



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
[UNDP Nigeria]

Project Title: Support for social stability and security of the conflict-affected communities in North-East and Middle Belt of Nigeria

Project Number: Project ID: 00134399; Output ID: 00125992

Implementing Partner: UNDP Nigeria

Start Date: March 2021 **End Date:** March 2022 **PAC Meeting date:**

Brief Description

The prolonged conflict with Boko Haram insurgency in the North-East region and the conflict between farmers and herders in the Middle-Belt region of Nigeria continue to cause human critical incidents with casualties, displacement of people and dependency on emergency humanitarian aid. In addition to the long-standing difficulties in the region, the spread of COVID-19 virus since 2020 caused deterioration of the security situation and the standard of living of the people in the regions.

To improve the social stability and security and to mitigate the negative social effect of the COVID-19 virus in the two conflict-affected regions, the project aims to support early recovery and peace building in the conflict-affected communities. Building on the lessons and successful results of the former UNDP projects in the regions, support to conflict-affected and at-risk communities will be provided using UNDP integrated community recovery, peacebuilding and resilience building approach for the proposed four outputs as follows: (1) Livelihood and economic opportunities of the target communities are improved, (2) Basic services are restored in target communities, (3) Effective and accountable local governance is emerging in target states, (4) Social cohesion rebuilt and community security re-established.

Contributing Outcome:
UNSDPF Outcome 4.2: By 2022, Governments at all levels apply principles of good governance, equity, non-discrimination and rule of law in public service delivery and citizens engagement.

Indicative Output(s):

Output 1. Livelihood and economic opportunities of the target communities are improved.

Output 2. Basic services are restored in target communities

Output 3. Effective and accountable local governance is emerging in target states

Output 4. Mechanisms for enhancing social cohesion and community security is strengthened

Total resources required:	USD 5,766,127
Total resources allocated:	USD 5,766,127
	UNDP TRAC:
	Japan: 5,766,127
	Government:
In-Kind:	
Unfunded:	-

Agreed by (signatures)

UNDP	
Name: Mohamed Yahya	
Date:	

I. DEVELOPMENT CHALLENGE

1-1. General overview of the situation

Nigeria faces multiple crises, with a protracted conflict in its North East region, which has spread to neighbouring countries and intercommunal clashes in other regions of the country. The effects of the conflict in the North East, together with climate change and desertification has made grazing of livestock difficult and has driven herders to migrate south. This has given rise to the prevalence of violent clashes, most notably in the Middle Belt region. With these crises, Nigeria today is amongst the countries with the highest overall projected conflict risk index and increased risk in socio-economic vulnerability, inequality, and food insecurity.

In the three most affected states of the North East Nigeria, namely Borno, Adamawa, and Yobe (BAY) states, a population of 1.9 million are displaced as internally displaced persons (IDPs)¹. One in four of the affected population is under 5 years of age. Women and children are the face of the crisis. Women and children constitute 81% of the overall crisis population and 87% of the new displacements. The gendered dimensions of displacement are having a significant impact on the status of women and girls within the context of fragmentation of households, demoralization and rampant Sexual and Gender Based Violence (SGBV) including denial of resources, physical violence and survival sex.

In the Middle Belt, the farmer-herder conflict has become increasingly devastating and progressively violent, especially in Benue, Nasarawa and Taraba States. Over four years from 2016 to 2019, a total of 602 violent conflict incidents have been recorded in the three states with 2,789 fatalities and unquantified destruction of property contributing to the growing insecurity. In Benue state, there are 483,692 IDPs as a result of violent conflicts as of June 2020.

1-2. Recent Development, urgency and unpredictability

The crises in the two regions have been rapidly exacerbated under the outbreak of COVID-19 virus since March 2020. The numbers of confirmed cases are 1,502 in BAY states and 1,870 in Middle Belt as of 10th January 2021.² The numbers are increasing at an exponential pace and considering the limited national capacity of testing in the laboratories, the actual number of cases are estimated to be much higher than confirmed. This spread of virus has deteriorated the security situation in the states with increased number of casualties under incidents and attacks. In fact, the total number of casualties in incidents in the 6 states through 2020 was 3,680, which is much higher than 2,631 as the total number of casualties during the whole of 2019.³

The rapid deterioration of security situation in the North East and Middle Belt exacerbates the pressure on the region's fragile basic services already weakened by violence against civilians, including attacks on hospitals and denial of humanitarian access. The pandemic also has grave consequences on the lives and wellbeing of vulnerable families, children and internally displaced people due to the physical environments they live in as a result of armed violence. In BAY states, estimates show that the pandemic compelled 2.7 million additional people to rely on urgent humanitarian assistance, making the total number of people in need of assistance to 10.6 million.⁴ In the Middle Belt, close to 700,000⁵ people are currently in IDP camps as a result of conflict-induced crisis. The influx of communities into IDP camps during to rising insecurity is perceived as having direct implications on the state of food security in the region.

Given the growing vulnerability to crises and the deteriorating humanitarian conditions due to the COVID19 pandemic as elaborated in the part of Situation Analysis, the social stability of the

¹ Humanitarian Snapshot, BAY STATES Nigeria, OCHA, 16 Jun 2020

² Nigeria Centre for Disease Control Website, as of 2 Aug 2020

³ Database in the website of The Armed Conflict Location & Event Data Project (ACLED), as of 5th August 2020

⁴ Humanitarian Snapshot, BAY STATES Nigeria, OCHA, 16 Jun 2020

⁵ UNHCR Annual IDP Tracking Report, 2020

communities should be supported urgently. As livelihoods and living standard in the conflict-affected communities have been deteriorated, dissatisfaction among the people has increased, and groups of violent extremists have been alleged to have taken advantage of the pandemic to recruit more people to join their forces.⁶ If left unabated, this will continue to heighten the risk to conflict and in turn, exacerbate the humanitarian situation.

Nobody expected the global pandemic of COVID-19 and its related socio-economic effects including that on peace and social stability. Immediate indications point towards devastating social and economic effects – including on peace and stability.

1-3. Experiences and ongoing response to the situation

To support social stability and recovery of the communities in the North East and the Middle Belt, UNDP has conducted projects, creating many successful cases, in cooperation with development partners including the Government of Japan, Human Security Trust Fund (HSTF), and the UN Peacebuilding Fund among others. Through these collaborations, UNDP has demonstrated the effectiveness of its integrated support to conflict affected communities. With the effects of the pandemic becoming increasingly visible, it becomes more pertinent to accelerate the delivery of effective integrated socio-economic support.

The project will contribute to achieving the UN Sustainable Development Goals (SDGs), especially Goal 1: No Poverty; Goal 3: Good Health and Well-being; Goal 4: Quality Education; Goal 5: Gender Equality; Goal 8: Decent Work and Economic Growth; Goal 16. Peace, justice and strong institutions.

