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PROJECT DOCUMENT
[NIGERIA]

Project Title: Conflict Prevention and Peacebuilding Programme

Project Number:

Implementing Partner: UNDP

Start Date: 1st January, 2018 **End Date:** 31st December, 2021 **PAC Meeting date:** 31st January, 2018

Brief Description

Nigeria faces myriad of conflicts, such as, recurring ethno-religious conflicts, the Boko Haram insurgency in northern Nigeria, the militancy in the Niger Delta region, rampant cases of kidnapping in at least 4 out of the 6 geo-political zones, the growing farmer-pastoralists' conflicts in the Middle Belt and the spates of inter-communal conflicts in many parts of the Federation. These have diverse harmful consequences on the country's cultural and social-cultural core values, ethnic cohesion, social integration and stability, and sustainable development. It has been estimated that casualty resulted from Boko Haram insurgency was about 20,000 lives between 2011 and 2015 while it has been touted that civil strife and pastoralists-Fulani herdsmen violence in the middle belt have claimed more lives than BH insurgency. Raddington report of October 2017 claimed that the scale of the attacks of Fulani herdsmen has exceeded the level of destruction of both the BH and the militant action of those in the Niger Delta.¹ Further reports indicate that communal violence between farmers and herders claimed more lives in 2016 than the conflict with Boko Haram, hinting at its magnitude nationwide.² Though bombings of critical national economic assets have subsided in the Niger Delta but might resume at slightest provocation or disagreement with negative consequences to the national development. Often, Nigeria has devoted significant resources to address these violent conflicts, including an acknowledgement within political and security circles that these conflicts could threaten the country's cohesion and stability, if left unattended. Nigeria's initiatives to address this myriad of conflicts have often been ad hoc and reactive, with limited overall impact. The need to have sustainable infrastructures for peace at all government levels becomes inevitable.

This project will help to address gaps in infrastructure and capacity for conflict prevention, management and peace building in Nigeria through the following key outputs: Strategic communication and knowledge management through research into root causes of violent conflicts with quality analyses and viable policy options for effective responses to contemporary and emerging conflicts, strategies for sustainable peace and development particularly in conflict affected areas enhanced; Integrated early warning and early response systems and grievances redress mechanisms (including mediation) at national and selected states in place; national infrastructure for peace at national, state and community levels established/strengthened and functional; MNDA institutional capacities to fulfill strategic conflict prevention roles in the Niger Delta strengthened; and Youth, women and victims of violence empowered to enhance peacebuilding at community level.

Contributing Outcome (UNSDPF/CPD, RPD or GPD):

UNSDPF Outcome 2.1; 2.3
CP Strategic Result 4
UNDP Strategic Plan 2018 – 2021; Outcomes ...

Indicative Output(s):

Total resources required:	US\$24,840,000	
Total resources allocated:	UNDP TRAC:	US\$...
	Norway:	US\$2,000,000
	Donor:	
	Government:	
In-Kind:		
Unfunded:	US\$22,840,000	

Agreed by (signatures)³:

Government	UNDP	Implementing Partner
Print Name: (PERM. SEC)	Print Name: BWINYI	Print Name:
Date: 14-06-2018	Date: 14-06-2018	Date:

¹ <https://raddingtonreport.com/nigerias-next-security-threat/> Other reports such as the Global Terrorism Index also alluded to this in its 2016 report

² http://sbmintel.com/wp-content/uploads/2016/03/201701_Security-report.pdf

³ Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Nigeria is the largest populated country in Africa with an estimated population of over 170 million and has 36 federating states and a Federal Capital Territory with a further sub-division into 774 Local Governments and over 300 ethnic groups spread across 6 geo-political zones. Nigeria's plural and diverse ethnic, regional and religious character is a key defining context of its electoral democracy and conflict dynamics. Prolonged military rule for 30 out of the 56 years of independence has had considerable negative effects on harnessing the benefits of its population and diversity for the sustainable national development, deepen the culture of peace, consolidate party democracy and elections, constitutional federalism, considerable reduction in corruption, enthronement of rule of law, accountability and transparency in the management of national resources, to enrich her influence to effectively contribute to global politics and economy among others. Conversely, the country's huge population and diversity has contributed immensely to the structural and social vices that combine to impede her progress continentally and globally, and nationally in the violation of the rights of citizens, enforcement of rule of law, enthronement of a culture of arbitrariness and impunity, unbridled corruption particularly at the highest level of governance and gender inequality. These vices have had direct bearing on the myriad of violence and crimes that are prevalent in all segments of the Nigerian society.

