



**Sustainable intensification of food production through
resilient farming systems in West & North Africa**

**Deliverable D7.3
Risk Management Plan**

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ABSTRACT

The purpose of this document is to provide a risk management framework for the SustInAfrica project. This deliverable describes potential risks, processes, policies and procedures applied to mitigate and control any negative impact. Moreover, this deliverable describes procedures set up to manage potential security risks in African regions targeted in the SustInAfrica project. the roles and responsibilities within the consortium, the risk identification, assessment, response planning processes as well as proposed risk mitigation measures.



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2 List of abbreviations and acronyms

WP Work Package



1. Introduction

Risk management will be a continuous process throughout the lifetime of a project, that requires the application of a specific set of procedures for risk mitigation. This process includes identifying, assessing, monitoring, controlling and the reporting of potential risks. This document outlines the policies and procedures to be followed for the classification, management, and monitoring of the risks: which may impact upon the project. As this process is ongoing, unexpected sources of risk will be identified at any time. The risk management plan will be updated throughout the lifetime of the project. Some of the major perceived risks for the implementation of SustInAfrica's activities are listed in the risk assessment register (Table 1), including an estimation of their probability and a description of contingency actions envisaged by the consortium.

The SustInAfrica partnership brings together 15 beneficiaries from six European and five African countries (see project proposal for details). To reduce the risks stemming from the complexity of such a diverse consortium, appropriate management structures and related procedures were defined in the proposal, to cover the key aspects of the project operation and management. The aim of this document is to allow the partnership efficiently and rapidly, address unwanted risks and to take the necessary action to mitigate or apply corrective measures. To control potential negative impacts on the project's activities.

2. Roles and responsibilities

The collaborative nature of this SustInAfrica requires a well-defined set of responsibilities regarding risks. In line with the grant agreement and description of action, the coordinator is responsible for the risk management and mitigation activities of SustInAfrica. Nevertheless, all the partners should be involved in this process and are expected to run the project's activities in a sensible, risk averse, manner.

2.1 Coordinator

The Coordinator is responsible for meeting SustInAfrica's obligations and responsibilities towards the European Commission and for the technical, scientific, and administrative management of the project. The Coordinator will endorse the risk management plan, and is responsible for the risk management process, assuring the monitoring, reporting and control of risks throughout the project. The Coordinator will continuously monitor the achievement of the project's goals, objectives and expected impacts. In these activities, the Coordinator (Nils Borchard) is supported by the Deputy Coordinator (Bernhard Freyer) and the Management Support Team (Project Manager Giles Young and Administrative Assistant Sinikka Västilä).

2.2 WP leader

Work package (WP) leaders are responsible for the proper implementation of the tasks and obligations of their respective WPs. Including the risk ownership related to their milestones and deliverables. They will ensure the determination and management of risks associated their WPs and they should report immediately to the Coordinator when any risks occur. If new risks are identified, they should be reported in a timely manner to the Coordinator, who will update the risk management register, including activating necessary mitigation actions. For actions in which several WPs are involved (e.g workshops), WP leaders will be co-responsible for the associated risks. In case where deliverables and milestones cannot not be delivered on time, WP leaders will be asked to identify the reasons and to propose remedial measures.



2.3 External Expert Advisory Board

The External Expert Advisory Board will provide advice on the orientation and implementation of the project. When considered relevant by the coordinator, the External Expert Advisory Board members (see names and contact details in D7.2) will be notified. They will then advise and monitor the assessment of risks by the consortium and the necessary remedial actions.

3 Risk management procedures

SustInAfrica`s risk management procedures are based on continuous risk monitoring, and evaluation based on indicators (Section 4) crucial for reliable decision making and risk mitigation (Figure 1).