II. STRATEGY

2-1. Strategy

The project will adopt an integrated resilience-based strategy and aims to support community recovery and peace building, mitigating the negative social impact under the pandemic of COVID-19. The activities will be implemented for the following outputs:

- Improvement of **livelihood and economic opportunities** in the target communities,
- Restoration of **basic services** in the target communities
- Emergence of effective and accountable **local governance** in the target states
- Re-establishment of **social cohesion and community security**.



2-2. Project Target Area

The project will target the six states that are most heavily affected by conflict namely: Adamawa, Borno, Yobe in the North East, and Taraba, Nasarawa, and Benue in the Middle Belt.

2-3. Approach:

⁶ Beyond the Pandemic, Boko Haram Looms Large in Nigeria, John Campbell, CFR Expert, 11 June 2020

To optimise impact in target communities, this project will adopt an integrated approach through a peacebuilding, conflict prevention and recovery lens through interventions described in the table below. Some of the activities under the project are also interrelated and synergized. For example, rehabilitation of infrastructure will be implemented with Cash for Work methodology, which will provide emergency livelihoods and contribute to Livelihood Enhancement. The community platforms established under local governance pillar will be utilized to identify the priority basic service facilities constructed and foster inclusion, cohesion and tolerance.

Pillars of Integrated community peace building, recovery support approach and the activities under this Project

Pillar of Integrated Community Recovery Support Approach	Output Number	Outputs under this Project
Livelihood and economic opportunities of the target communities are improved.	1	Livelihood of the target communities is recovered
Basic services are restored in target communities	2	Basic services are restored in target communities
Effective and accountable local governance is emerging in target states	3	Effective and accountable local governance is emerging in target states
Social cohesion rebuilt and community security re-established	4	Mechanisms for enhancing social cohesion and community security is strengthened

2-3. Alignment to Development Frameworks:

The project is aligned with the following development frameworks:

- a) The UN Sustainable Development Goals, especially Goal 1: No Poverty; Goal 3: Good Health and Well-being; Goal 4: Quality Education; Goal 5: Gender Equality; Goal 8: Decent Work and Economic Growth; Goal 16. Peace, justice and strong institutions.
- b) UNDP Strategic Plan (2018-2021) Signature solution 1: Keeping people out of poverty Signature solution 2: Strengthen effective, inclusive and accountable governance. Signature solution 3: Enhance national prevention and recovery capacities for resilient societies; and Signature solution 6: Strengthen gender equality and the empowerment of women and girls.
- c) The Buhari Plan for the northeast and the Niger-Delta master plan based on a three-pronged military, humanitarian and development response approach.
- d) The United Nations Sustainable Development Partnership Framework (UNSDPF 2018-2022) Result Area 1: Governance, Human Rights, Peace & Security; Result Area; 2: Equitable Quality Basic Services; Result Area 3: Sustainable & Inclusive Growth and Development.
- e) The UNDP Country Programme Document (2018-2022) Pillar 1: Governance, Peace and Security; and Pillar 2. Inclusive Economic Growth.
- f) Early Recovery and Livelihood Sector in the Humanitarian Response Plan (HRP) 2021 Nigeria
- g) Yokohama Action Plan 2019 adopted at Tokyo International Conference on African Development. (TICAD VII): “Enhanced implementation of Lake Chad Basin stabilization strategy” under the focus area “3.2 Strengthen the humanitarian-development-peace nexus”

2-4 Theory of Change (ToC)

The project is based on a theory of change that seeks to address the root causes of the violent insurgency and the structural deficits that continue to drive it. It recognises that sustainable community recovery and resilience-building can only be achieved through coordinated interventions

in a critical number of communities within the same Local Government Areas (LGAs), thereby promoting the establishment of community resilience networks within and across LGAs: Thus,

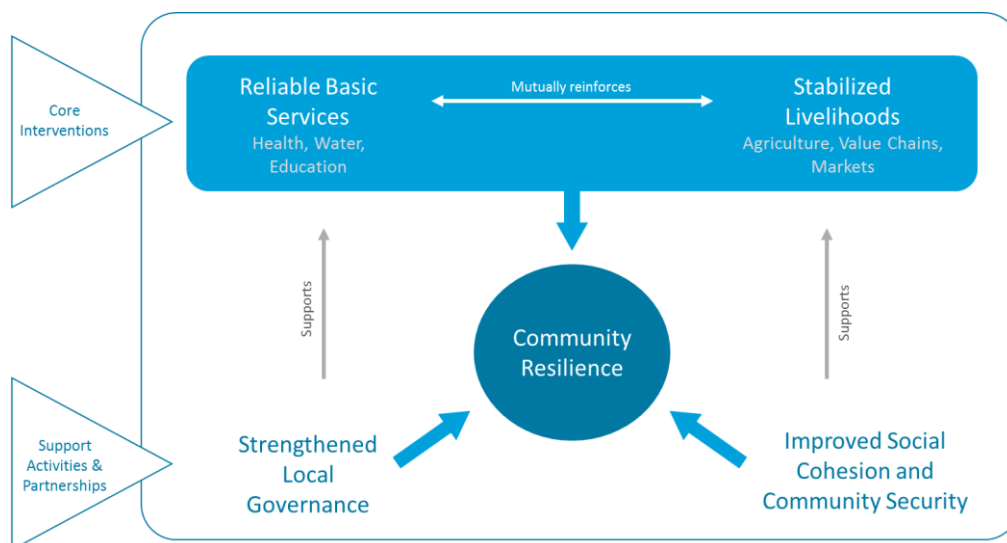
- **IF** livelihood and economic opportunities of the target communities are improved, **THEN**
 - People will be able to continue to co-exist with communities in a sustainable manner.
- **IF** basic services are restored in target communities, **THEN**
 - The communities will become liveable, accelerating the return of the people from displacement
- **IF** effective and accountable local governance is emerging in target states; **THEN**
 - Livelihood and basic services will be sustained; and
- **IF** social cohesion rebuilt and community security re-established; **THEN**
 - People will be able to live peacefully in the communities, with less threat of the violent extremism among them.

Summary of the theory of change:

IF livelihoods opportunities are created, essential infrastructure are re-built, basic services are in place, local governance is strengthened, and community cohesion enhanced in an integrated manner, **THEN sustainable recovery is realized as communities and local institutions become resilient against conflict violent extremism and accelerating the return of the displaced people.**

The image of the ToC with the four Outputs of the project is as shown in the Figure 1.

Figure 1: Overview of the underlying Theory of Change



2-5 Key Assumptions

The assumptions underpinning the theory of change are:

- All stakeholders’ sustained goodwill for the scrupulous implementation of the project.
- The political and security situation remains relatively stable with minimum shocks that may lead to LGA destabilisation, further population displacement and/or undermine implementation of the project.
- The government continues to show the political will and national ownership necessary to strengthen resilience capacities that can withstand periodic volatility and tensions.