Conflicts in Nigeria occur in various forms, such as, recurring ethno-religious violence, the Boko Haram insurgency in northern Nigeria, the militancy in the Niger Delta region, the rampant cases of kidnapping in at least 4 out of the 6 geo-political zones, the increasing farmers-pastoralists' conflict particularly in the Middle Belt and widespread inter-communal violence in many parts of the Federation. These have diverse harmful consequences on the country's cultural and social core values, ethnic cohesion, social integration and stability, and sustainable development. Further consequences are colossal loss of lives, wanton destruction of property and national asset, displacement of millions of people particularly women and children and loss of means of livelihoods thereby resulting in famine and starvation. It has been reported that the spate of attacks attributed to the Boko Haram claimed about 20,000 lives between 2011 and 2015 while up to 24.5 million populations were affected including over 2 million displaced persons⁴. The Raddington report (*October 2017*) claimed that the scale of the attacks of Fulani herdsmen has exceeded the level of destruction of both the BH and the militant action of those in the Niger Delta⁵. Findings from the 2016 Strategic Conflict Assessment (SCA) of Nigeria by the Institute for Peace and Conflict Resolution (IPCR) recognised the herders-farmers clashes as the most widespread conflict affecting almost all states of the Federation.⁶ The 2017 Global Peace Index ranks Nigeria 149 out of 163 countries, just ahead of North Korea and thirteen other countries.⁷

Nonetheless, the situation of democratic governance in Nigeria has continued to improve since 1999 when the country returned to civilian rule. Invariably, Nigeria has devoted significant resources to address these conflicts and violence, including acknowledgement within political and security circles that these conflicts could threaten the country's cohesion and stability, if left unattended. Nigeria's own significant capabilities for reducing and managing these internal conflicts increase the possibilities that these challenges can be addressed but these initiatives **have often been ad hoc and reactive**, with limited overall impact. Nigeria certainly has significant resources of its own both in terms of economic wealth and traditional skills for the management of conflicts which can be effectively applied to address the growing levels of violence in the country. However, the high levels of poverty, the country's ethnic and religious divisions, and the decline of traditional methods of dispute resolution create a potent mixture that could easily trigger outbreaks of conflicts and violence as is being experienced in several parts of the country. The role played by the National Peace Committee in the run-up to the 2015 general elections that facilitated the general peaceful outcome of the elections, is a pointer to the inherent significant resources and capacity within Nigeria to curtail her myriad of conflicts, if well harnessed and appropriately applied.

The UNDP programme of support to the government of Nigeria in the area of conflict prevention and national infrastructure for peace has yielded in significant results such as regular publication of the Strategic Conflict Assessment Report from 2002 to 2016, the draft national peace policy, enhancing community peace and stability through mediation, capacity for dialogue and peace co-existence for stakeholders including traditional rulers, faith-based leaders, youth and women groups, regular advocacy for peace and high-level stakeholder engagement for peaceful elections, strengthening the capacity of media organizations for conflict-sensitive reportage, and

⁴https://www.humanitarianresponse.info/en/system/files/documents/files/NGA_SRP_150323_EN.pdf

⁵ <https://raddingtonreport.com/nigerias-next-security-threat/>

⁶<https://reliefweb.int/sites/reliefweb.int/files/resources/GPI-2017-Report-1.pdf>

⁷<http://www.ng.undp.org/content/nigeria/en/home/presscenter/articles/2017/12/05/new-report-highlights-national-conflict-status-in-nigeria.html>

reorientation and reintegration of 774 victims of violence in the north central and the north-east amongst others. The Ministry of Niger Delta Affairs was supported to create primary database in five social sectors, developed the Niger Delta Collaborative Development Framework, Niger Delta Action Plan and established the ICT-based programme management software to provide the basis for effective co-ordination of development programmes in the region.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

