

Project Document

Integrated Community Stabilization in North East Nigeria



PROJECT SUMMARY

Name of Organization	United Nations Development Programme
Programme/Project Title:	Integrated Community Stabilisation in North Eastern Nigeria
Contact:	Samuel Bwalya, Country Director, Samuel.Bwalya@undp.org
Duration:	24 months (August 2017 – July 2020)
Programme/Project Locations	Subject to available funding: five LGAs in Borno, Adamawa, and Yobe (indicative: Maffa, Konduga, Biu, Hong, Tarmuwa). Target LGAs to be adjusted based on changing situation on the ground.
Total Project Budget	US\$ 59,180,983
Overall goal	Stabilization of conflict-affected communities through the provision of integrated support.
Project outputs	<ol style="list-style-type: none"> 1. Livelihoods of conflict-affected people are stabilised in 5 LGAs 2. Basic services are restored in target communities 3. An effective and accountable local governance is emerging at community and LGA level 4. Social cohesion rebuilt and community security re-established 5. Critical Information and Coordination Gaps for Recovery in Borno addressed
Project Description <p>The programme responds to the immediate need to stabilizing communities across Borno, Yobe and Adamawa.</p> <p>Moving away from geographically and thematically fragmented interventions, the overarching goal of this resilience-based approach is to stabilize local communities which were devastated by the onslaught of Boko Haram through the provision of support in 4 inter-related areas: livelihoods, security, basic services, and emerging local governance.</p> <p>Through a range of integrated activities improving human security, reconciliation, violence prevention, enhanced local government's accountability and citizen engagement in service delivery, as well as increased equity in the provision of basic services and employment opportunities, self-reliance of communities will be strengthened.</p> <p>Intervening in a critical number of communities per Local Government Area (LGA) and fostering linkages between these, this approach aims to re-establish the socio-economic fabric of the region. Focussing its impact at the community and LGA level, it will slowly build a resilience network of inter-connected communities.</p>	
Number of beneficiaries:	<ul style="list-style-type: none"> • Overall total beneficiaries: 3,000,000 in 5 LGAs • Total direct beneficiaries: 125,000. • Direct Beneficiaries by LDG: 25,000. • Direct beneficiaries by community: 2,500. <p><i>Please note that the exact number of beneficiaries might vary between LGAs and communities.</i></p>

Project Title: Integrated Community Stabilization in North East Nigeria

Project Number: 101256

Implementing Partner: UNDP

Start Date: August 2017 **End Date:** July 2020 **PAC Meeting date:** TDB

Contributing Outcome (UNDAF/CPD): UNSDPF OUTCOME #1: By 2022, Governments at all levels apply principles of good governance and rule of law in public service delivery Indicative Output(s) with gender marker: 1. Livelihoods of conflict-affected people are stabilised in 5 LGAs: GEN2 2. Basic services are restored in target communities: GEN2 3. An effective and accountable local governance is emerging at community and LGA level: GEN2 4. Social cohesion rebuilt and community security re-established: GEN2 5. Critical Information and Coordination Gaps for Recovery in Borno addressed: GEN2	Total resources required:	54,375,742	
	Total resources allocated:		
		UNDP TRAC:	1,000,000
		Donor:	
		ECHO	1,000,000
		Government:	N/A
		In-Kind:	N/A
	Unfunded:	57,180,983	

Agreed by (signatures):

Government	UNDP
 Print Name:	 Print Name:
Date:	Date:

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I. DEVELOPMENT CHALLENGE

Overview of the situation

The North East region of Nigeria, comprising Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe States, was one of the economically promising regions of the country from the 1960 to the late 1970s. At its peak, it was the bastion of commerce and trade with prominent local enterprises thriving in the region. Prior to the discovery of crude oil in Nigeria, cash crops from the zone contributed to the economic viability of the country, especially from the 1960 to the late 1970s. The region produces various cash crops among which are groundnuts (peanuts), cotton and coffee. The production of these crops engages millions of small-scale farmers in productive agriculture with decent income in many states across the region. The abundant natural resource base of the region - agricultural produce, fisheries among others - drove the investment and industrial potentials in the region for several decades. In those decades, the region enjoyed religious, cultural and ethnic harmony, as well as relative prosperity and peace. Over time, however, the fortunes of the region have been heavily affected, paving the way for idleness and radicalization through violent extremism and environmental degradation.

The conflict in North East Nigeria and neighbouring regions of Cameroon, Chad and Niger has left over 10 million people displaced by 2017 with 1.7 million being internally displaced in Nigeria, and approximately 155,000 Nigerians as refugees. The conflict has also resulted in massive destruction of basic infrastructure, health and educational facilities, commercial buildings, private houses and agricultural assets. In the three target States of Borno, Adamawa, Yobe, the total damage is estimated at USD 8.93 billion with the bulk of the losses (79%) attributed to agriculture (USD 3.7 billion) and private housing (USD 3.32 billion). Damage to private enterprises is also significant at USD 0.9 billion or 10 percent of total damages¹. The conflict created high insecurity, which has affected access to basic services, farmlands, markets, and other sources of livelihoods leading to high unemployment rates and low economic participation. For many individual households the conflict and displacement has resulted in loss of housing, livelihoods, productive assets, and business networks. The conflict has also affected access to education with an estimated 1,200 school facilities destroyed, 1500 schools closed for more over two years and 952,029 school-age children with no access to education².

Recent statistics from multi-sectoral assessments reveal that in 2017, 14 million civilians were seriously affected by the conflict and suffer from instable livelihoods. More than 1 million of these people have returned including 136,491 refugee returnees (98,118 from Cameroon, 35,847 from Niger and 239 from Chad). 55 percent (973,744) of the IDP population are children (HRPNigeria, 2017).

Root causes of the conflict

Poverty levels in Nigeria have been high for successive decades after the oil boom of the 1970s. By 2015, over 64 percent of the population lived below the poverty line. Nigeria's Human Development index in 2015 was 0.514 placing it at 152 out of 188³ countries ranked in that year. Geographical disparities in the country are demonstrated by differences in social development indicators among the 36 states with North East states consistently bringing up the rear. Poverty and hunger have remained high in rural areas, remote

¹ Recovery and Peace Building Assessment (RPBA) for North-East Nigeria, World Bank, 2016

² Attacks on education in North East Nigeria, HRW, 2016, <https://www.hrw.org/report/2016/04/11/they-set-classrooms-fire/attacks-education-northeast-nigeria>

³ Human Development Report, 2015.

communities and among female-headed households. A combination of religious and socio-cultural factors is implicated in persistent low literacy levels. An estimated 3 million children are in need of education assistance in the three states of Adamawa, Borno and Yobe (HRP Nigeria, 2017). The situation was compounded by the deteriorating state of government institutions, systems and mechanisms, resulting in a series of security and governance challenges.

The current conflict has worsened the pre-existing issues of underdevelopment and local governance gaps, which were key drivers of the conflict. Following 2014, conflict and displacement have eroded, and in some cases ruptured, the bonds and relationships between and within groups and communities. Intra-communal structures and processes that traditionally regulated violence and resolved conflicts have been weakened. There are signs of social fragmentation as tensions based on ethno-religious, social and other divisions including between internally displaced people (IDPs) and host communities in some areas are emerging as the crisis continues. In addition, the issue of possible demobilisation and reintegration of ex-combatant both Boko Haram (BH) and Civilian Joint Task Force (CJTF) in the near future is likely to create new tensions within communities. All these heighten the risks of secondary conflict arising, unless peace building efforts are put in place urgently.