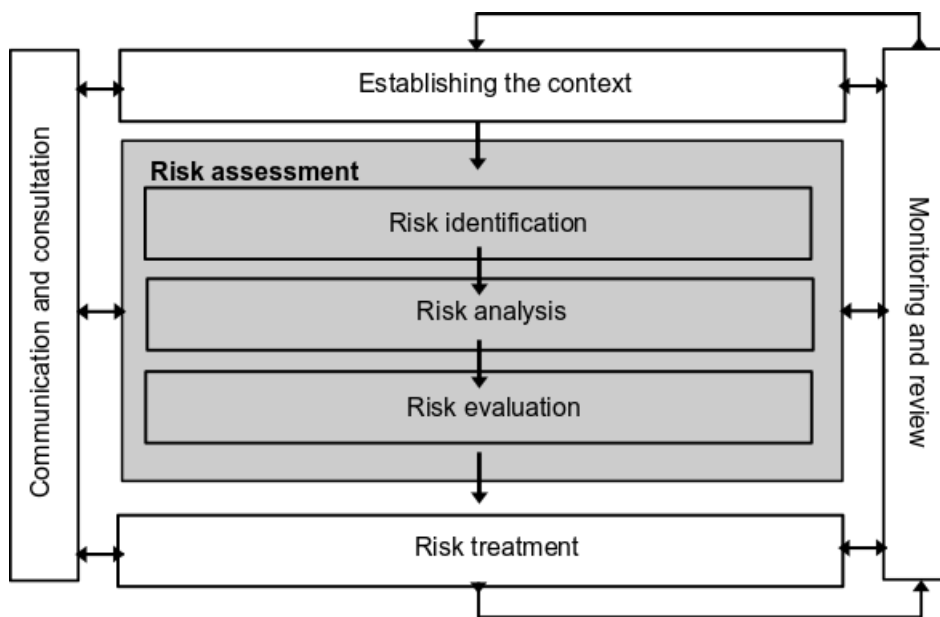


Fig. 1. Risk management approach (based on Steen 2015¹)

3.1 Risk identification

The SustInAfrica team has already identified the potential implementation risks and appropriate mitigation measures, which are listed in Table 1 of this document and in Section 1.3.5 on “Critical Implementation Risks and Mitigation Actions” of the Grant Agreement. The risk management register will be updated, at minimum, on the annual basis for, in parallel with preparation of annual work plans (M12, M24, M36, M48) and when required will be updated immediately. This document will be used to record all possible project risks and detail any subsequent measures or mitigation actions required. The risk management register will be available on the internal collaborative platform. The following issues are considered as tools and techniques for identifying the potential risks:

- Analysis of deliverables and milestones status;
- Analysis of WP and respective tasks progress;
- Regular communication between the Coordinator and WP Leaders and all the partners.

¹ Steen, R. (2015). A risk assessment approach to support the launching of new products, services or processes. *Int. J. Bus. Contin. Risk Manag.* 6, 17.



The risk management register should contain the following information: risk number, description and likelihood, WP affected and proposed risk mitigation measures.

3.2 Risk assessment

Risk assessment includes risk identification, risk analysis and risk evaluation. Risk identification is the process of identifying potential future events that could prevent or delay the achievement of objectives or to endanger the health of any persons. Through risk analysis, entities determine possible sources of risk, their causes and potential consequences, consider appropriate mitigation measures and assess the likelihood and impact of any risk. Following this process, selected risks are prioritized through a risk evaluation in order to determine which ones need active mitigation and monitoring. The exposure to each potential risk is estimated using the risk matrix in Figure 2. For each of the risks, the coordinator, in collaboration with the WP leaders, will estimate the probability of them occurring and their potential impact on the project (Low/Medium/High/Critical).