III. RESULTS AND PARTNERSHIPS AND KEY THEMES

3-1. Expected Results

Outcome: By 2022, Governments at all levels apply principles of good governance, equity, non-discrimination and rule of law in public service delivery and citizens engagement.:

Output 1: Livelihood and economic opportunities of the target communities are improved.

Key Activities:

1.1. Support farmers with agricultural extension services and supplementary provision of agricultural inputs (seeds, fertilizer, insecticide, tools):

To support livelihood of farmers and herders in a sustainable manner, support for agricultural skill improvement will be provided to 2,400 farmers households, including at least 480 female-headed households. This level of support has a total of 40% of all the individual beneficiaries being women. In collaboration with Agricultural Development Programme under the Ministry of Agriculture of each state, each beneficiary household will have at least eight visits of Agricultural Extension Service Providers. Through the visits of the providers, the households will be provided with technical guidance on farming before and during the rainy season from July to September, which is the season of rain-fed farming in the region.

1.2. Support cooperatives and small businesses with entrepreneurship training, business plan development, support to open bank account and conditional asset transfer

To improve livelihood of non-farmers, 800 small business owners and entrepreneurs including at least 320 women will be supported. The beneficiaries to be selected will be provided with basic entrepreneurship training and business development and/or conditional asset transfer. As a component of the package of supports, business grant will be provided based on the business plan developed by the owners or entrepreneurs, of which the impact and the result will be monitored.

1.3. Support youth with vocational skills training in the areas including agro-business development and value addition, product processing, machinery, tailoring, knitting, animal rearing, and auto mechanic:

In addition to the training for crop farming, vocational training will be provided to the other areas, including machinery, tailoring, knitting, animal rearing, and auto mechanic. 1,000 youth, including at least 400 women, will be provided with opportunities of 3-month training course in the training centres to be engaged. The market assessment will assess viable economic activities, sectors & methodologies for delivering a sustainable vocational and entrepreneurship skills training programme and identify viable private sector partners that would support trained beneficiaries. In planning of the vocational training, possibility of partnership with JICA, including utilization of 'kaizen', the method and philosophy for quality and productivity improvement developed in Japan, will be examined.

1.4. Support Village Saving and Loan Associations (VSLA) with training for capacity development, technical supports and matching grants for addition to the Association's revolving fund

The project will support access to finance in the communities through support of Village Loan and Saving Associations (VSLAs) supported under the former UNDP projects in the region. VSLAs are the community-based social safety nets mechanism for enhancing community coping strategy and early recovery of conflict-affected people. The associations are voluntary

groups of people who save together and take small loans from these savings. It is member-managed and hold regular, often weekly, meetings. It has a set of policies on social fund, share-purchase (savings), credit (loans), and loan repayment. There are also set of rules on how members of the group will save, how they will take out loans, how they will pay back, and how they will offer insurance to their members and contribute to community development and social cohesion through a social fund. Based on the information of the latest status of the VSLAs, technical supports and supervision will be arranged and conducted, so that the associations continue and even expand, providing more beneficiaries with access to finance. The potential contents of the capacity building include training about recording of the transactions, provision of small equipment such as cash boxes, and introduction to microfinance institutions or financial institutions as the potential source of fund.

Output 2. Basic services are restored in target communities

Key activities:

2.1. Rehabilitate or reconstruct vital infrastructures including health, education, power, water or sanitation facilities with employment of residents:

For improvement of access to basic human services in the communities under the recovery process, damaged public facilities will be rehabilitated or reconstructed. The infrastructure damaged which needs to be rehabilitated includes roads, schools, secretariats, health and youth training centres. Making the infrastructure functional will lead to accelerated return of people to the damaged area and will encourage further investment in community infrastructure. The selection of the facilities to be reconstructed or rehabilitated will be decided considering the needs assessment and consultation with the community in the initial phase of the project. Introduction of solar panel system will be considered as the source of power for the infrastructure.

Based on the designs and BoQs developed, constructor will be engaged through the public bidding. Employment of a certain number of unskilled workers of the communities will be included in the Scope of Work in the contract. The total number of the employees will at least be 1,800 including at least 180 women. A worker will be employed for at least 14 working days, and the income generated is expected to help them to re-establish their livelihood by spending it for necessary inputs.

2.2. Quality assurance of the infrastructure and reporting

During the period of the civil work, UNDP engineers will continue steady monitoring of the work through frequent visits and daily communication with the contractors. After the completion of the work, the engineers will make critical check of the quality and, if needed, instruct works to address the quality issues. If the completed work is certified by the engineer, all the payment except for the 5% of the contract amount will be made. The 5% will be kept as retention for half a year to assure the quality after the actual use of the infrastructure.

Output 3. Effective and accountable local governance is emerging in target states

Key Activities

3.1. Support community platforms to serve as fora to dialogue community needs, grievances and security

For sustainable peace and recovery of target communities, community dialogue platforms will be established where they don't exist or strengthened. Regular dialogues will provide voice to women and youth in at least 12 communities. Those community dialogue platforms will identify emerging needs and provide space for citizens to co-create homegrown solutions to be supported by the programme. Community development strategies including mechanisms for

peace and stability will be drafted and adopted based on discussion and agreement in the community.

3.2. Establish Justice, Law and Order Sector platforms to coordinate justice delivery and human rights protection efforts

Justice, Law and Order platforms bringing together formal and informal justice mechanisms are critical forums for promoting cohesion and existence. With very complex dynamics emerging in Nigeria's Middle Belt as regards conflicts occasioned by Sexual and gender-based violence, inter-communal clashes, there is need to strengthen existing justice delivery and accountability mechanisms through alternative dispute resolution mechanism, mediation and dialogue. Such interventions could include: i) Empower traditional leaders and women to provide alternative dispute resolution services, ii) Create a multi-sectoral security sector platforms to enforce law and order and foster collaboration, iii) Set up a conflicts resolution and management advisory committees at LGA level to support the mediation efforts. The overall results will see the traditional and alternative mechanisms for justice delivery and conflict resolution between strengthened; increased cohesion between communities with participation of women, youth, religious and other groups.

3.3. Capacity enhancement of State Governments Recovery Planning and crisis response capacities through training to be conducted in partnership with JICA:

To build capacity of the coordinating body for emergency or recovery in each State, capacity building of the Government officials will be conducted in partnership with Japan International Cooperation Agency (JICA). The capacity building will cover information transfer of experience of Japan about recovery process after the war and the role which local governmental institutions played along the way. The detailed arrangement will be decided based on consultation with the JICA considering the status of COVID-19 and restriction measures for prevention of the spread of the virus. The target number of government officials to be trained is 120 including no less than 48 women.