Current livelihoods situation

In 2016, UNDP conducted a detailed post-conflict livelihoods assessment. The results of this assessment illustrate the extent of suffering of the population on the North East. Of the over 3,500 households sampled in the three states, 86 percent spend more than they earn. Moreover, 30 percent of households are economically inactive.

The average income per household and month in 2016 stood at US\$ 60, which translates into an average income of 0.4\$ per day per person. This figure, which is significantly below the officially defined poverty line of USD 1.5 per day, explains why 46 percent of households borrow money to buy food. It also explains the looming livelihoods and food crisis.

Moreover, income from skilled labour dropped from 21 percent before the crisis to under 5 percent today. Without immediate and significant support to economic revitalisation, this situation will be extremely difficult to reverse.

The assessment also revealed that 23 percent of the households are headed by a woman, highlighting the importance of targeted support to this highly vulnerable population group.

Recent Developments

In the past months, the Government of Nigeria with the support of the Multi-national Joint Task Force (MJTF) has succeeded in liberating most of the areas previously under the occupation of Boko Haram. This has resulted in more accessible areas in the three states since 2015 with positive implications for increased targeting for humanitarian and development assistance. The number of returning IDPs is expected to increase significantly in 2017 following reported aspirations of the Nigerian Military and MJTF to secure many more areas. In the last quarter of 2016 and January 2017 seven new LGAs became accessible in Borno state alone. However, there is an emerging trend of secondary displacement as most returning IDPs do not actually return to their areas of origin or their homes; instead join IDP settlements in LGA headquarters for fear of sporadic violent attacks by Boko Haram, and due to the absence of basic services and means of earning an income in their home communities.

An assessment of protection needs as of early 2017 identified acute life-saving needs among an estimated 4.7 million IDPs in areas where access has recently become possible. Addressing these needs in a holistic and integrated manner is critical to facilitate durable solutions including safe, voluntary, and dignified returns which is imperative to stabilization. Safe return, as one of the three durable solutions, entails:

- 1) Physical safety, or the absence of threat to life, liberty and integrity of the person, including physical violence and verbal threats and intimidation; freedom of movement; safe routes, housing and livelihood areas free of mines, booby-traps and unexploded ordinances.
- 2) Legal safety, namely, the presence of adequate law enforcement mechanisms and access to justice, particularly as regards recovery of property and housing.
- 3) Material safety that is notably equal access in the early phases of return to means of survival and basic services, such as potable water, food, housing, health and nutrition services.

International assistance to community stabilization and the facilitation of durable solutions needs to be provided in a measured fashion, respecting the three above principles.

Experiences and ongoing response to the situation

The international assistance provided to North East Nigeria has experienced a significant scale-up since the second half of 2016. At present, over 1 million vulnerable persons are provided with urgently needed food aid, and the other humanitarian sectors are being scaled up in a similar fashion, limited by a significant funding gap.

At the same time, actors are implementing activities aiming at launching early recovery and strengthening community resilience and self-help. For the time being, this assistance is being provided in a fragmented way, therefore lacking necessary impact and sustainability.

Preparing a more comprehensive approach, UNDP has in the course of 2016 launched a number of pilot initiatives for early recovery in the North East. In close partnership with the Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR) in Borno state, and the National Emergency Management Agency (NEMA) in Adamawa and Yobe, and supported by the Governments of Japan, Norway, Switzerland, and USAID, these pilot initiatives included:

- **Reconstruction of public infrastructure and housing**, through a labour-intensive community-led process. Eleven facilities including schools and healthcare infrastructure were reconstructed in Kaga, Mafa, Ngala, Damboa, and Hawul LGAs, all in Borno, while providing opportunities of emergency employment. Interventions benefitted over 38,500 conflict-affected people.
- **Livelihoods diversification and creation of economic opportunities**. Empowerment of 1,300 farmers to re-start farming activities and 480 entrepreneurs to re-start their businesses in Adamawa, Borno and Yobe States. Provision of citizenship and vocational training for 580 IDPs victims of conflict drawn from Adamawa, Borno, Gombe and Yobe States. Unconditional cash transfer (UCT) and cash for work (CfW) to over 80,000 most vulnerable to cater for the immediate needs of the IDPs in Michika, Adamawa State, Askira Uba, Borno State and Fika in Yobe State.
- **Enhanced social cohesion and reconciliation**. Establishment of four mediation networks in 10 communities (targeting 80 religious leaders). Over one million people have been reached by peace messages through community-focused radio and other sensitization programmes. Eighty security agents deployed within the region have been trained on protection of civilians, and 92 officials and 200 clerics, community leaders, women and religious leaders were trained on counter-radical narratives.

These initiatives have allowed UNDP to experiment with, and subsequently refine, approaches and implementation modalities. The current project will build on the lessons learned from these initiatives.

II. STRATEGY

Proposition: an integrated approach to community stabilization

The programme responds to the immediate need to stabilizing communities across Borno, Yobe and Adamawa. UNDP, as the global cluster lead for Early Recovery, and in close collaboration with the federal and local government, and other development partners, has developed an integrated approach for immediate community stabilization and early recovery in North East Nigeria.

Moving away from geographically and thematically fragmented interventions, the overarching goal of this resilience-based approach essentially is to stabilize local communities that were devastated by the onslaught of Boko Haram through the provision of support in four inter-related areas: livelihoods, security, basic services, and emerging local governance.

Through a range of integrated activities improving human security, reconciliation, violence prevention, enhanced local government's accountability and citizen engagement in service delivery, as well as increased equity in the provision of basic services and employment opportunities, self-reliance of communities will be strengthened.

Intervening in a critical number of communities per Local Government Area (LGA) and fostering linkages between these, this approach aims to re-establish the socio-economic fabric of the region. Focussing its impact at the community and LGA levels, it will slowly build a resilience network of inter-connected communities.

The programme is designed to implement community support packages in geographic areas selected based on a set of criteria, launching a set of interrelated interventions implemented simultaneously in same locations. The approach necessarily includes the *flexibility* to respond and adjust to situation changes, while creating synergies in the selected areas.

The Theory of Change

The programme is based on a theory of change that seeks to address the root causes of the Boko Haram insurgency and the structural deficits that continue to drive it. It recognises that sustainable community stabilization and resilience-building can only be achieved through coordinated interventions in a critical number of communities within the same LGAs, thereby promoting the establishment of community resilience networks within and across LGAs:

*If a critical number of communities within LGAs receive coordinated integrated support, **then** linkages between these communities will emerge, fostering long-term community resilience.*

At the community level, this requires four simultaneous inputs complementing currently ongoing humanitarian support: stabilization of livelihoods, the provision of sustainable basic services, improved community cohesion and security, and strengthened local governance.