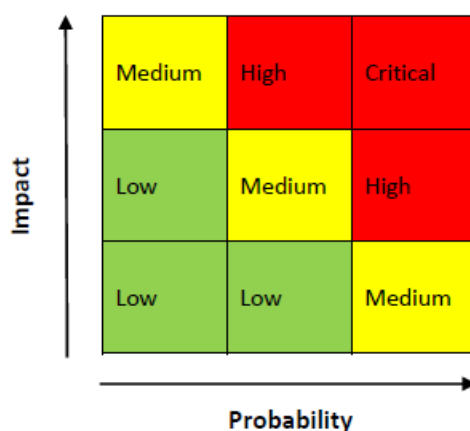


Fig. 2. Risk matrix

3.3 Risk response planning

Risk treatment is the selection and implementation of proactive and reactive actions to mitigate or modify risks. Implementation of risk treatments is an ongoing process, aimed at proactively reducing the likelihood and impact of risks and actively addressing the impact and consequences, should risks materialize. During risk response planning, strategies and plans are developed to minimize the negative effects of the risk to a point where it can be controlled and managed. Higher priority risks should receive more attention than lower priority risks. The risks already identified and the corresponding mitigation measures are listed in the risk management register (Table 1). If a mitigation action cannot be carried out effectively or does not solve the risk, the risk exposure is likely become more important. In this case, visibility of the risk should be emphasized by the coordinator and the mitigation measure modified in an effective way.

3.4 Risk monitoring, controlling and reporting

The context analysis, risk assessment and risk treatment are continuously reviewed throughout the operations management cycle. Communication and consultations with all relevant participants throughout the risk management process are needed to ensure effectiveness. Continued monitoring and review are also key activities for maintaining the relevance of the risk management process to the evolving context. Each work package leader is responsible for the risk monitoring and reporting within



their respective WP. Each WP member is encouraged to determine and discuss any possible risks and response planning with their work package leader. It is the responsibility of all SustInAfrica partners to inform the coordinator about the status and effectiveness of response for each risk and mitigation plan, to update the risk management register and assess the relevance of the tools selected. Risk exposure should be continuously re-evaluated and modified and the results of monitoring and control measures need to be documented and made available via SustInAfrica's SharePoint called Tiimeri.

4 Risk management register

The following table lists both the risk identified by the consortium before the official start of the SustInAfrica and the risks identified during the first 3 months of the project's implementation (highlighted in yellow).

Table 1: Risks already identified and their **likelihood** and *potential severity* for the implementation in SustInAfrica.

Risk	WPs	Proposed mitigation measures
Difficulties in finding interviewees for the individual and group inquiries (low/medium)	1, 3, 5	Early engagement with local and international stakeholders with local action in networking and communication activities to create a base of trust.
Difficulties in finding local research team for the sex-segregation field work (low/low)	1	Early identification within local partners of interested female and male researchers by presenting the project to the MSc and PhD classes, with a specific gendered research focus.
Difficulties in finding quantitative data (medium/high)	1, 2, 3, 5	Early contact with the official state offices and international agencies operating on site with communication activities.
Difficulties with data collection accordingly with timeline (medium/high)	1, 2, 3, 5	Early contact with team responsible and guarantee time and budget buffers/ safeguards. In case of unforeseeable events (e.g. Covid-19) affecting traveling and field work acting in accordance to Art 51.
Standalone InsectaMon might be too resource-intensive for smartphone integration (high/low)	2, 7	Implementation of the model in the cloud, and providing access over the web platform. Thus evaluation of images from trap boxes/smartphones will be evaluated externally and results will be transferred back to smartphone.
Problems with field data for InsectaMon due to unexpected environmental conditions during the experiments (low/high)	2, 3	Experiments will be repeated in a second season. Historical insect image data available with Luke.
Irregular rainfall pattern (medium/medium)	3	Supplemental irrigation and multi-year experiments.
Land tenure system (low/medium)	3	Negotiation with farmers, research institutions and universities/ agricultural training institutions.
Insufficient technical support and supervision (low/low)	3	Training of extension services and farmers; involvement of local and national agencies and ministries.
Availability and accessibility of ICT (medium/medium)	3	Subscribe to internet and telephone service providers.
Insufficient electricity and transportation (low/low)	3	Generators and vehicles will be rented.