This project is designed to address key issues that impede sustainable peace and stability in Nigeria through application of relevant but tested frameworks, mechanisms and ideologies, such as, National Infrastructure for Peace - platforms for dialogue, peacebuilding and reconciliation including alternative dispute resolution (ADR), policy and instruments that guide conflict sensitivity approach to national development planning, effective engagement of stakeholders through regular interactions and dialogues, reinvigoration of core cultural values and civic responsibility, integrated early warning and early response systems/mechanisms and provide support to victims of violence and conflicts. The approaches to be adopted in realizing the desired outputs comprise partnership with key development partners – local and international – such as, national institutions, state institutions and non-governmental organizations (NGOs) and the International Non-Governmental Organizations (INGOs), leveraging on relevant past interventions to achieve the goals and objectives of the project for maximum impact. It also includes complementarity with the projects to be implemented by national partners – the Ministries of Interior and Niger Delta Affairs, the Nigeria Security and Civil Defence (NSCDC), National Orientation Agency (NOA), Nigeria Police Service, Immigration, Customs, Martin Luther Agwai Centre, Kaduna and the Institute for Peace and Conflict Resolution (IPCR) and Benue, Ekiti, Kaduna, Osun and Plateau states.

The international strategic partners, whose mandate and funding capability can be leveraged upon and aggregated to accomplish the project's intended outputs, include the United Nations Office for West Africa and the Sahel (UNOWAS), UNWOMEN, the Government of Norway, the Government of Japan, EU, DfID and ECOWAS, amongst others. UNOWAS will be engaged for high level political advocacy and consultations, while Governments of Japan and Norway and other bilateral organizations, as well as, ECOWAS, will be approached for funding of the project.

The project will be implemented through Direct Implementation Modality (DIM) whereby the UNDP will lead the implementation because of the sensitive nature of the project and more importantly the convening power, trust and confidence it enjoys among the stakeholders in the country. This strategy will ensure effective and timely attainment of the overall goals and objectives of the project. Accountability for effective utilization and timely reporting of the project resources including financial will also be guaranteed. As may be feasible and practicable, UNDP will delegate responsibility to implement elements/components of the project to partners at national and state levels including national institutions (MDAs, academia and CSOs) which will diligently deliver on the key outputs assigned to them in line with the project prescriptions and report back to UNDP.

This implementation strategy will address the complexities within Nigerian society and lack of trust and capacities by government at all levels to tackle causes of violent conflicts frontally. It is also foreseen that this implementation modality will lead to better results and financial integrity at a politically tense time as the country approaches the 2019 elections. Sustainable infrastructures for peace and conflict prevention mechanisms at national and state levels will help to reduce the spate of violent conflicts, strengthen inter-communal peaceful co-existence and promote national development while a well-funded integrated early warning and early response system will help to curtail the occurrence of violent conflicts in the society.

Theory of Change

Drawing from the illustrated strategy above, the theory of change is thus:

If there exist information and analysis on how to best prevent violence and resolve conflicts; if effective and responsive early warning systems are in place; if infrastructures for peace are effective, functional and credible; if institutional

capacities to fulfil strategic conflict prevention roles are strengthened; if youth, women and victims of violence are empowered to imbibe and enhance peacebuilding at community level; **then** capacities for preventing, de-escalating, resolving and reconciling conflicts through dialogue and peacebuilding is strengthened. **Then** violence is prevented and more effectively and quickly de-escalated.



III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The Conflict Prevention and Peacebuilding Programme is designed to lay a solid foundation for attaining sustainable peace and stability through continuous research into root causes of violent conflicts, and establishment/strengthening national infrastructures for peace at national level and selected states, as well as, target individual and institutional gaps in preventing conflict and promoting peace. The project will help to strengthen national capacities, platforms and networks for dialogue, peacebuilding and reconciliation, and establish integrated early warning and early response system at the national level and in selected states. The project will also empower youth, women and victims to enhance peacebuilding at community level and support efforts to ensure sustainable peace development in the Niger Delta. The project has one outcome and five outputs designed to build a sustainable, resilient and peaceful society.