Livelihoods stabilization and resilience building can only happen in a sustainable manner in the current environment in the affected states, especially in the presence of significant humanitarian needs, when basic services related to health, water, and education are provided:

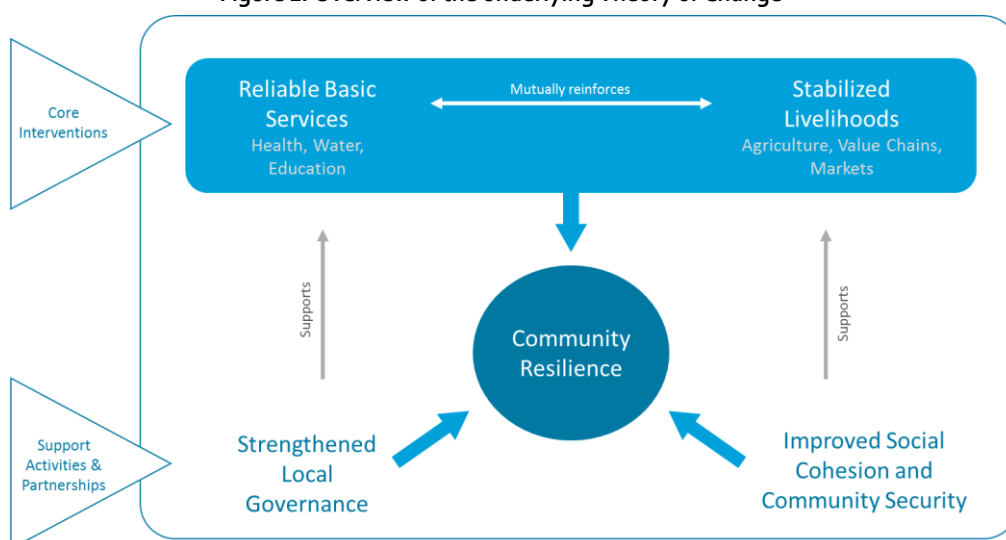
*If key basic services are provided, and various income-generating opportunities are in place, **then** communities shall become self-reliant, and capable of rebuilding and sustaining their lives.*

In the absence of security, however, communities will not be able to revitalize their income (livelihoods) sources:

*If a minimum level of security can be guaranteed, **then** communities can become increasingly self-reliant through agricultural and non-agriculture production.*

Both aspects are, in fact, mutually reinforcing, since communities with stabilized livelihoods are also enabled to strengthen security and early warning measures. The effective and sustainable provision of basic services at the local level requires planning and management by local authorities. Participation on both planning and management by the population, including vulnerable groups with special needs, will ensure that services and service levels are adequate. The gradual emergence of participatory local governance structures will also support the provision of community security and social cohesion. As such, the proposed resilience-based approach will serve two complementary purposes: it will provide social and economic incentives for IDPs to return in an orderly and organized manner, while at the same time addressing the key root causes of the crisis and long-standing grievances of the population related to poverty and economic deprivation, as well as the lack of opportunities. By benefitting both returning IDPs and communities, and through a continuous participatory approach, the programme will strengthen community cohesion and reduce the occurrence of tensions linked to movements of return.

Figure 1: Overview of the underlying Theory of Change



Assumptions and guiding principles

Widely accepted among humanitarian and development actors, it is critical to encourage sustainable, nationally-owned solutions that support self-reliance and the revitalisation of community-level coping mechanisms. While the vulnerabilities of communities will be reduced through the provision of critical basic services, local ownership needs to be ensured from the outset. In designing its early recovery support to North Eastern Nigeria, UNDP is therefore adhering to the following principles:

- **Supporting, not replacing.** While immediate support to displaced and vulnerable populations requires the immediate provision of life-saving services, interventions should as much as possible ensure that national, state and community-level assistance is supported and strengthened; not replaced. This will avoid creating unsustainable levels of dependency on the provision of external support.
- **Rebuilding resilience bottom-up.** The conflict in North Eastern Nigeria has destroyed the social fabric and heavily impacted state and local-level capacities to provide critical basic services. It would be a mistake to assume that a top-down approach allows for the immediate re-establishment of these services and the rebuilding of the social fabric. Instead, it is critical to rebuild the social fabric carefully bottom-up, while state-level social service capacities are gradually rebuilt.
- **Ensuring minimum conditions are met comprehensively.** It is tempting for international and state-level actors to pursue important goals in different areas separately. It is also tempting to try and reach as many communities as possible with different forms of assistance. Such approaches bear the risk, however, of fragmentation falling short of the minimum conditions needed for durable solutions – be it return, resettlement or integration.
- **Addressing structural root causes.** To stabilize and return North East Nigeria to a sustainable development pathway, the interplay of underlying structural causes must be sufficiently and adequately addressed. As such, a successful approach will need to address key pre-existing conflict drivers, currently worsened as a result as the destruction, including wide spread and deepening poverty and deprivation of livelihoods, as well as political exclusion and weak governance resulting in inadequate distribution of financial resources, and failing to provide essential service to the population. It will also need to address newly emerging drivers of conflict, including disrupted social cohesion, and traditional conflict resolution and mediation mechanisms weakened in the conflict, as well as mistrust and suspicion towards reconciliation and reintegration of former fighters and ex-combatants of various armed groups into communities.
- **Creating positive momentum.** Effective stabilisation also depends on a solid understanding of a critical path to recovery which creates momentum and support through signs of visible progress, or *quick wins*, providing people with hope and faith as well as with an incentive for pro-active engagement in reconciliation and recovery.
- **Preventing or reducing violence.** The stabilisation phase can profoundly affect the chances of successful social and economic recovery and development. This will require understanding what reinforces stability or instability in selected communities. A realistic short term aim is to manage and reduce, but not necessarily solve, underlying tensions around inequalities through community dialogue and strengthening traditional conflict resolution mechanisms.

Essential and well sequenced early recovery initiatives will target vulnerabilities that stem from poverty and widespread social inequities, especially affecting youth, women and children. Desired change will be

anchored in short to longer-term livelihoods stabilization programmes that provide immediate income earning opportunities, food security, and households' access to basic social services like education, health care, water and sanitation and shelter. Medium term measures that address social cohesion, community security and improved local governance will complement the theory of change that underpins the approach and ultimately contributes to the stabilisation effort.

III. RESULTS AND PARTNERSHIPS

Expected Results

The Integrated Community Stabilization Package is based on a theory of change that seeks to address the root causes of the Boko Haram insurgency and the structural deficits that continue to drive it.

The programme will launch a set of interrelated interventions that aim at stabilizing living conditions and livelihoods. The interventions cut across five interrelated support areas namely:

- **Livelihoods Stabilization** infused with opportunities for immediate employment and income generation including, but not limited to, cash for work (CfW) programmes
- **Restoration of basic services** through the repair and reconstruction of infrastructure essential for the pursuit of a dignified life in communities that were devastated by conflict, and the strengthening of basic services provision
- **Reinstating effective and accountable local governance** systems through, community participation and capacity building activities
- **Rebuilding social cohesion** through systematic social engagement and community security initiatives.
- Establishing **systematic and critical** information on key aspects related to coordinated early recovery interventions for northeast Nigeria.

Over 1 million people across LGAs in Borno, Adamawa and Yobe will benefit from the programme. Strategic interventions will directly support 125,000 people⁴ in 50 communities in the five select LGAs. All 15,000 households will have access to drinking water and health care, and an estimated number of 75,000 children will be able to return to school.