Risk	WPs	Proposed mitigation measures
Plant diseases and pests (high/low)	2, 3	Control and prevention of yield losses and negative impact on quality are a key focus of the project.
Bureaucratic and administrative bottlenecks (low/high)	1, 3, 4, 6, 7	Engage administrators before project implementation. Design and sign mutually agreed MOUs.
Inter-country communication (medium/high)	3, 4, 5, 6, 7	Establish clear communication channels (Intranet, emails, phone conversation, etc.) and encourage regular feedback between task leaders and Coordinator.
Insufficient resources of African participants to supervise and coordinate demonstration trials (medium/high)	3, 7	In countries (i.e. BF) with less experienced and fewer <2 participants, the number of targeted AEZs is limited to 1.
Delays to preparation of learning materials (low/medium)	4	Work with WPs 1, 2 and 3 to ensure time plan is being aligned with WP4.
Lack of engagement from farmers, relevant stakeholders, and national/regional policymakers (low/high)	1, 3, 4, 5	SustInAfrica already has connections with many of the targeted communities, stakeholders, and policymakers.
Delays to delivery of WPs 1, 2, 3 & 4 (medium/high)	5	Frequent reminders and adjusted planning.
Barriers to effective communication and dissemination may limit impact (high/medium)	6	SustInAfrica will implement a number of communication and dissemination activities to overcome barriers. WP6 will develop corporate design, templates, and a workshop and conference supporting system.
The following main issues may risk success: i) delays to project progress; ii) delays to reporting; iii) resource mismanagement (medium/medium)	7	A risk management plan aimed at identifying and assessing risks will be developed, and its implementation, together with mid-term internal reports will be used to check activities and financial status, with flexible reallocation of resources if required.
Possible conflicts between partners (low/high)	7	A transparent management system and communication will be implemented, in order to create mutual trust. Mediation will be put in place in order to solve conflicts at an early stage.
Insufficient implementation of tasks and activities (breach; medium/high)	all	Informing the coordinator and/or the general assembly to initiate in accordance to the consortium agreement the remediation or even termination of the respective party's participation.
Local risks relating to crime, political tension, and terrorism (medium-high, depending on region/high) See also section 5 “Guidelines to mitigate local risks”	1, 3, 4, 7	The bulk of the project will take place in five African countries, each with their own local risks relating to crime, political tension, and terrorism. For example, the risk of terrorism is high in BF & NE, as well as some areas of EG & TN. Very high risk areas will be completely avoided, and high risk areas will be avoided, where possible, in order to mitigate risk. A risk assessment will be performed by visiting researchers prior to travel to all African countries, and based on the latest travel advice (examples based on the current situation provided in Section 5.1). WP7 will implement an early warning system (i.e. WhatsApp Group) continuously updated by screening “Travel advices” (e.g. www.um.fi).



Risk	WPs	Proposed mitigation measures
		<p>(www.gov.uk, www.auswaertiges-amt.de) to reduce risks on SustInAfrica’s progress and participating partners. National hubs in each of the African countries (UCC in GH, UAM in NE, SHA in BF, HUSD in EG, IO in TN) will ensure timely updates of SustInAfrica early warning system and act as strong partners to ensure progress and safe work environments.</p>
<p>Local risks relating to communicable diseases (high, depending on disease & region/high)</p> <p>See also section 5 “Guidelines to mitigate local risks”</p>	<p>1, 3, 4, 7</p>	<p>There is a high risk of various communicable diseases in all of the target countries. These risks will be mitigated via vaccination. A risk assessment will be performed by visiting researchers prior to travel to all African countries, and based on the latest travel vaccination advice (examples based on the current situation provided in Section 5.1). Researchers travelling to countries with a risk of communicable disease will be vaccinated (all African target countries: malaria, measles, mumps, rubella, diphtheria, tetanus, whooping cough, poliomyelitis, hepatitis A, typhoid; additionally in GH, BF & NE: meningococcal meningitis A, C, W & Y, yellow fever). There is a risk of zika virus in BF. No vaccine exists against zika virus. Therefore, close monitoring of the situation during research visits will be essential in protecting the safety of the project’s researchers, and action to withdraw them from the region upon the spread of disease will form part of the risk assessment plan.</p>

5 Guidelines to mitigate local risks

The coordinator and work package leaders have to keep the risk management register up-to-date concerning both: i) potential risks (e.g. health, terror) and ii) measures supporting risk management (e.g. regulations, insurances and procedures of participating institutions/organizations; covering for instance kidnapping and medical return transport).