Specifically, the project outcome and the six outputs are as stated below:

Project Outcome: Violence is prevented and more effectively and quickly de-escalated

Project Outputs: The expected outputs to be achieved under this project are the following:

- ***Strategic communication and knowledge sharing management through research into root causes of violent conflicts with quality analyses and viable policy options for effective responses to contemporary and emerging conflicts, strategies for sustainable peace and development particularly in conflict affected areas enhanced.***

Violent conflict in Nigeria is widespread and responses have been ad-hoc, not based on evidence and factual data. Most often the conflicts are politicised and stakeholders divided along ethnic or religious lines leaving little or no room for actor to properly research into and evaluation the salient realities driving the conflicts and the actors. This output will focus on advocacy, high-level engagements and research that will result in developing knowledge products, such as, strategic conflict assessment reports, specific publications on issues of national concerns (farmers/herdsmen crisis, ethnic agitations) and formulating appropriate policies and frameworks for conflict prevention and mitigation of violent conflicts. The output will delve on activities that raise gender-sensitive awareness and sensitization on the root causes of violent conflicts, strategies for coping and resilience building and propagation of gender-sensitive peacebuilding messages for peaceful co-existence particularly in vulnerable and at-risk communities. Regular dialogues on topical issues of national concern among the stakeholders will be organized to promote common understanding, societal cohesion, unity of purpose and design strategies for response. The knowledge products produced under this output will be given widest publicity and dissemination.

- ***Integrated early warning and early response systems and grievances redress mechanisms (including mediation) at national and selected states in place.***

Effective co-ordination and gathering, collation and analysis of early warning signals has been the blight of escalating violence in Nigeria. Early warning signs abound in various forms and categories but mechanisms for systematic gathering, collation, analysis of these has been lacking resulting in escalation of violence at slightest occurrence. To support the government at all levels to address these development gaps, this output seeks to build/strengthen sustainable infrastructures for coordination, gathering, collating data and analysing early warning signs and early responses (EWER) through establishment of information technology based and integrated early warning and early response (EWER) mechanisms at national and in selected pilot states (six); build and strengthen capacities for management and operations of the EWER systems including institutional structure; build capacities of key stakeholders (community leaders, youths and women groups, faith-based organizations/leaders and business community on identification and reporting of early warning signs; build capacity of security agencies, neighbourhood watchers, vigilante groups, and peace committees on detection and reporting of early warning signs and community security and establish/strengthen networks of NGOs/CBOs on peace and early warning and early action (EWEA) and, community security for conflict prevention in partnership with security agencies and community associations.

- ***Infrastructure for peace national, state and community levels through a credible, inclusive and nationally driven process, built on international best practices established/strengthened and functional.***

Existence of infrastructures for peace at all governance levels will help to reduce violence, consolidate peace and promote access to fair justice. In Nigeria, traditional mechanisms for conflict resolution have collapsed. There is no known formal and national peace infrastructure but there exist splinters of informal structures particularly at the community level for resolution of civil conflicts. The structures are often ad-hoc, not co-ordinated, weak, lack funds and skills, and unsustainable. These structures are established and managed by faith-based organizations and NGOs/CBOs. Nonetheless, the imperative of the infrastructures for peace at national, state and community level is more appealing now than

ever before including strengthening of judiciary to include alternative dispute resolution (ADR) particularly mediation as part of their court practice and procedures. This will help to decongest the courts of pile up cases. The role played by the National Peace Committee (a non-formal organisation of eminent Nigerian personalities) in the peaceful conduct of the 2015 general elections in Nigeria was incisive and a pointer to the need to support such structures at all levels of governance in Nigeria. This will help to consolidate peace, national unity and progress, and stimulate national development.