Output 4. Mechanisms for enhancing social cohesion and community security is strengthened

Key Activities

4.1. Regular Risk and Resilience analysis and design of responses for enhancing community cohesion and security in the communities

Regular monitoring of conflict risks especially in fragile communities is an important element of ensuring sustainability of resilience and human security programmes. Such monitoring provides an opportunity for identifying the drivers of change within communities, map the changing dynamics of actors and most importantly strengthen early warning and early response efforts. The regular risk analysis will be critical to understanding the resilience levels that provides stakeholders, communities and the project team with the ability to adapt programmes and tailor responses according to the typically volatile environment - with the objective of ultimately being able to leverage on those productive and indigenous strengths and societal durability's to strengthen the resilience of communities against. To be effective, the risk analysis will be conducted with regularity (monthly) to ensure a continuous feedback of relevant information. The project will also build the capacity of key community groups to produce impromptu analysis or as the conflict environment dictates to feed into community early warning and response systems. In addition, periodic capacity building workshops will be conducted for the members of various community groups to enhance their capacity to respond to emerging conflict risks.

4.2. Conduct peace dialogues to enhance reconciliation and promote tolerance among communities

The protracted inter-communal and herder-farmer conflicts in the middle belt clashes have contributed in the polarization of the already fragile system and communities. The COVID19 pandemic effects on the economy has also further left people and systems socially disconnected from each other. Tensions as a result of lost livelihoods and conflict have further fragmented the social fabric of society. It is therefore vital to restore the confidence and trust through sustained dialogue. Most specifically: i) existing dialogue platforms including peace committees will be further strengthened through skilling; ii) providing catalytic financial support to conduct regular peace and dialogue sessions on emerging issues across the three states, iii) Set up a community-based cohesion centre for inter-religious and inter-cultural dialogues. The outcome will see an increase in inter-cultural and inter-religious tolerance, mutual and economic inter-dependence. Considering the needs, this activity will be implemented in Middle Belt States only.

4.3 Conduct training for capacity building of community security groups and police structures

Provision of security services in conflict-prone areas of the Middle Belt has seen a growing interface between community vigilante and formal police structures. Investments to strengthen community policing efforts through deepened collaboration between formal and informal security is key to reducing the risk of the doing harm, building confidence and restoring citizen trust in security. In this regard; (i) training programmes for formal and informal security actors will be supported through existing platforms; (ii) community forums will be established for regular dialogue between citizens and security actors and lastly – a referral system for timely action on conflict issues will be established focused on security actors. Considering the needs, this activity will be implemented in Middle Belt States only.

4.4. Strengthen local peace committees, protection and advisory groups and safe spaces for protection and counselling of victims of violence including SGBV

To improve social security in the target communities, the project will support prevention of violence including SGBV and promoting women's empowerment in the communities. A series of training will be organized for equipping 1,000 community members, protection officers and partners, including at least 400 women, The training will be on conflict sensitivity, DO-No-Harm, SGBV, protection monitoring, introduction to psychosocial support, strategies on how to prevent SGBV cases, how to identify early warning signs and group dynamics. These training will further strengthen the capacity of these leaders to effectively manage their citizens of their communities and further reduce the case of SGBV to the minimum. These trained leaders will in turn go back to their community to form peer groups that they will step down the training to as they also will lead the affairs of the group. At least twelve (12) groups of peers will be established to build confidence and harmonize between peer structures and communities, schools and other environment prone to SGBV, and give adequate opportunities to different groups to participate in the prevention of SGBV in communities and schools. In addition, psychological counselling will also be provided to the victims of SGBVs.

3-2. Resources Required to Achieve the Expected Results

The following resources will be required for successful implementation of the Recovery and peace building of the conflict-affected communities in the North-East Nigeria project:

Financial resource; For the planned activities under this project is expected to cost USD 5,766,127 and the generous funding of the same amount from the Government of Japan will be utilized for implementation of the activities.

Personnel: The following are the staffing requirements to be funded under the project:

- **One** Project Manager (P4) to oversee all implementation and outputs of the project;
- **One** Civil Engineer, to lead the implementation of the construction/rehabilitation of targeted facilities;

- **Three** Project Associates to handle activities for implementation of the project including finance, procurement, monitoring, evaluation, and information management (2 based in Abuja and 1 in Maiduguri);
- **Three** National UN Volunteers to assist and monitor peacebuilding officers in Benue, Taraba and Nasarawa
- **Two** National UN Volunteers to provide administrative supports to the whole project management unit. (1 based in Abuja and 1 in Maiduguri)
- **One** Procurement Assistant to assist procurement cases under the project;

All the project staff except for the 3 UNVs will be in UNDP Country Office in Abuja or the UNDP Maiduguri Sub-Office. If required, and to mitigate against risk of losing time, innovative gap filling modalities – for example detail assignments, from Regional Service Centre in Africa, Dakar platform, other Country Offices, and Global Policy Network (GPN) will be explored.

The project will also be supported by all relevant units within the Country Office and the Sub-Office. These include Human Resources, Finance, Procurement, Communication, Partnerships and Programme Management Support Unit and Information Technology (ICT) units.

3-3. Partnerships

UNDP will build on its current partnership with the Government of the six states, as well as, its current interventions and the activities implemented by its partners and other like-minded INGOs/NGOs in the area. Specifically, this project will work closely with the Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR), the Yobe State Emergency Management Agency (YOSEMA), and the Adamawa State Emergency Management Agency (ADSEMA) to consolidate the current partnership. At federal level, the key national counterpart for project implementation is the Ministry of Finance, Budget and National Planning (MBNP). In the Middle Belt, the project will work with Benue, Taraba and Nasarawa State Governments as well as through an existing responsible party agreement (RPA) with likeminded Peacebuilding organisations.

Under this project, activities for strengthening of capacity of Government officials will be organized under Output 3 in strong partnership with JICA. The details of the training will be organized in close communication with the Agency. In addition, possibility of partnership with JICA concerning vocational training under Output 1, including utilization of 'kaizen', the method and philosophy for quality and productivity improvement developed in Japan, will be examined.

UNDP will closely work with other UN Agencies to realize Humanitarian-Development-Peace Nexus, complementing and creating synergy with the humanitarian assistance ongoing in the target areas. UNDP Nigeria will correspond and coordinate with WHO and UNICEF for assurance of quality of services to be provided with the essential infrastructure to be rehabilitated under the proposed project. Additionally, UNDP will maintain the existing strong ties with the humanitarian agencies including IOM, WFP and UNHCR concerning the needs of communities.

New opportunities of partnership with private sector will be pursued. Further engagements will be explored with private sector entities in enhancing entrepreneurship and business development skills. Within UNDP, innovations through the accelerator lab will also be explored.

In addition, the project complements ongoing UNDP stabilisation, early recovery, peacebuilding and conflict prevention initiatives implemented in the north east and the Middle Belt States. The collaborations allow for experience sharing among projects, cost sharing and reduced transaction costs.