It is expected that by the end of the project, 75 percent of all direct beneficiaries will be engaged in some kind of productive activity, including farming, which can produce up to USD 5.5 million in crops annually with a cash input of only USD 50,000 for seeds and fertilisers. Around 7,500 people will have received support in setting up their micro-enterprises.

The project will facilitate population return and reinstate the key sector ministries' presence (administrative governance) in the five LGAs, and support the return of informal governance leaders to their communities. They all will be engaged in development and implementation of community or cluster recovery plans. We expect that around 35 – 40 comprehensive, evidence-based recovery plans and budgets, and community security plans will be formulated, and the same number of community monitoring mechanism will be put in place.

⁴ Calculation based on the detailed community profiling done under UNDP pilot project in Ngwom community. Anticipated average size of one community is 2,500 people and 300 households.

In addition, 10 percent of community members will receive training and mentoring on de-radicalisation and 20 percent on early detection and prevention of extremism.

Output 1: Livelihoods of conflict-affected people are stabilised in five LGAs

Interventions will focus on support for agriculture and non-agriculture based livelihoods. The initial priority will be the provision of crop production inputs including tools, seeds, fertilizer, etc., for rainy season farming. This relies on close collaboration with FAO, and on the lessons learnt from previous UNDP interventions in the north east. It will be complemented by support for livestock farming including poultry, fishery, honey processing, leather processing, and other locally viable initiatives. In addition, the establishment of market structures and small businesses will be facilitated, while supporting life skills and employability of beneficiaries. Output achievement for this specific component will be measured through an annual livelihoods survey.

Key activities under output 1 include:

- Cash for work on selected infrastructure
- Provision of crop production inputs including tools, seeds, and fertilizers
- Support for livestock farming including poultry, fishery, honey processing, leather processing, and other locally viable initiatives.
- Re-establishment of market structures and small businesses
- Longer-term vocational training (employability, life skills development) for vulnerable people, especially female-headed households.
- Grants for women and youth led small and micro-enterprise recovery (unconditional cash transfers).

Output 2: Basic services are restored in target communities

The restoration of basic services will be achieved through the reconstruction of critical public infrastructure, and the establishment of partnerships between the government and international actors for the provision of basic services. Funding for partner-led activities are provided through separate source under different projects. Interventions will require the commitment of the state government for the provision of personnel and an adequate operating budget.

Priority needs will be confirmed through consultations with communities, security groups, and local governments (both traditional and formal representatives).

Key activities under output 2 include:

- Reconstruction/ rehabilitation of housing and shelter for returnees
- Construction/ rehabilitation of water sources for domestic use and production (livestock, irrigation farming, etc.)
- Rehabilitation and equipping of primary healthcare facilities
- Reconstruction/ rehabilitation and equipping of educational facilities
- Promotion of renewable technologies such as solar power for basic services
- Reconstruction of other select community infrastructure for basic services as identified in participatory planning

- Coordination of service provision and capacity building, as well as the provision of effective incentive systems

Rehabilitation of the public infrastructure and housing will be done using the cash for work (CfW) approach. The workers will be selected in consultation with the local community and they will be members of the community. Special attention will be given to include women heads of households, youth, and other vulnerable groups. While rebuilding essential infrastructure, the project will provide short term income for people, it will contribute to the stabilisation process, and improve the overall safety in the target locations. In fact, unemployment has been identified as a key driver of conflict. Youth unemployment, in particular, is seen as a direct motive for joining an insurgency. As such, employment generation is a key factor in securing post-conflict stability.

Service provision will focus on the following identified priority areas:

- Health care: Restoration of primary and secondary healthcare services, as well as the re-establishment of a functioning referral system, implemented in partnership with and co-funded by WHO.
- Water supply: Restoration of water facilities including drilling/equipping of boreholes for the supply of potable water for human consumption; and water sources for livestock and irrigation farming.
- Education: reconstruction and equipping of education facilities including solar-powered school buildings and sanitation facilities. In partnership with local government authorities and sister UN agencies the component will equip schools with desks, teaching materials, etc.
- Waste management: establishment of an effective, labour-intensive and environmentally-conscious waste management system, based in part on community participation (activity included in HRP 2017).

Outcome 3: Effective and accountable local governance is emerging at community and LGA level

The key objective of the local governance component will be building capacity of the local government to support livelihoods and gradually assume the responsibility of basic services provision, managing recovery efforts and bringing in employment and income-generation opportunities to their respective communities. The objective is not to reinstate local governance structures to the pre-conflict level, but to strengthen these further.

Key activities under output 3 include:

- Mapping and profiling of local government structures and communities in places of both displacement and origin
- Establishment of community platforms to serve as a forum to discuss community needs, grievances and security; and building a bottom-up planning model
- Capacity building for state and local governments on budget planning and execution, and monitoring and reporting
- Development of a transparency and accountability model through community participation (social accountability mechanisms)

Output 4: Social cohesion and community security is re-established

Restoring community security, social cohesion and trust is the most critical precondition to recovery and peace building, but also the most difficult, given the deep impact of the conflict. Any type of recovery and stability intervention needs to be designed with due consideration of its impact on social cohesion and trust.

The programme will strengthen community cohesion through building the sense of shared responsibility for and ownership of the reconstruction process.

UNDP interventions will be complemented by community policing and security as well as early warning interventions at community and LGA levels with an identified international development partner (British Council). Funding for these specific activities is provided through a separate source and project.

Key activities under output 4 include:

- Strengthen the existing community mobilization mechanisms, in particular with traditional conflict resolution mechanisms, and access to the formal legal chain
- Strengthening community-level security arrangements including security plans, and capacity building of community security groups, police and military
- Mine risk education and non-technical surveys, technical training (activity included in 2017 HRP)
- Conduct stakeholder dialogue on counter narratives on radicalization
- Conduct sensitization for religious and traditional leaders on radicalization
- Design and develop training modules on prevention and early detection of radical extremism
- Research and knowledge development for prevention of violent extremism (PVE)

Output 5: Critical Information and Coordination Gaps for Recovery addressed

The output aims to improve the effectiveness of the crisis response and ensuing Early Recovery interventions by establishing and availing systematic and critical information and strengthening state government capacities on key aspects related to coordinated early recovery interventions for Northeast Nigeria to humanitarian & early recovery actors.

Key activities under output 5 include:

- Conduct water resources needs assessments in areas of IDP concentration and of prospective return
- Existing water resources (boreholes, treatment plants, storage, distribution networks) in focus areas reviewed.
- Staff capacity in Borno State Ministry of Water Resources and Rural Water & Sanitation Agency developed on water and sanitation management.
- Gaps in policy and legal framework on cash interventions identified
- Recommendations on linkages between cash interventions and social safety networks developed for humanitarian and early recovery actors
- Pilot women Village Saving and Loan Associations (VSLA) scheme established and funded.
- Data gaps critical for effective coordination of interventions identified
- Critical surveys selected and conducted to fill identified data gaps
- Data analysis and geographic prioritisation exercise by Ward conducted

Resources required

The total cost of the proposed programme amounts to **USD 59,180,983**. It is envisaged that it will be funded through different donors, who have the possibility to support specific components.

The implementation of the above described interventions will require a dedicated project team based in, and overseen by, the UNDP sub office in North East Nigeria based in Maiduguri. The team will be supported by sub office staff in terms of day-to-day operations and coordination with partners. In addition, start-up support, especially in terms of critical procurement and recruitments, will be provided by the UNDP country office based in Abuja. The country office will also oversee the quality of results and the effective implementation of the accountability system.