General rule: Before travelling to and in Africa apply the ABC assessment:

- A) Travelling without risks
 - Consult local embassy of your home country and participating institutions to assess and evaluate potential risks; incl. medical check (Table 1). In case travelling is “safe” you can travel.
- B) Just essential travelling
 - The need to travel should be discussed with partners of the project, work package leaders and/or the coordinator prior granting permit to travel. Measures to reduce the risk need to be taken into account, e.g.: After consulting local project partners => car with NGO or no NGO flag; clear phone; informing regularly a contact person about the status of the trip. A European should travel with a local guide. A plan for fast evacuation in case of increase of risk should be prepared. Map of “no-go” zones with significantly higher risks are shown in section 5.1.
- C) Do not travel



In case the assessment reveals high/unexpected risks travelling is NOT allowed. This procedure has to be implemented also if risk for a specified location cannot be properly assessed due to lack of information. If procedure “C” is extended to a period that will jeopardise project deliverables the project management team will consider moving research to another partner and/or region.

5.1 Embassies

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Assistance of Finnish nationals in distress abroad: +358 9 1605 5555. paivystys.um@formin.fi

- Egypt:** 3, Abu El Feda Street, 13th floor, 11211 ZAMALEK, CAIRO, EGYPT.
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- Tunisia:** Dar Nordique, Rue du Lac Neuchâtel, Les Berges du Lac, 1053 TUNIS, TUNISIA.
Telephone: +216 719 618 23 or +216 719 610 22. Email: sanomat.TUN@formin.fi
- Ghana:** No embassy use Aubja, Nigeria. NO.9, Iro Dan Musa Street, PLOT 1547, ASOKORO, ABUJA, NIGERIA. Tel: +234 803 785 1150. Email: sanomat.aba@formin.fi
- Burkina Faso:** No Embassy: In consular matters, you can seek advice from the missions of the other Nordic countries or EU countries. Or call +358 9 1605 5555
- Niger:** No Embassy In consular matters, you can seek advice from the missions of the other Nordic countries or EU countries. Or call +358 9 1605 5555

Embassies of France (Register on Ariane list see on www.diplomatie.gouv.fr)

- Egypt:** 29 av. Ch. de Gaulle, BP 1777, Guizeh, Egypt; Phone: +20 (2) 35 67 32 00. In case of emergency during the weekend or the night: +20 (2) 35 67 33 10.
- Tunisia:** 2 Place de l'Indépendance, Tunis 1000, Tunisia; Phone : (00 216) 31 31 51 11. In case of emergency during the weekend or the night: (00 216) 31 315 000.
- Ghana:** 4th Circular Road, Cantonments, Accra, Ghana; Phone: +233 (0) 302 21 45 50. In case of emergency during the weekend of the night: +233 (0) 540 12 20 05.
- Burkina Faso:** Avenue du Trésor, BP 504, Ouagadougou, Brukina Faso ; Phone : (226) 25 49 66 66.
- Niger:** Route des Ambassades, B.P. 10 660, Niamey, Niger; Phone : (227) 20 72 24 31 /32 /33.

Embassies of Germany (Register on the Elefant System, www.elefand.diplo.de)

- Egypt:** 2 Sharia Berlin (off Sharia Hassan Sabri), Zamalek, Kairo 11211, Egypt; Phone (+20) 02-2728-2000
- Tunisia:** Impasse du Lac Windermere 1, B.P. 222, 1053 Les Berges du Lac, Phone (+216) 71 143 200; in case of emergency: (+216) 98 305 09 (also text messages)
- Ghana:** No. 6, Kenneth Kaunda Road, North Ridge, Accra, Phone (+233) 30 221 10 00, (+233) 30 224 10 82, (+233) 30 222 13 11, in case of emergency: (+233) 24 432 4889
- Burkina Faso:** Avenue Joseph Badoua 01 B.P. 600 Ouagadougou 01, Phone (+226) 50 30 67 31 / 2; in addition the GIZ office: Rue Jacqueline Ki-Zerbo – Angle Boulevard Charles de Gaulle Ouagadougou, Phone (+226) 253116 72 / 73, (+226) 503116 72
- Niger:** 71, Avenue Charles des Gaulle, Phone: (+227) 20 72 35 10, (+227) 20 72 40 61; in addition the GIZ office: Avenue de l’Afrique, Porte N° 36 Niamey, Phone (+227) 20 722551, (+227) 20 732629

Embassies of Ireland

Irish citizens who require urgent assistance while the Embassy is closed can contact the Duty Officer at the Department of Foreign Affairs and Trade on +353 1 408 2000.