3-4. Key Themes

3-4-1. Humanitarian-Development-Peace Nexus (New Way of Working)

The project will contribute to Humanitarian-Development-Peace Nexus, complementing and creating synergy with the humanitarian assistance ongoing in the target areas which will lead to the development and the peace building of the communities. Recovery of these communities will

reduce the needs of humanitarian assistance such as food assistance and prevent recurrence of displacement which could eventually become basis for further peace building.

3-4-2. Human Security (HS) approach

The project incorporates the human security concept by adopting the protection and empowerment of people in the community, most notably for Output 3 – local governance and Output 4 – social cohesion and security. For strengthening local governance, capacity building of State Government and Local Government will be provided as a part of the protection approach, while the autonomous capacity and consensus-building mechanism in each community will be supported to empower the people. For social cohesion and security, capacity building support will be expended counter-terrorism public institutes to enable them better to protect the people, while the social cohesion and dispute-solving mechanism in each community will also be supported. These activities will build on initiatives supported by the Human Security Trust Fund and Peacebuilding Fund in Nigeria's Middle Belt – with the aim of improving the human security of communities affected by conflict and preventing resurgence of violence and improve resilience of the communities.

3-4-3. NAPSA (New Approach for Peace and Stability in Africa)

The project will contribute to the concept of NAPSA, addressing root causes of conflict and terrorism in the north-east Nigeria, in the following two ways. First, improvement of governance and legislative/administrative system will be supported through the activities for the Output 3, 'effective and accountable local governance is emerging in target states.' Second, prevention of violent extremism among youth and building resilience of regional society will be supported through economic empowerment of communities with special consideration on youth under the Output 1, 'Livelihood and economic opportunities of the target communities are improved.'

3-5. Risks and Assumptions

The main and basic assumptions of the activities under the project are: (1) The security level including the threat of COVID-19 virus in the target area does not deteriorate so much that they get inaccessible for long time for UN staff and partner agencies, and (2) The National and State Governments in Nigeria maintains the direction of their policy regarding the recovery of the north-east region.

Possible collapse of the two main assumptions stated above are risks for the project. First, the security situation may deteriorate too much in and around the target communities for the project activities to be implemented. To address the risk, security situation will be closely monitored, the project risk log will be updated accordingly, and the communication and partnership with government agencies will be maintained as the risk mitigation plan. Second, direction of the Government policies related to the recovery of the north-east region may change. To mitigate the risk, close communication and coordination of the shared goals with the Governments will be maintained.

3-6. Stakeholder Engagement

Target Group: Based on the concept of integrated community recovery approach, this project will target specific communities that are affected by the Boko Haram insurgency. Target communities will be chosen in the 6 states damaged under the conflict, namely Adamawa, Borno, and Yobe in the North-East and Benue, Taraba and Nasarawa in the Middle-Belt. The communities will be identified considering the past experiences, security situation, demand for supports and coordination with related stakeholders. The target beneficiaries will be vulnerable community members and IDPs particularly women and youth, who have been disproportionately impacted by the violence and who have lost their means of livelihoods. The project will follow gender-responsive strategies that addresses the specific needs of both men and women. No less than 40% of the beneficiaries will be women in relevant activities, except for cash-for-work interventions in which no less than 10% of them will be women, considering the tradition and social norms in the project area. To appropriately address the target group, UNDP will collaborate with the State Government of Adamawa, Borno and

Yobe states as well as the target communities with frequent visit of the Field Coordinators to the capital and the target communities in the region.

3-7. South-South and Triangular Cooperation (SSC/TrC) ⁷

In line with the United Nations guidelines on SSC/TrC, the project will enhance the capacity of GA officials through exchanges of knowledge, skills, resources and technical know-how/know-what. These exchanges will be through international, regional and inter-regional partnerships.

In addition, the project will realize a triangular cooperation through the study mission to Japan under the Output 3. The study mission will be conducted in close partnership with JICA which has vast experience and skill with the similar study missions to Japan.

3-8. Knowledge

Under the project, knowledge product such as the map of target communities and the stories of the beneficiaries will be created based on the needs, possibly in conjunction with other UNDP projects in the north-east Nigeria. In addition, articles and news releases will be created and published in the website of UNDP Nigeria Country Office.

3-9. Sustainability and Scaling Up

The methodology and partnerships underlying this project are conceived to make the impacts sustainable. The activities will be coordinated under the 4-year overarching framework of the UNDP integrated community recovery programme, through which the results of different activities are sustained. In general, the implementation of the activities will be realised in collaboration with local authorities and state services, as well as with local structures (NGO's and cooperatives). All of them will be strengthened at the same time and will be incorporated into the project planning, implementation and monitoring of the activities.

Infrastructures constructed through this project are those that have been identified by government and local communities as the most essential for peace and development. Routine maintenance and repair will be planned for and paid by the budget of LGA.

Furthermore, in institutional terms, the project will be implemented through existing government and community structures which will remain in place after the end of the project. The project does not create new and parallel structures, which would be unsustainable in the long run. As a result, where the need for establishing project related committees or task forces arise, they will be based upon existing institutions. This will strengthen national ownership.

As the potential area of scaling up in the future, further supports for the small businesses can be considered. To get out of poverty in the conflict-affected area and get on the flow of economic growth, the small businesses can be considered as the engines of growth. Some successful businesses identified under the projects may be supported under other UNDP projects for economic growth.

3.10. Cross Cutting Issues

3.10.1. Gender mainstreaming:

This will empower women by supporting prevention of SGBV and care of its victims in the target communities. In addition, all category of direct beneficiaries will include over 40% of women, except for the number of emergency employment under civil works, where women find it difficult to participate actively because of its physical demands and the social tradition and norms in the region. Instead, minimum of 10% of women will be employed for the supporting tasks within the civil works. The project will collect data in a gender disaggregated manner and reports accordingly.

7

http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Development%20Cooperation%20and%20Finance/SSC_FAQ%20v1.pdf

3.10.2. Human rights:

The project will implement United Nations Human Rights Due Diligence Policy and ensure proper mitigation mechanism to identified human rights related risks, ensuring, among others, that implementation does not in any way legitimize institutions or leaders that have been associated with egregious violations of human rights.

3.10.3. Environment:

Under this project, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>). In addition, introduction of solar energy will be positively introduced as the power source for facilities such as schools, police stations and water borehole to be reconstructed or rehabilitated under the project.