Most items supporting the implementation of the programme will be procured and/or produced locally as part of programme implementation. The largest foreseeable purchases relate to the supply of agricultural inputs and construction materials, as well as to incinerators required for public waste management.

Partnerships

Close collaboration and partnerships with the state level governments in Borno, Yobe and Adamawa are critical for the successful and sustainable implementation of the programme. These have been established through the implementation of aforementioned pilot projects during 2016.

The key national counterpart for project implementation at the federal level is the Ministry of Budget and Planning, and at state level the designated state-level institutions (Borno: Ministry of Rehabilitation, Reconstruction and Resettlement, Yobe and Adamawa: SEMA). In addition, specific partnerships have been scoped and formalized in gap areas relating to community security, waste management and mine risk education and removal. For the restoration of public services, UNDP will closely work with WHO (health services), UNICEF (education services), and key line ministries (water, agriculture, education, health). For the implementation of the social cohesion and community security component, a network of public influencers, especially religious leaders has been established and tested. Moreover, collaboration with the British Council for the training and support to community and state-level security providers has been agreed upon.

The programme will create linkages with, and benefit from, ongoing humanitarian interventions in the target locations. The OCHA-led Intersector working group, the Early Recovery & Livelihoods Sector working group as well as specific sector working groups will be platforms for information exchange and coordination where appropriate.

Risks and assumptions

The overall risk of the project, evaluated as medium to low, relates to the general volatility of the situation in the Northeast, especially as it relates to security and access. Therefore, only project sites that have been stable and safe for the past 12 months will be selected. In addition, regular assessments and monitoring of risks will be necessary. Security risks will also be managed through appropriate mitigation measures including consultations with formal and informal authorities and community leaders to secure a safe environment for implementing partners and community members themselves.

Operational risks, evaluated as low, include the efficiency of procurement channels, transparency in procurement and recruitments, payment mechanisms, and community engagement modalities that have to be assessed in each locality to identify / refine methods as required, among others.

Reputational risks, evaluated as very low for this project, include associations (real or perceived) with parties of the conflict, political actors, rights violators, and need to be managed through wide stakeholder engagement, communication, and coordination with human rights and political arms of the UN system.

In terms of risk mitigation, the below approach is proposed:

Risk	Likelihood of risk occurring	Effect on the achievement of expected results	Organization's risk management strategy
1. The security situation worsens, negatively	Low	Very High	Careful selection of target localities at the outset. Regular situation monitoring through the UNDP security Advisor in conjunction with UNDSS. Scenario plan developed during inception to

impacting project implementation.			move seamlessly from on the ground implementation to remote implementation through government counterparts and communities if required. Project monitoring arrangements based on a diversified mix of interventions: community monitors, phone / sms monitoring including progress evidence through pictures and footage; satellite monitoring of public infrastructure rehabilitation.
2. State-level support to school reconstruction is insufficient and ineffective due to capacity gaps.	High	Low	Targeted capacity building for basic services planning and delivery and day-to-day coordination support by UNDP to government counterparts, specifically SEMA and LGA officials responsible for basic (education) services.
3. Lack of buy-in from state and LGA-level governments	Low	High	Sustained advocacy, consultations and participatory planning approach prior to project implementation, including State officials, LGA officials and community members. Regular consultations and exchanges with the 3 stakeholder groups during project implementation.
4. Insufficient resources are allocated by government for running cost/ recurrent budget for restored basic services after the duration of the project	high	High	Pre-negotiations and sustained advocacy with government. Signed letter of agreement before implementation with government counterparts for each community, defining UNDP's support as well as government commitments.

Targeting and stakeholder engagement

While the programme intends to overall support conflict-affected populations, three main target groups will be engaged throughout the duration of the project and beyond:

- Young men and women displaced by insurgency and willing to return to a normal, safe and dignified life at home or in host communities
- Women and young girls, especially female breadwinners
- Community leaders; elderly and vulnerable senior citizens

Using the above so-called 10 by 5 formula, ten strategic communities with an average population size of 2,500 each in five LGAs will be targeted, with an approximate number of 125,000 direct beneficiaries and over 3,000,000 indirect beneficiaries.

The approach supports *resilience clusters* in each LGA, rather than individual and scattered locations. The model is designed to target strategic geographical locations in the affected states of Borno, Adamawa and Yobe, which should serve as resilience hubs to neighbouring communities not directly targeted. Members of communities that are not directly targeted would constitute a key group of indirect beneficiaries or potentially affected groups.

Each cluster will need to be built around one strategic location, in light of previously existing market and production structures or basic service facilities. This could be a location with a big market place where people from surrounding villages can trade, or a location of a major route between important towns, or a location where secondary healthcare centres or secondary schools are located serving neighbouring smaller villages.

Criteria for selection of target communities are:

- Accessibility
- Population number and their vulnerability
- Level of damage / community needs
- Strategic importance of the main location
- Commitment of security providers to create a permanent presence
- Commitment of government to provide personnel and operating budgets

Conflict sensitivity

Widespread disunity and tension in conflict-affected communities in the North East poses challenges for programmatic interventions. These dynamics risk undermining the outcome and overall attainability of results under this programme if not properly addressed. To ensure that this work adequately takes into account these dynamics and leverages the connectors in target communities for enhanced peace-building impact, UNDP will conduct a Conflict Development Analysis (CDA) on grass-roots level during the inception phase, which will serve as a baseline for the tensions and divisions within and across communities. Programmatically, UNDP will integrate key indicators of divisions and tensions in their regular monitoring activities to ensure that exacerbating tensions and trends can quickly be detected. The integration of key indicators on tensions within the programme's M&E framework will also ensure feedback into the programme management cycle and allow for a review and possible modification of activities to address deteriorating dynamics within affected communities.

The CDA and regular follow up on key indicators will also inform the operational aspects of this proposal. UNDP will ensure that conflict sensitivity is mainstreamed also within operational aspects, such as recruiting staff that reflects the ethno-religious demographics of the affected populations; relying – where possible – on local vendors and suppliers; and ensuring that all staff are adequately trained on conflict sensitivity. Inter-community dialogue and grievances mechanisms based on the traditional authority structure will be established and supported as required.

Exit strategy

With its interventions, the project aims to rebuild communities sustainably beyond the project duration. The key element to sustainability is the continuous long-term provision of basic services. The exit strategy of the project is working towards this through a three-pronged approach.

First, a condition for engagement of the project in rebuilding communities is the commitment of the state government to provide the following elements during and beyond the project: Security through military protection, with gradual transition to police; health personnel; teachers; adequate operating and maintenance budget for the re-established key services at community level (health and nutrition, education, water, electricity, security). The commitment will be captured in a jointly signed Letter of Agreement for each community.

Secondly, the project will strengthen local government capacities through the provision of training for local budgeting and planning of basic services, as well as through the review and finalisation of staff registries and pay-rolls for public service providers (teachers, health personnel, etc.). As part of this

support, operating and maintenance budgets will be established in collaboration with local government officials for the communities targeted by the project.

Finally, the UNDP will monitor the provision of basic services after the engagement at the community level, and provide continuous assistance on a needs-basis to local governments and communities as required for a period of six months.

