OpenAid.dk tool.
- With a view to providing an informed basis on which the Embassy can dialogue with implementing partners on progress and on possible readjustments of the engagements, provide annual assessments of changes in the identified risk factors and assumptions associated with the underlying theory of change for the engagements and for the country programme as such.
- Assist the Embassy in communicating achieved results to national and international stakeholders and decision makers.

3 EXPECTED OUTPUTS

During the inception phase of the assignment (first six months) the following outputs are to be delivered by the MEC:

- A communication strategy developed in close collaboration/dialogue with the Embassy and the partners and adapted to the specific development engagements;
- Format and methodology for annual reporting on progress based on result and outcome indicators and on changes in programme risks and assumptions;
- If needed, advice on adjustment and or update of results frameworks in consultation with engagement partners;
- If needed, advice on update of the programme risk management framework and the assumptions underlying the theory of change at country programme level and at development engagement level;
- Assistance to the refinement of a monitoring and evaluation system including procedures for monitoring physical and financial progress and transparency for the “Strengthening Democratic Governance” development engagement.

Throughout the duration of the assignment, the MEC team shall provide the following outputs to the Embassy:

- Annual synthetic reports on physical and financial progress of development engagements and attainment of outcomes adapted to the reporting needs of the Embassy;
- Annual analytical report on changes in risks and assumptions and links between development engagements;
- Dissemination of x number of stories per year on programme achievements.

4 SCOPE OF WORK

The scope of work includes all activities required to achieve the above objectives including, but not necessarily limited to, the following:

1. Elaborate proposal for reporting formats to the Embassy on progress at result and outcome levels;
2. Compile, aggregate and analyse progress and financial reports provided by the implementing partners and synthesise into a report format agreed by the Embassy;

¹ Guidelines for Programmes and Projects. Ministry of Foreign Affairs of Denmark. January 2017, version 1.0.

3. Analyse changes in the identified risk factors and assumptions associated with the underlying theory of change for the engagements and for the country programme as such and suggest amendments;
4. Draft a communication strategy including identification of communication mechanisms and tools, target groups in Denmark, Niger and internationally, ways of identifying results to be communicated, procedures for agreeing with partners on what to be communicated etc.;
5. Identify communication initiatives to document progress on achievement of results/outcomes that can be used to increase the general public's and decision makers' (Danish and Nigerien) knowledge of the Country Programme and describe who should be provided with what specific information, when the information should be delivered, and what communication channels should be used to deliver the information. Proposals should also be budgeted. A lump sum for implementation of communication initiatives will be included in the contract with the MEC team.
6. Provide technical advice to Embassy programme management on M&E and communication issues e.g. recommendation on specific issues identified through field missions and/or M&E reports.
7. On request from implementation partners, provide assistance to readjust or fine-tune their M&E systems and procedures.

5 METHODOLOGY

The MEC team will refer and report to the Royal Danish Embassy in Ouagadougou.

It is anticipated that the team will carry out short-term missions to Niger twice a year combined with meetings in Ouagadougou with the Embassy. The analytical work to be carried out by the MEC could include on-the-ground monitoring activities and consultations with implementing partners in Niger.

All communication activities targeted at national stakeholders and the general public in Niger will be agreed upon with the implementing partners of each development engagement.

6 COMPOSITION OF THE TEAM

The firm/organisation in charge of the assignment is required to have a minimum of 10 years of specialised experience related to monitoring and evaluation and risk management in developing countries and has demonstrated ability to set up M&E systems. The MEC team should also have documented substantial experience from working in fragile states.