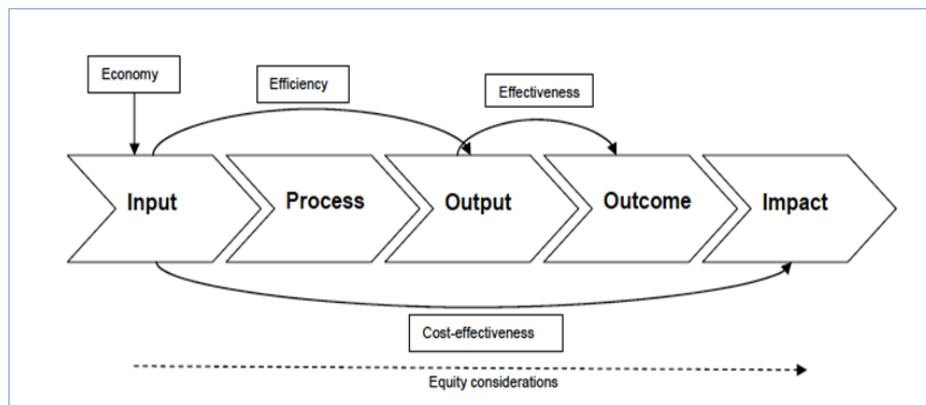
IV. PROJECT MANAGEMENT

4-1. Cost Efficiency and Effectiveness

Value for Money (VfM) is about maximizing the impact of every money spent to improve people's lives. The project adopts the 3-E framework (Figure 2)—economy, efficiency, effectiveness and cost-effectiveness. In this regard, the project will undertake the following measures to maximize value for money:

- **Leveraging partnerships and comparative capacities/expertise:** The project will work with key strategic partners at the state and LGA. Partners consist of government institutions, UN agencies, I/NGOs/CSOs and the private sector where relevant. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP. Existing RPA with 5 NGOs working in the Middle Belt will be leveraged as well as other existing partnerships.
- **Using competitive procurement processes:** By and large the core governing principle of procurement in UNDP is to obtain the best value for money. In the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- **Ensuring speedy procurement processes:** Considering the large scale of planned procurement cases under the project and shortness of the project period, speedy procurement process will be ensured with a Procurement Assistant to be funded under the project. To cover the period before assignment of the Assistant, Detailed Assignment from Regional Service Centre in Africa, Dakar platform, other Country Offices, and Global Policy Network (GPN) will be considered.
- **Investing in up-front planning, documentation and evidence-based programming:** The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible including identifying and addressing main drivers of costs.
- **Leveraging UNDP's Sub-Office and other UN agency assets in the north-east and the Middle Belt:** Minimising the cost of maintaining effective field operations architecture through partnering with UNDP presence in Maiduguri to reduce costs e.g. occupying common compound to share security and common services; utilising WFP's logistics especially air assets. In addition, the resources such as human cost can be shared among the projects under the integrated peacebuilding and community recovery programme. Some staffs whose cost will not directly be funded under this project will contribute to this project, while conversely, the staff funded by this project will also contribute to other projects.

Figure 2: 3-E framework



4-2. Project Management

The project will be executed using the Direct Implementation (DIM) modality under overall framework of integrated peacebuilding and community recovery approaches. The UNDP will be accountable for the planning, implementation, and oversight, as well as financial management and reporting of the programme vis-à-vis donor/key stakeholders. The UNDP country office will be primarily responsible for the financial management and overall reporting aspects of the programme on behalf of all contributing partners, and UNDP and the responsible parties are responsible for the timely and effective implementation of the programme activities, reporting and achievement of the activity deliverables. The Programme Steering Committee and the Programme Management Unit (PMU) are to be established. The PMU should be based in UNDP Sub-office in Maiduguri and the UNDP Country Office in Abuja. The detailed staffing of the PMU is elaborated under the Chapter 8.

In implementation, the UNDP country office will have the technical support of the UNDP GPN. This support will focus on providing technical assistance to the project through GPN ExRoster by deploying Immediate capacity needed for the implementation of the project activities in areas of analysis, trainings, workshops, monitoring and evaluation. The GPN capacity will also be leveraged to support complex studies ensuring timely and efficient delivery of these activities.

UNDP will submit two final reports: Final Narrative Report in June 2022 and Final Financial Report in March 2023. Prior to the official submission to the GoJ, the internal clearance of report is required by RBA TICAD Unit. In addition, mid-term report will be submitted after the middle of the project implementation period. Those reports will be written in line with the Result Framework with specific indicators and measurable targets in this Project Document.

UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.

For any fund balances at the end of the project, UNDP will consult with the Government of Japan on its use. The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from the Japan-UNDP Partnership Fund.

4-3. Advocacy and Visibility of the Donor

UNDP shall take all necessary measures to ensure the visibility of the activities financed by the Japan's Official Development Assistance (ODA). All the information received by the press, advertising materials, official notices, reports, publications and PRs in social media will mention that the action is performed "with the financial support of the Government of Japan" and show the emblem of Japan, Hinomaru appropriately. All the items to be provided will be marked with Japan logo with stickers, as done under the previous projects funded by Japan. Likewise, all the infrastructure rehabilitated under the project will have the logo of Japan somewhere in the building. UNDP's Communication Unit will provide technical support in ensuring increased visibility of the project.

Contributing Outcome:

UNSDPF Outcome 4.2: By 2022, Governments at all levels apply principles of good governance, equity, non-discrimination and rule of law in public service delivery and citizens engagement.

Indicative Output(s):

Output 1. Livelihood and economic opportunities of the target communities are improved.

Output 2. Basic services are restored in target communities

Output 3. Effective and accountable local governance is emerging in target states

With regards to involvement of Japanese staff, the Project Manager will play a pivotal role as the Project Manager. In addition, the Head of the UNDP Sub-Office in Maiduguri will play an important role in Project Assurance. Both are Japanese nationals.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDPF/Country Programme Results and Resource Framework:				
UNSDPF OUTCOME: By 2022, Governments at all levels apply principles of good governance, equity, non-discrimination and rule of law in public service delivery and citizens engagement.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Indicator: Percentage of citizens that have confidence and satisfaction in good governance and public service delivery				
Baseline: 26% (2015), Target: 30%				
Applicable Output(s) from the UNDP Strategic Plan:				
3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities				
Project title and Atlas Project Number: Integrated Community Stabilisation in North-East Nigeria				
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS
Output 1. Livelihood and economic opportunities of the target communities are improved.	1.1 Number of Households of farmers improved their livelihood with supports	Monitoring and reporting in the Project	0	2,400 (including at least 480 female-headed households)
	1.2 Number of micro and small enterprises and entrepreneurs supported	Monitoring and reporting in the Project	0	800 entrepreneurs or business owners (including at least 320 women)
	1.3 Number of youths with improved skill in vocational training and supported with business start-up grants (by gender)	Monitoring and reporting in the Project	0	1,000 (including no less than 400 women)
	1.4 Number of people who saves money in VSLAs	Baseline Survey Monitoring and reporting in the Project	TBD in Baseline Survey	Increase by 20% from the baseline with at least 40% of female members
Output 2. Basic services are restored in target communities	2.1 Number of people benefitting from improved basic services in the community:	Monitoring and reporting in the Project	0	7,200 (including no less than 2,880 women)