- Egypt:** Embassy of Ireland, 18 Hassan Sabry Street, Zamalek, Cairo, Egypt.
Tel: +202 27287100 Web: www.dfa.ie/egypt



- Tunisia: No Embassy. Contact: Mr. Moncef Mzabi, Honorary Consul of Ireland, Rue Lac Loch Ness, Immeuble RAPHAEL 2ème étage (2nd Floor). Les Berges du Lac, Tunis 1053, Tunisia. Tel : +216 71 862823/ 862809. Email : hon-consul-irelandtunis@planet.tn
- Ghana: No Embassy. Contact: Honorary Consul of Ireland, Mr Len Comerford, PW House, 10 Abidjan House, East Legon, Accra, Ghana. Tel: +233 30 251 8112
Fax: +233 30 251 8117. Email: irlconsul@gmail.com
- Burkina Faso: No Embassy. Use: Embassy of Ireland, 11 Negro Crescent, Maitama District, Abuja, Nigeria. Tel: +234 9 462 1080. Fax: + 234 9 4131805
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Web: https://www.entwicklung.at/laender/westafrika/burkina-faso
- Niger: Honorarkonsulat 468, Avenue des Zarmakoy, Quartier Maurice delens, Plateau, 120 40 Niamey
Phone: (+227 /) 20 75 55 83 (+227 /) 20 75 50 91
E-Mail: autriche.konig(at)yahoo.fr ; mandelav(at)intnet.ne

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- Register before travel: <https://portaldascomunidades.mne.gov.pt/pt/vai-viajar/registo-do-viajante>
- Egypt: 25 Ahmed Heshmat. Zamalek. Cairo. Phone: (Embassy) +20 22 7350779 / +20 22 7350781 ; (Emergency) +20 103 223 1181 Fax (Embassy) +20 22 7350799 / +20 22 7350790. E-Mail: cairo@mne.pt
- Tunisia: 2, Rue Sufétula. 1002, Tunis-Belvédère, Tunisia. E-mail: tunes@mne.pt ; (Consular Office) sconsular.tunes@mne.pt ; (Secretariat) secretariado.tunes@mne.pt
- Ghana: Block 26 B Room 1 Site B Community 3 Tema. Ghana. Phone: +(233) 303215114-6. E-Mail: consulghluso@yahoo.com Dependency: Consular Section from the Portuguese Embassy in Abuja: Plot 3655, Orinoco Crescent (off River Kubani Street, off Nile Street) Maitama - Abuja Nigeria Phone: (Consular Officer) +234 (0) 9037808670 ; (Secretariat) +234 (0) 7031170761 ; (Consular Emergency) +234 (0) 8064091985 . E-mail: abuja@mne.pt



Burkina Faso: There is no permanent Portuguese diplomatic representation. Matters related to this country are assured by the Portuguese Embassy in Dakar: Avenue des Ambassadeurs, Impasse Ambassade du Portugal, Edifice Venus, 1^{er} étage Fann Résidence B.P. 281 Dakar, Senegal. Phone: +221 338 592 660 ; (Visas/VFS) +221 338 606 006 E-mail: dakar@mne.pt

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Burkina Faso: The Italian Embassy is not present in Burkina Faso. You can refer to the Italian Embassy competent for Burkina Faso in the Ivory Coast or to the Honorary Consulate (here below reported).