The MEC team is expected to include the following positions:

Position	Category	Focus Areas	Duration
Team Leader & M&E specialist	IV	Overall planning and management of the assignment and liaison with the Embassy, risk management analysis, theory of change and associated assumptions, progress reporting, communication of results.	12
M&E specialist	III	Design and implementation of M&E systems, analysis of progress and performance at result and outcome level	9
Financial Management specialist	III	Analysis of financial progress, analysis of efficiency, fiduciary risks, setting up of financial monitoring and control systems	4
Communication specialist	III	Identification (in collaboration with other team members and partners) of	4

		communication initiatives, design and budgeting of initiatives, implementation of initiatives	
Pool of short-term specialised specialists		On suggestion by the MEC consultant	5
Total Man months			34

7 DURATION

The duration of the assignment is for a period of 36 months upon the Country Programme mid-term review. Continuation of the assignment will be subject to satisfactory performance.

SUPPLEMENTARY MATERIALS**GENERAL**

Denmark-Niger. Country Policy Paper 2016-2020. Ministry of Foreign Affairs of Denmark. March 2016

Analytical papers on Niger. Preparation of country policy paper for Danish development cooperation. December 2014

HRBA/Gender Screening Note. June 2016

Climate Change and Green Growth Screening Note. June 2016

Niger 2035: Un pays et un peuple prospère. Tome I: Diagnostic, enjeux et défis. Stratégie de développement durable et de croissance inclusive. Republic of Niger. January 2017

Niger 2035: Un pays et un peuple prospère. Tome II: Scénarii, Vision et Orientations Stratégiques. Stratégie de développement durable et de croissance inclusive. Republic of Niger. January 2017

Plan de Développement Economique et Social (PDES). Republic of Niger. 2012

Document de programmation conjointe entre le Niger et les partenaires européens 2016-2020. Delegation of the European Union – Niamey.

DEMOCRATIC GOVERNANCE, STABILITY AND MIGRATION MANAGEMENT

Development Engagement Document - Renforcement des capacités nationales pour une maîtrise accrue de la croissance démographique. Danish Embassy in Ouagadougou. May 2017.

Development Engagement Document - Appui au renforcement de la stabilité au Niger. Danish Embassy in Ouagadougou. May 2017.

Development Engagement Document - Appui au renforcement de la gouvernance démocratique et des droits humains au Niger. Danish Embassy in Ouagadougou. May 2017.

Note on migration in Niger. B&S Europe. February 2017.

WATER & SANITATION

PROSEHA - Programme Sectoriel Eau, Hygiène et Assainissement 2016-2030. Ministère de l'Hydraulique et de l'Assainissement. May 2017.

Plan d'Action National de Gestion Intégrée des Ressources en Eau – PANGIRE 2017-2030. Ministère de l'Hydraulique et de l'Assainissement. May 2017.

Document de la Stratégie Nationale de l'Hydraulique Pastorale, 2015-2019.

Document technique et financier. NIG/026. Programme d'Appui au Secteur de l'Eau et de l'Assainissement – PASEHA 3 (2016/2020). March 2017.

Projet d'appui institutionnel. Ministère de l'Hydraulique et de l'Assainissement. Version révisée. March 2017.

Manuel de procédures administratives, financières et comptables du Mécanisme Commun de Financement du Secteur Eau, Hygiène et Assainissement au Niger. 2017.

Manuel Monitoring du Programme NIG/026, PASEHA 3 – 2016/2020. March 2017.

Plan Opérationnel Annuel No. 1 (10/2016-12/2017), PASEHA 3 – 2016/2020.

PROMOTION OF JOBS AND ECONOMIC GROWTH IN AGRICULTURE

Document d'appui au programme - Programme de Promotion de l'Emploi et de la Croissance Economique dans l'Agriculture - PECEA Niger 2014-2018. Ministry of Foreign Affairs of Denmark. Mai 2014

Document de composante 2 - Amélioration du climat des affaires et de la compétitivité des chaînes de valeur agricoles. PECEA Niger 2014-2019. Ministry of Foreign Affairs of Denmark. Mai 2014

Document de l'engagement 1 - Appui aux chaînes de valeur agricoles dans les régions de Zinder et de Diffa. PECEA Niger 2014-2019. Ministry of Foreign Affairs of Denmark. Mai 2014