Knowledge management and products

Through its comprehensive and integrated approach to rebuilding communities and creating social and economic linkages between these, the proposed programme offers a unique opportunity to gather new knowledge on situation changes and community needs in the Northeast, successful and unsuccessful approaches to recovery and resilience-building, as well as on ways to strengthen local governance accountability and capacities. As part of its activities, the programme will therefore regularly analyse and disseminate knowledge products. Specifically, two annual surveys will be conducted both for output monitoring purposes and to inform programme strategic decision: a livelihoods and economic survey, and a basic services and conflict perception survey. Results of these two surveys will be reviewed and discussed with community members and local authorities. They will also be disseminated to a broad audience on development partners.

IV. PROJECT MANAGEMENT ARRANGEMENTS

Cost efficiency and effectiveness

The proposed approach has been chosen based on lessons learned from previous interventions, with the specific goal to maximise impact. As such, the programme is based on the replication of a tested and proven approach in 50 communities. This will allow for economies of scale and significantly increases the probability of success, and reduce procurement and management costs.

The expected multiplier effect within and across LGAs based on interventions focussing on a critical number of communities and the resulting resilience networks will lead to significant cost efficiencies and enables the programme to reach a total number of 1 million indirect beneficiaries, while only 125,000 conflict-affected vulnerable persons will benefit directly from its interventions.

The systematic use of partnerships with actors on the ground for the implementation of the four components will further increase the likelihood of success, with each of the partners focussing on what they know and do best.

Project Governance

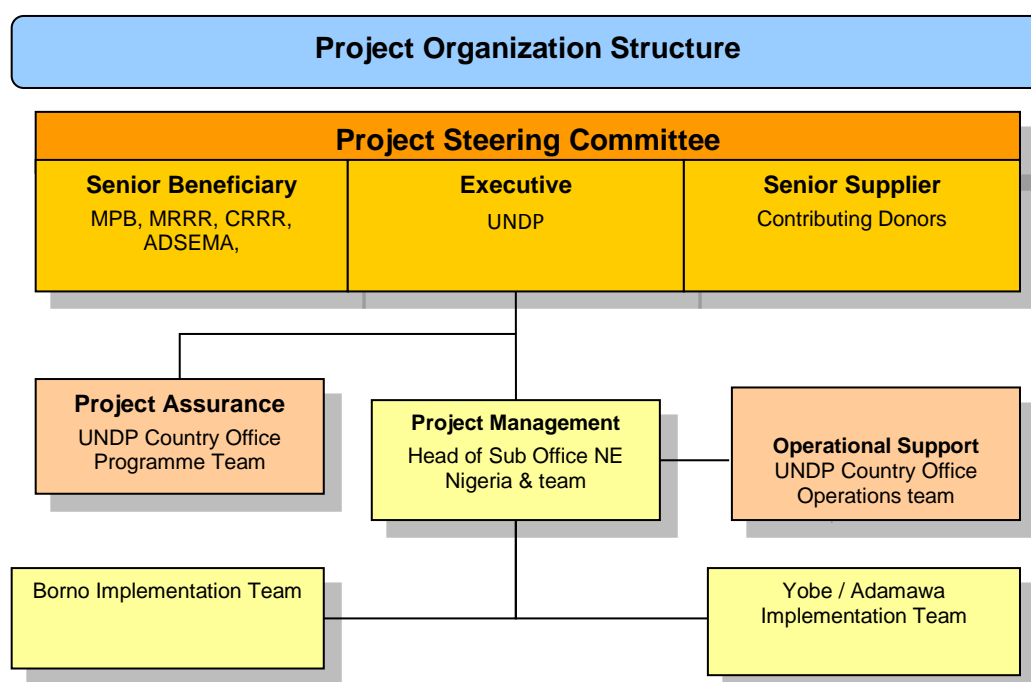
The project will be executed using the Direct Implementation (DIM) modality, and state-level governments and local non-state actors will be privileged implementing partners (responsible parties).

The UNDP country office will be held accountable for the financial management and overall reporting aspects of the project on behalf of all contributing partners, and UNDP and responsible parties are responsible for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

A Project Steering Committee will be established, composed of the representatives of:

- Federal Ministry of Planning And Budget, PCNI, Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR), Yobe State Committee on Reconstruction, Rehabilitation and Resettlement (CRRR), Adamawa State Emergency Management Agency (ADSEMA),
- UNDP
- Participating donors
- Representative of relevant civil society partners.

The Project Steering Committee will provide strategic direction for the overall management of the programme and review of implementation progress, and meet every six months, or as needed. In addition, a technical committee of the same membership with technical representatives will meet every quarter in each state to provide technical guidance and confirm resource allocation decisions and targeting in light of the volatile environment.



Project Management

UNDP will be responsible for the timely and effective implementation of respective programme activities, reporting and achievement of the programme deliverables as per the distribution of activities between the two agencies outlined in the budget and work plan. Any procurement under this programme will be undertaken by UNDP in accordance with the respective procurement rules and regulations, procedures and practices. The implementation of annual work plans will be managed by the UNDP Head of Sub Office Northeast Nigeria. Operations support is partially built into the programme, and will partially be sourced from the Abuja office of UNDP. The UNDP project team located in Maiduguri will include staff carrying out various forms of tasks including technical assistance, administration and management that are directly attributable to the implementation of the Action.

The UNDP team based in the UNDP Sub Office in Maiduguri will comprise of the following staff:

- International Programme Manager / Head of Sub Office: oversees project implementation.
- Area Coordinators (2): plan and implement project activities in specific geographic areas (10 communities each).
- Programme Officer - M&E: monitors and evaluates quality and progress of activities as well as output and outcome achievement of the project.

- Grants Officer: designs and oversees all cash-for-work activities as well as the project support to Village Savings and Loan Communities.
- Programme Support Officer: ensures full compliance and accurate implementation of activities of the project.
- Programme Associate: supports the Programme Support Officer and ensures back-office functions.
- Communications Officer: ensures donor and project visibility, and implements the project visibility plan.
- Operations Analyst: oversees all project-related operations (finance, procurement, logistics, and security).
- Programme Finance Associate: responsible for all financial transactions at Maiduguri-level.
- Local Security Associate: ensures staff security in implementing the project.
- Drivers (2): facilitates transport of project staff within Borno.
- Field Assistants (8): "Young Community Volunteers" recruited to ensure timely and adequate implementation of activities in the communities, as well as the involvement of all community stakeholders.

In addition, the following staff based in Abuja will support the implementation of the action:

- Operations & Coordination Officer – Abuja: Ensures efficient follow-up on all operations and programme processes in Abuja, and coordinates with all country office units.
- Procurement Officer – Abuja: responsible for all procurement and vendor contracting processes of the project; he will dedicate 50% of his time to the project.
- Finance Officer – Abuja: responsible for all financial transactions as well as accurate financial reporting at Abuja level.

International and local short-term technical experts in the areas of agriculture, engineering (infrastructure), local governance, livelihoods, solar installations and water will be recruited as consultants as required during project implementation.