	2.2 Number of workers employed under the civil works	Monitoring and reporting in the Project	0	1,800 (including no less than 180 women)
	2.3 Number of labour days created	Monitoring and reporting in the Project	0	25,200 days (including no less than 2,520 days for women)
Output 3. Effective and accountable local governance is emerging in target states	3.1 Number of initiatives by Local Government Authorities that promote citizen inclusion and participation in decision making' as a measure of effective governance	Monitoring and reporting in the Project	0	12
	3.2 Number of Justice law and order steering committees established	Monitoring and reporting in the Project	0	20
	3.3 Number of state and local government officials equipped with skills for effective governance	Monitoring and reporting in the Project	0	120 (including no less than 48 women)
Output 4. Mechanisms for enhancing social cohesion and community security is strengthened	4.1 Number of community platforms strengthened and promoting cohesion in communities	Monitoring and reporting in the Project	0	12
	4.2 Number of officers of community security groups, police and military newly trained	Monitoring and reporting in the Project	0	600 (including no less than 60 women)
	4.3 Number of community members participate in training to prevent SGBV	Monitoring and reporting in the Project	0	1,000 (including no less than 400 women)

VI. MONITORING AND EVALUATION

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Continual	Slower than expected progress will be addressed by project management.	Local authorities, communities,	Covered with Project M&E costs (\$96,690)
Monitor and Manage Risk	See chapter 3.3.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Local authorities, line services,	Covered with Project M&E costs (\$96,690)
Learn	Knowledge, good practices and lessons will be captured regularly (Radio emissions and documentary realised)	Continual	Relevant lessons are captured by the project team and used to inform management decisions.	Local authorities, line services,	Covered with Project M&E costs (\$96,690)
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Mid-term report	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Local authorities, line services,	Covered with Project M&E costs (\$96,690)
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	Mid-term report	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Local authorities, line services,	Covered with Project M&E costs (\$96,690)

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	-N/A	3.2.1.	UNSDPF Outcome 1	N/A	UNDP	\$96,690 (M&E budget line)

VII. ANNUAL WORK PLAN ⁸⁹

EXPECTED OUTPUTS	PLANNED ACTIVITIES	REGION	Planned Budget by Quarter				PLANNED BUDGET	
			Q2 2021	Q3 2021	Q4 2021	Q1 2022	Description	Amount
Output 1. Livelihood of the target communities is recovered	1.1. Support farmers with agricultural extension services and supplementary provision of agricultural inputs (seeds, fertilizer, insecticide, tools)	MB	100,000	100,000	-	-	Training, equipment, input	200,000
		NE	100,000	100,000	-	-		200,000
	1.2. Support cooperatives and small businesses with entrepreneurship training, business plan development, support to open bank account and conditional asset transfer	MB	-	97,000	72,750	121,250	Training Grant	291,000
		NE	-	97,000	72,750	121,250		291,000
	1.3. Support youth with vocational training in the areas including machinery, tailoring, knitting, animal rearing, and auto mechanic	MB	-	-	210,000	50,000	Beneficiary profiling, baseline development Training	260,000
		NE	-	-	210,000	50,000		260,000
	1.4. Support Village Saving and Loan Associations (VSLAs) with training for capacity development, technical supports and matching grants for addition to the Association's revolving fund	Joint	40,000	120,000	120,000	80,000	Training Grant	360,000

⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Sub-total		240,000	514,000	685,500	422,500		1,862,000
Output 2. Basic services are restored in target communities	2.1. Rehabilitate or reconstruct vital infrastructures including health, education, power, water or sanitation facilities with employment of residents	MB	-	50,000	50,000	-	Equipment, Professional Services,	100,000
		NE	24,000	720,000	440,000	115,425		1,299,425
	2.2. Provide necessary furniture and equipment to the infrastructures rehabilitated	NE	-	-	210,000	140,000	Material	350,000
	2.2. Quality assurance of the civil works	Joint	3,000	3,000	4,000	4,000	Travel	14,000
	Sub-total		27,000	773,000	704,000	259,425		1,763,425
Output 3. Effective and accountable local governance is emerging in target states	3.1. Support community platforms to serve as fora to discuss community needs, grievances and security	Joint	40,000	40,000	-	-	Training Material	80,000
	3.2. Establish Justice, Law and Order Sector platforms to coordinate justice delivery and human rights protection efforts	MB	33,000	30,000	3,000	25,000	Service Contract	91,000
	3.3. Capacity enhancement of State Governments Recovery Planning and crisis response capacities through training to be conducted in partnership with JICA	Joint	-	15,000	15,000	35,000	Service Contract Travel	65,000
	Subtotal		73,000	85,000	18,000	60,000		236,000
Output 4. Mechanisms for enhancing social cohesion and	4.1. Regular Risk and Resilience analysis and design of responses for enhancing community cohesion and security in the communities	MB	18,000	-	-	-	Consultant	18,000

community security is strengthened	4.2. Conduct peace dialogues to enhance reconciliation and promote tolerance among communities	MB	27,000	60,000	-	-	Service Contract	87,000
	4.3. Conduct training for capacity building of community security groups, police and military	MB	-	35,000	35,000	-	Service Contract	70,000
	4.4. Strengthen local peace committees, protection and advisory groups and safe spaces for protection and counselling of victims of violence including SGBV	MB	20,000	40,000	50,000	-	Service Contract	110,000
		NE	20,000	40,000	50,000	-		110,000
	Subtotal		85,000	175,000	135,000	-		395,000
Project Management Cost	Project personnel (P4)	NE	67,771	67,771	67,771	67,771		271,082
	Civil Engineer (FTA)	NE	17,658	17,658	17,658	17,658		70,632
	Project Associate for MB (SC) x 2	MB	16,884	16,884	16,884	16,884		67,536
	Project Associate for NE (SC) x 1	NE	8,442	8,442	8,442	8,442		33,768
	Project Assistant for MB (UNV) x 4	MB	9,076	9,076	9,076	9,076		36,304
	Project Assistant for NE (UNV) x 1	NE	2,269	2,269	2,269	2,269		9,076
	Procurement Assistant (UNV)	NE	11,219	11,219	11,219	11,219		44,876
	Travel, equipment and others	Joint	11,201	11,201	11,201	11,201		44,802
	Sub-total		144,519	144,519	144,519	144,519		578,076
Project Subtotal			569,519	1,691,519	1,687,019	886,444		4,834,501
Audits and HACT Assessments			5,695	16,915	16,870	8,864		48,345
M&E Costs			11,390	33,830	33,740	17,729		96,690
Communication Costs			5,695	16,915	16,870	8,864		48,345
Direct Project Costing ¹⁰			22,952	68,168	67,987	35,724		194,830
Global monitoring, advocacy, and reporting			15,858	15,858	15,858	15,858		63,434

¹⁰ The Direct Project Costing covers the following cost: Financial Administration, Security and General Administration

Total Without GMS (Programme Net Budget)	631,110	1,843,206	1,838,345	973,484		5,286,145
General Management Support (8%)	50,489	147,457	147,068	77,879		422,892
Project Total with GMS	681,599	1,990,663	1,985,413	1,051,363		5,709,037
Coordination Levy (1%)	6,816	19,907	19,854	10,514		57,090
Grand Total	688,415	2,010,570	2,005,267	1,061,876		5,766,127

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be executed using the Direct Implementation (DIM) modality. The UNDP will be accountable for the planning, implementation, and oversight, as well as financial management and reporting. Responsible parties will be engaged to take the lead in implementing designated specific activities, overseen by UNDP.