Italian Embassy in Ivory Coast. 16, Rue de la Canebière - 01 B.P. 1905 Abidjan 01

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Ghana: 772/3 Farrar Avenue, Asylum-Down, P.O. Box 651. Accra, Ghana
Tel: (+233) 302 22 19 88. Email: secretariat@ambaburkina-gh.org

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Tel: (+227) 20 72 60 92 / 3. Email: consbfnmey@yahoo.fr

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Tel: (+20) 2 3386 5607 / 5617. Email: ambanigercaire@yahoo.fr

Tunisia: Consulate: 1, Rue Abou Zamaa El Balaoui, 2091 El Menzah VI, Tunis, Tunisia
Tel: (+216) 24.442.000. Email: sahnoun.ahmed@live.fr

Ghana: E104/3 Independence Avenue, P.O. Box 2685, Accra, Ghana
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Burkina Faso: Consulate: 11 BP. 1015, Ouagadougou, Burkina Faso. Tel : (+226) 25 30 53 59

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Tunisia: Cité Montplaisir, Rue Elferdaouss, Avenue Mohamed V, P.O. Box 191, 1002 Tunis.
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Ghana: Airport Residential Area, House No.38, Senchi Street, Accra, Ghana. Tel: (+233) 302 776 854. Email: embassy.accra@mfa.gov.eg or egyptemb@ghana.com

Burkina Faso: Avenue L'Atlas - Porte N°91 Secteur 54, P.O. Box 7042, Ouagadougou 2000.
Burkina Faso. Tel: (+226) 25 37 58 44. Email: embassy.ouagadougou@mfa.gov.eg

Niger: Rond Point Grand Hotel, Terminus, P.O. Box 254, Niamey, Niger.
Tel: (+227) 20 733 355. Email: ambegypteniger@yahoo.fr

Embassies of Tunisia

Egypt: 26, El Gezira Str., Zamalek, Cairo, Egypt
Tel: 200227368962

E-mail: at.caire@diplomatie.gov.tn

Ghana: The Tunisian Embassy is not present in Ghana. You can refer to the Tunisian Embassy competent for Ghana in Nigeria.

11, kainji crescent, off lake chad crescent, maitama, abuja-ct

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Burkina Faso: B.P 2923OUAGADOUGOU/01

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Niger: The Tunisian Embassy is not present in Niger. You can refer to the Tunisian Embassy competent for Ghana in Mali.

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5.2 Maps of “no-go areas”

Potential risk situation at Burkina Faso

The Hauts Bassins Region (Figure 3) is one of the 13 Regions of Burkina Faso. This region is the current selected region as project area. The Hauts Bassins Region is divided in three provinces: i) the Kénédougou Province, ii) the Houet Province, and iii) the Tuy Province. Two provinces are selected for the project implementation: the Houet Province and the Tuy Province because they are more secured than the Kénédougou Province. The Kénédougou Province is sharing the same border with Mali Republic and it is more at terrorist attack risk.

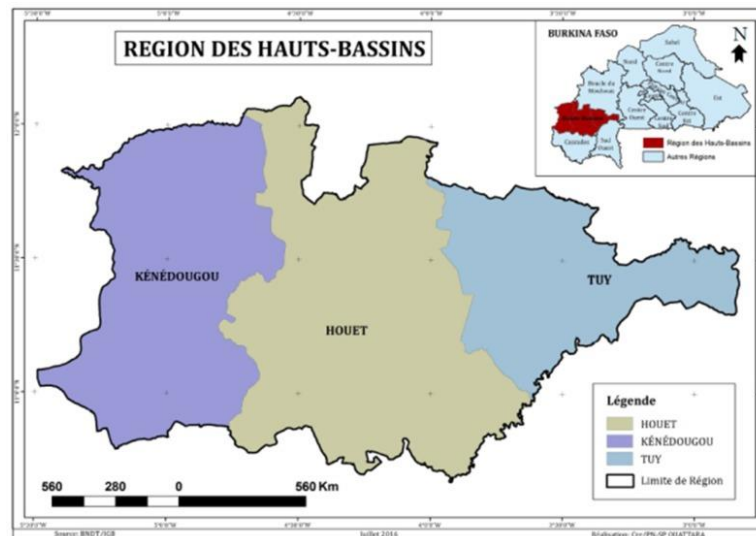


Figure 1: Map of Hauts Bassins Region in