Monitoring and reporting arrangements

Regular monitoring and tracking of results will be required in order to allow for adjustments of the proposed approach and/or site specific interventions. The following arrangements will be used for monitoring:

- **Progress tracking:** data will be collected on a quarterly basis to track physical progress as well as initial impacts (on beneficiaries) of the initiatives in the programme. This will be achieved through normal working field visits by programme officers and specific monitoring visits by the M&E officer. As the package will be implemented within different projects, result indicators in the specific project RRF will be collected at the same time. The progress should be discussed in the regularly technical committee meetings and recommendation for adjustments made. A quarterly snapshot summary of the progress will be produced for external sharing. Project specific data will be summarised and shared at the respective project board(s).
- **Risk monitoring:** quarterly monitoring of risks and assumptions will be undertaken so that the implementation process is adjusted accordingly. Management actions should be defined and followed up using a risk log. The risk monitoring should also conform.
- **Knowledge management:** lessons learnt and good practices should be captured regularly on a quarterly basis to allow for scaling up and replication.

UNDP will submit to the members of the project steering committee:

- Short monthly updates

- Quarterly progress reports
- Annual reports
- A final report upon project closure, including a financial report

Evaluation of the impact will require a long term analysis. UNDP will set up the mechanism to look across their entire recovery programme in the North East. A survey will be designed to measure the baseline and impact in mid and long term. We will observe the return pattern and sustainability of return, the difference in quality of life and satisfaction of beneficiaries over the period of two years on three groups of communities:

Funding arrangements

UNDP will set up a programme basket fund, and the proposed programme will be funded through direct contributions to the programme budget. Donors can contribute through modalities based on existing agreements between UNDP and the respective institution, based on donor preferences and modalities. Contributions can be to the entire programme, or to a specific programme output of interest.

Communication, publication and publicity

The project will take all appropriate measures to publicise the initiative and its achievements, and provide full visibility of national counterparts, as well as contributing donors. All communications relating to the project in UNDP's website, information given to the press and project beneficiaries, all related publicity materials, official notices, reports, and publications shall acknowledge that the project was carried out with funding from contributing partners, and shall display the logos of these.

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			
			Value	Year	Year 1	Year 2	FINAL
Output 1 Livelihoods of conflict-affected people are stabilised in 5 LGAs	1.1 Number of community members engaged in productive activities (male and female)	<i>Project reports monitoring reports</i>	<i>TBD</i>	<i>2017</i>	<i>50%</i>	<i>100%</i>	<i>94,000 (75% of population)</i>
	1.2 Volume of crops produced	<i>Project reports monitoring reports</i>	<i>TBD</i>	<i>2017</i>	<i>50%</i>	<i>100%</i>	<i>5,500,000 USD</i>
	1.3 Number of small and micro-enterprise developed / successful	<i>Project reports monitoring reports</i>	<i>TBD</i>	<i>2017</i>	<i>20%</i>	<i>100%</i>	<i>12,000 (10% of population)</i>
	1.4 Average Household income per month / % households borrowing money to buy food	<i>Livelihoods Survey</i>	<i>US\$ 60 / 48%</i>	<i>2017</i>	<i>US\$ 80 / 35%</i>	<i>US\$ 120 / 20%</i>	<i>US\$ 200 / <10%</i>
Output 2 Basic services are restored in target communities	2.1 Number of households without access to clean drinking water	<i>Project reports monitoring reports</i>	<i>61%</i>	<i>2017</i>	<i>40%</i>	<i>20%</i>	<i><10%</i>
	2.2 Number of people with access to primary and secondary health clinics	<i>Government register</i>	<i>n/a</i>	<i>2017</i>	<i>50%</i>	<i>100%</i>	<i>125,000 (100%)</i>
	2.3 Number of children enrolled to schools in supported locations	<i>Government register</i>	<i>n/a</i>	<i>2017</i>	<i>50%</i>	<i>100%</i>	<i>62,500 (estimated 50% of population)</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			
			Value	Year	Year 1	Year 2	FINAL
Output 3 An effective and accountable local governance is emerging at community and LGA level	3.1 Number of local governments re-established in supported locations	<i>Government register</i> <i>Project reports</i>	n/a	2017	100%	100%	50 informal (100% of communities) 3 – 4 executive governments (3 – 4 LGAs)
	3.2 Number of community development plans developed by local governments in supported locations / percentage of plans implemented	<i>Government register</i> <i>Project reports</i>	n/a	2017	50%	100%	35 – 40 (75% of all locations) 75% of plans implemented
	3.3 Number of communities where transparent and participatory monitoring mechanisms is in place	<i>Government register</i> <i>Project reports</i>	n/a	2017	50%	100%	35 – 40 (75% of all locations)
Output 4 Social cohesion rebuilt and community security re-established	4.1 Number of community security initiatives established by communities	<i>Project reports</i> <i>monitoring reports</i>	n/a	2017	50%	100%	35 – 40 (75% of all locations)
	4.2 Number of people trained in proffering counter narratives to extremist views	<i>Project reports</i> <i>monitoring reports</i>	n/a	2017	50%	100%	12,500 (10% of population)
	4.3 Number of people trained in prevention and detection of radical extremism	<i>Project reports</i> <i>monitoring reports</i>	n/a	2017	50%	100%	25,000 (20% of population)
Output 5 Critical Information and Coordination Gaps for Recovery addressed	5.1 Improved water resources management in Borno	<i>Project reports</i> <i>monitoring reports</i>	45%	2017	50%	100%	450, 000 beneficiaries (55% of population)
	5.2 Effective Linkages between cash-based interventions and social safety nets		n/a	2017	50%	100%	80 women
	5.3 Establishment of a single database for early warning, durable solutions and recovery planning		n/a	2017	50%	100%	450, 000 beneficiaries

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	With participation of project partners as desired	See project budget
	Measure specific output indicators through livelihoods survey	annually	Slower than expected progress will be addressed by project management.	With participation of project partners as desired	See project budget
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	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.	With participation of project partners as desired	See project budget
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	With participation of project partners as desired	See project budget
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.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	With participation of project partners as desired	See project budget
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the	With participation of	See project budget

			project board and used to make course corrections.	project partners as desired	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	With participation of project partners as desired	See project budget

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
Mid-Term Evaluation	TBD				UNDP, MRRR, Partners	30,000
Final Evaluation	TBD				UNDP, MRRR, Partners	50,000