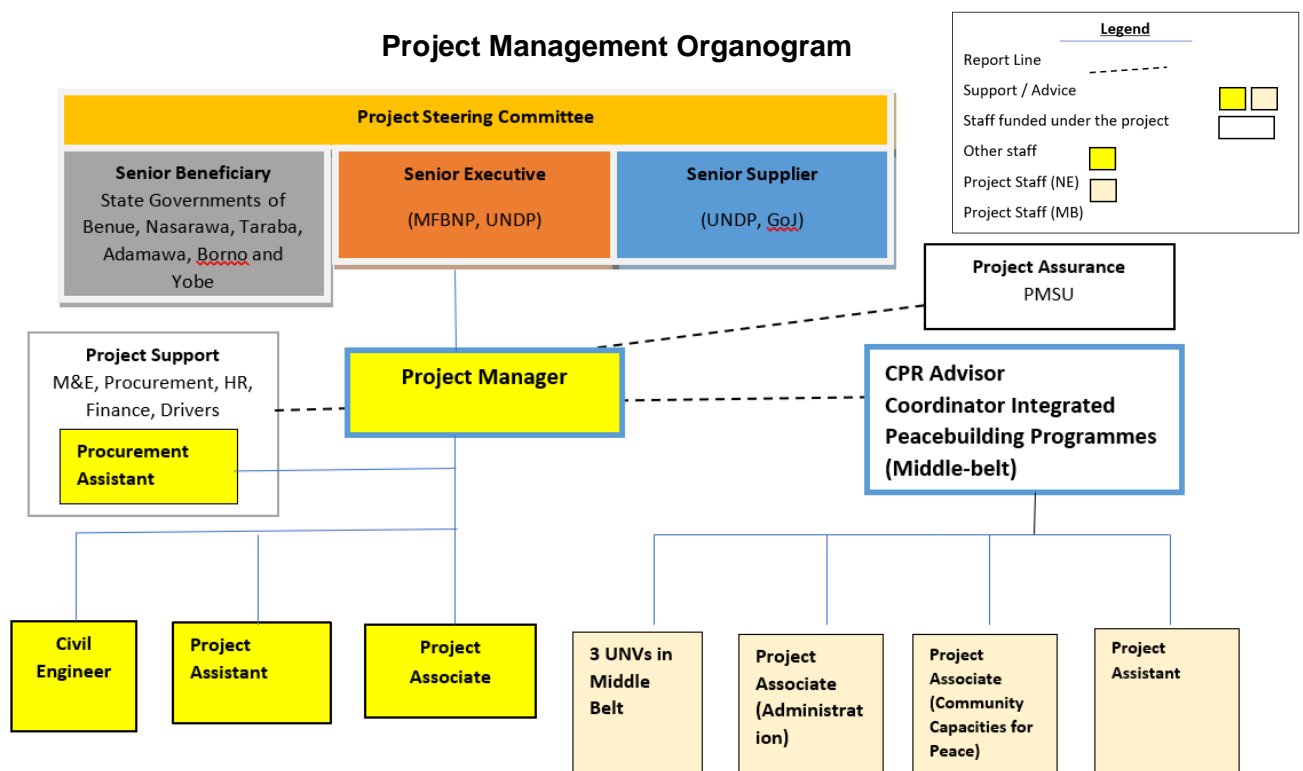
The **Project Steering Committee** is composed of the following three roles: The **Senior Executive** includes: Federal Ministry of Finance, Budget and National Planning, UNDP, and the State Governments of Benue, Taraba, Nasarawa, Adamawa, Borno and Yobe. **Senior beneficiaries** include those state governments; and **Senior Suppliers** include Government of Japan and UNDP.

The **Project Assurance** team provides quality assurance and M&E services to the project. It comprises of the Early Recovery Specialist, M & E staff and the CO PMSU play Assurance Role to support the Project Board and UNDP Programme Management by carrying out objective and independent project oversight, and monitoring function.

The **Project Manager** oversees the project and is responsible for the day to day running of the project as well as project results. The Project Manager will provide secretariat support to the Project Board including the preparation of financial performance and development results as indicated in the Result and Resources Framework (RRF).

UNDP's Crisis Prevention and Recovery Advisory and Coordinator for Integrated Peacebuilding Programmes in the Middle Belt will provide advisory to programme implementation and ensure integration of best practices, facilitate knowledge exchange and learning across various pillars of the project. The Advisor will also coordinate implementation of activities in the Middle Belt as part of the broader integrated work plan.

Project support team includes staff who provides subject matter support Procurement, HR, finance, administration, logistic and travel, and transport services.



This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Nigeria and UNDP, signed on 12 April 1988. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹¹ [UNDP funds received pursuant to the Project Document]¹² are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

¹¹ To be used where UNDP is the Implementing Partner

¹² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the

Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Deterioration of the security situation and intensification of militia activity	10 Jan 2020	Environmental	Probability: 5 Impact: 2	Close monitoring of the security situation, quarterly risk update in the monitoring & evaluation plan, close communication and arrangement with the Government agencies as alternative measures of implementation.	Project Manager
2	Drastic Change of policy by the Government	10 Jan 2020	Political	Probability: 1 Impact: 5	Close communication and coordination with the new Government	Project Manager
3	Non- respect of commitments by implementing partners or any other stakeholders (company, supplier, local government)	10 Jan 2020	Political	Probability: 3 Impact: 3	Establish a quality control mechanism operating on a regular basis and monitoring the implementation rate of the project partners	Project Manager
4	Delays in the processes of staff recruitment and selection of consultants and suppliers	10 Jan 2020	Operational	Probability: 2 Impact: 3	Elaborate a pro-active procurement and recruitment planning (i.e. ToR of project staff and micro-evaluation of potential partners are available before the official start of the project) together with the annual work plan and monthly monitoring plans	Project Manager
5	Inaccessibility of intervention sites due to the deterioration of road conditions	10 Jan 2020	Environmental	Probability: 2 Impact: 3	Establishing accessibility in all seasons as one of the major criteria in the selection of sites for the project interventions	Project Manager

3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**