This output will provide technical and funding support to the National Peace Committee's works towards conduct of violent free 2019 general elections in Nigeria. It will support the establishment of national peace infrastructure (National Peace Council) and similar infrastructures for peace in four conflict-prone states, as well as, strengthen the capacity of the Kaduna Peace Commission and the Plateau Peacebuilding Agencies. It will also identify and strengthen selected state judiciaries to include alternative dispute resolution (ADR) in their judicial practice and procedures. Assessment of platforms/networks and structures for conflict prevention and peacebuilding at national, state and communities will be undertaken and those suitable will be supported. The output will build the capacity of national and state legislators and the executive on conflict-sensitive approach to national development; strengthen the capacity of media organizations and practitioners on conflict-sensitive reportage and particularly towards the 2019 general elections; build/strengthen capacities of national institutions (Civil Defence, Police, Judiciary, and IPCR) CSOs, CBOs, community level platforms, networks (youths and women inclusive) on alternative dispute resolution (ADR) particularly mediation; and support advocacy and sensitization on peace in Nigeria, such as, commemoration of international days (International Day of Peace & International Day of Peacekeepers).

- ***MNDA institutional capacities to fulfill strategic conflict prevention roles in the Niger Delta strengthened;***

This output builds on the achievements of UNDP support to the Ministry of Niger Delta Affairs (MNDA) during the last programme cycle. The last cycle achievements included the formulation of the Niger Delta Collaborative Development Framework, the Niger Delta Action Plan, the establishment of a functional Niger Delta Council, the Ministry of Niger Delta Affairs website, Socio-economic and Infrastructure Resource Database, the ICT-based Monitoring and Evaluation (M&E) System and Scorecard, and the 25 competent officials to manage and operate the ICT-based M&E System. This output will consolidate the results achieved through building the capacity of 400 MNDA officials to utilize the system for the coordination, planning, operations and management, monitoring and reporting of development interventions in the Niger Delta.

This output focus includes expanding the scope of the socio-economic and infrastructure resource database, and design investment plan, review the Niger Delta Action Plan, regular high-level stakeholders' dialogues and community mobilization fora to promote peace and stability in the Niger Delta and national development; participatory planning and civil engagement and peacebuilding for local government officials, CBOs and community leaders, as well as, impact assessment of UNDP interventions in the Niger Delta.

- ***Youth, women and victims of violence empowered to enhance peacebuilding at community level.***

Youth and women engagement is key to promote peace and stability in Nigeria particularly investing in their capacity to enhance conflict prevention at the community level. The output will implement activities that create opportunity for Nigerian youth (including women) to

play active role in peacebuilding at the community level through the platform of National Youth Service Corps (NYSC) and other youth organizations in the country. Specifically, NYSC will be supported to incorporate peacebuilding into the curriculum of the NYSC orientation programme. Reorientation, acquisition of relevant technical and vocational skills, starter packs to establish own businesses and be self-reliant for victims of conflict and violence are key components of this output. The 317 trainees that completed their programme under the UNDP supported skill acquisition programme during the last cycle programme will be graduated and provided with starter packs to establish their businesses.

The outlined outcome and outputs support the UNDP Country Programme Document, the UNDP Strategic Plan 2018–2021, and the United Nations Sustainable Development Partnership Framework (UNSDPF), and the Sustainable Development Goals in the following ways:

UNDP Country Programme Document

Nigeria United Nations Sustainable Development Partnership Framework (UNSDPF):

- **Result Area 1: Governance, Human Rights, Peace & Security**
 - **Outcome 2: Humanitarian Response, Peacebuilding and Security:** By 2022, citizens co-exist peacefully, enjoying increased resilience, higher state capacity for humanitarian response, and reduced incidence of armed and violent conflicts in the country/cross border.
 - **Output 2.1:** Institutions of peacebuilding and social cohesion promoted and strengthened from a human rights and gender based perspective
 - **Output 2.3:** Citizen engagement platforms and dialogue with national and non-state actors at all levels increased to achieve peaceful co-existence
 - **Output 2.5:** Strengthened resilience, diversification of livelihoods, and local economies of crisis-affected communities, particularly for youth and women through the restoration of basic infrastructure/services; development and support livelihoods, employment creation, and vocational skills training.