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				Partners	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Implem. / Resp.	Source	Budget items	Amount
Output 1 Livelihoods of conflict-affected people are stabilised in five LGAs	1.1 Cash for work on selected infrastructure	250,000	2,000,000	2,000,000	500,000	UNDP / LNGOs	Basket	Grants, Consultants, Materials & Inputs, Training, Equipment	4,750,000
	1.2 Provision of crop production inputs including tools, seeds, and fertilizer for 11,250 HHs	600,000	1,125,000	1,125,000	600,000	UNDP / LNGOs / NIRSAL	Basket	Consultants, Materials & Inputs, Training, Equipment	3,450,000
	1.3 Support for livestock farming including poultry, fishery, honey processing, leather processing, and other locally viable initiatives.	500,000	1,000,000	1,000,000	500,000	UNDP / NIRSAL	Basket	Consultants, Materials & Inputs, Training, Equipment	3,000,000
	1.4 Re-establishment of market structures and small businesses, including vocational training (for 7,500 HHs)	250,000	1,000,000	1,000,000	500,000	UNDP / NIRSAL	Basket	Grants, Consultants, Materials & Inputs, Training, Equipment	2,750,000
	1.5 Grants women and youth for small and micro-enterprise recovery	100,000	250,000	250,000	100,000	UNDP / LNGOs	Basket	Grants, Consultants, Materials & Inputs, Training, Equipment	700,000
	1.6 Monitoring	143,750	168,750	168,750	143,750	UNDP	Basket	Travel, training, consultants	625,000
	Sub-Total for Output 1	1,843,750	5,543,750	5,543,750	2,343,750				15,275,000
Output 2 Basic services are restored in target communities	2.1 Reconstruction/ rehabilitation of housing and shelter for returnees (15,000 units)	1,000,000	2,500,000	2,500,000	1,000,000	UNDP / MRRR	Basket	Consultants, Materials & Inputs, Equipment	7,000,000
	2.2 Construction/ rehabilitation of water sources for domestic use and production (livestock, irrigation farming,)	110,000	220,000	220,000	110,000	UNDP / MRRR	Basket	Consultants, Materials & Inputs, Equipment	660,000
	2.3 Rehabilitation and equipping of healthcare facilities	250,000	1,500,000	1,500,000	500,000	UNDP / MRRR	Basket	Consultants, Materials & Inputs, Equipment	3,750,000
	2.4 Reconstruction/ rehabilitation and equipping of educational facilities	450,000	1,335,000	1,335,000	890,000	UNDP / MRRR	Basket	Consultants, Materials & Inputs, Equipment	4,010,000

	2.5 Promotion of renewable technologies such as solar power for basic services	100,000	600,000	600,000	200,000	UNDP / MRRR	Basket	Consultants, Materials & Inputs, Equipment	1,500,000
	2.6 Community-level waste management	250,000	1,000,000	1,000,000	500,000	UNDP / DWR	Basket	Materials & Inputs, Training, Equipment, Service Contract	2,750,000
	2.7 Monitoring	152,500	319,000	319,000	152,500	UNDP	Basket	Travel, training, consultants	943,000
	Sub-Total for Output 2	2,312,500	7,474,000	7,474,000	3,352,500				20,613,000
Output 3: Capacity of existing informal and formal local government structures to provide basic services developed	3.1 Mapping and profiling of local government structures and communities in displacement and in places of origin	40,000	60,000	60,000	40,000	UNDP / MLGA	Basket	Consultants, Materials & Inputs, Training, Equipment	200,000
	3.2 Establishment of Community Platforms to serve as a forum to discuss community needs, grievances and security; and building a bottom-up planning model;	373,520	373,520	373,520	373,520	UNDP / MLGA	Basket	Materials & Inputs, Training, Equipment	1,494,080
	3.3 Capacity building for state and local governments on budget planning and execution, and monitoring and reporting	100,000	1,550,000	1,550,000	100,000	UNDP / MLGA	Basket	Materials & Inputs, Training, Equipment	3,300,000
	3.4 Develop Transparency & Accountability model through community participation (social accountability mechanisms),	80,000	250,000	250,000	80,000	UNDP / MOF	Basket	Consultants, Training, Equipment	660,000
	3.5 Monitoring	123,176	123,176	50,676	123,176	UNDP	Basket	Travel, training, consultants	420,204
	Sub-Total for Output 3	716,696	2,356,696	2,284,196	716,696				6,074,284
Output 4 Social cohesion rebuilt and community security re-established	4.1 Strengthen the existing community mobilization mechanism, in particular with traditional conflict resolution mechanisms and access to the formal legal chain	50,000	150,000	150,000	50,000	UNDP / BC	Basket	Consultants, Materials & Inputs, Training, Equipment	400,000
	4.2 Strengthening community-level security arrangements including security plans, and capacity building	50,000	150,000	150,000	50,000	UNDP / BC		Consultants, Materials & Inputs, Training, Equipment	400,000

	of community security groups, police and military								
	4.3 Mine risk education and non-technical surveys, technical training	1,072,000	1,072,000	1,072,000	1,072,000	UNDP / MAG	Basket	Materials & Inputs, Training, Equipment, Service Contract	4,288,000
	4.4 Conduct stakeholder dialogue on counter narratives on radicalization	100,000	100,000	100,000	100,000	UNDP / CDDG	Basket	Consultants, Materials & Inputs, Training, Equipment	400,000
	4.5 Conduct sensitization for religious & traditional leaders on radicalization	154,000	154,000	154,000	154,000	UNDP / CDDG	Basket	Materials & Inputs, Training, Equipment, Service Contract	616,000
	4.6 Design and develop training modules on prevention and early detection of radical extremism	144,000	144,000	144,000	144,000	UNDP / CDDG	Basket	Consultants, Materials & Inputs, Training, Equipment	576,000
	4.7 Research and knowledge development for PVE	30,000	30,000	30,000	30,000	UNDP	Basket	Consultants, Materials & Inputs, Training, Equipment	120,000
	4.8 Monitoring	57,600	57,600	18,500	57,600	UNDP	Basket	Travel, training, consultants	191,300
	Sub-Total for Output 4	1,657,600	1,857,600	1,818,500	1,657,600				6,991,300
Output 5 Critical Information and Coordination Gaps for Recovery in Borno addressed	5.1 Conduct water resources needs assessments in areas of IDP concentration and of prospective return	0	80,000	20,000	0	UNDP	ECHO	Materials & Inputs, Training, Equipment, Service Contract	100,000
	5.2 Gaps in policy and legal framework on cash interventions identified	0	20,000	85,000	0	UNDP	ECHO	Materials & Inputs, Training, Equipment, Service Contract	105,000
	5.3 Recommendations on linkages between cash interventions and social safety networks developed for humanitarian and early recovery actors	0	100,000	50,000	0	UNDP	ECHO	Materials & Inputs, Training, Equipment, Service Contract	150,000
	5.4 Pilot women Village Saving and Loan Associations (VSLA) scheme established and funded.	0	150,000	160,000	0	UNDP	ECHO	Grants, Consultants, Materials & Inputs, Training, Equipment	310,000
	5.5 Critical surveys selected and conducted to fill identified data gaps	0	75,000	100,000	0	UNDP	ECHO	Materials & Inputs, Training, Equipment, Service Contract	175,000

	5.6 Data analysis and geographic prioritisation exercise by Ward conducted	0	55,000	105,000	0	UNDP	ECHO	Materials & Inputs, Training, Equipment, Service Contract	160,000
	Sub-Total for Output 5	0	480,000	520,000	0				1,000,000
Management & Evaluation		807,270	1,614,541	1,614,541	807,270			Staffing, Equipment, Audit, Evaluation	4,843,623
Sub Total		7,337,816	19,326,587	19,254,987	8,877,816				54,797,207
General Management Support	8%	587,025	1,546,127	1,540,399	710,225				4,383,777
TOTAL		7,924,842	20,872,714	20,795,386	9,588,042				59,180,983

VIII. LEGAL CONTEXT

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 12th 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]⁵ [UNDP funds received pursuant to the Project Document]⁶ 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/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into 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. 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.
6. 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.

⁵ To be used where UNDP is the Implementing Partner

⁶ 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. 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.
- d. 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.
- e. 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.
- f. 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.

- g. 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.
- h. 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.
- i. 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.
- j. 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.