It is further noted that insecurity, communal clashes and conflict are identified as risk factors for achieving pillars 1 and 2 of the UNSDPF. The UNDP Conflict Prevention and Peacebuilding Programme is, therefore, expected to have additional impact through contributing to a more enabling environment for other initiatives to become more successful and drive development forward.

Sustainable Development Goals:

- **Goal 16:** Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Partnerships

In line with Goal 17 of the SDGs, UNDP will build on the current partnerships with the relevant national institutions and actors to ensure successful implementation of the project. The partners include the Ministries of Interior and Niger Delta Affairs, the Nigeria Security and Civil Defence Corps (NSCDC), the Institute for Peace and Conflict Resolution (IPCR), the National Youth Service Corps (NYSC), the executives and legislatures at federal and state levels, civil society organizations (eminent persons, faith-based and traditional institutions, women and youth groups inclusive) to support Nigeria to create durable national infrastructures for peace and stability. At international level, UNDP will leverage on the office of the SRSO for UNOWAS for effective advocacy at the highest political level in Nigeria to enact appropriate legal frameworks for infrastructures for peace at national and selected states while building on the solid relationship with donors, such as, the Government of

Norway, the Government of Japan, EU, DfID and ECOWAS amongst others, to mobilize resources required for the project. UNDP will also build complementarity with projects that will be implemented by the Ministries of Interior and Niger Delta Affairs, NSCDC, IPCR and NYSC. This partnership strategy will ensure that the project and implementation processes fully developed national capacities and strengthened national ownership. For this reason, the success of the project will largely depend on its ability to develop and sustain mutually beneficial partnerships with stakeholders including the Federal Government, relevant State Governments, civil society organizations, religious groups, vulnerable groups, grassroots movements and other key actors.

Risks and Assumptions

	Risks	Likelihood of occurrence	Impact in case of realization	Programmatic response
1	Deteriorating security situation and intensification of militia activity that may distract the commitment of the key partners.	4	4	Close monitoring of the security situation, quarterly risk update in the monitoring & evaluation plan, identification of mitigation measures and programmatic alternatives to be applied as necessary.
2	Sudden breakdown in the relationship between the executives and the legislature resulting in the non-passage or approval legal framework for infrastructure for peace.	2	4	Engagement of the Office of the SRSR for UNOWAS for high level political engagement with the presidency/executive and the National Assembly will be prioritized and mobilized as required.
3	Responsible parties or any other stakeholders (company, supplier, local government) renege on their commitments thereby slowing down project implementation	2	4	Continuous engagement with all relevant partners and put in place effective control mechanism, as well as, undertake regular monitoring of project implementation to identify probable risks, design and apply mitigation measures.
4	Sudden change in programme focal points in the responsible ministries, departments and agencies.	3	3	Regular engagement with the responsible parties to ensure that focal points are retained till the end of project cycle.
5	The implementing partners compromise procurement processes thereby resulting in loss of funds and/or over-invoicing.	2	4	Regular training of UNDP financial regulations and rules, as well as, training on HACT will be organized for IPs. Programme Officers will also oversee IPs and scrutinize their procurement processes to ensure compliance with government procurement framework and UNDP regulations.
6	Reputational risk includes perceived or real association with parties/political actors that undermines trust/confidence, or result in conflict of interest or ineffective communication or engagement with the stakeholders.	3	3	Objective criteria will be established, agreed to and observed in the selection of key partners and participants at all project events. Ethical issues and conflict of interest among the project staff will be highly discouraged and any allegation brought to the attention of the project management will be handled transparently in line with applicable rules and regulations.

Stakeholder Engagement

Effective attainment of the deliverables under this project dictates that identification and constructive engagement of critical stakeholders to the implementation of this project is a necessary must. The criteria for identification and participation of stakeholders both as direct and indirect beneficiaries will be clearly defined for sustainable and credible implementation of the project. The expected roles to be performed by the stakeholders during the implementing the project will be well articulated and communicated to the respective stakeholders including beneficiary information, complaint and redress system. For the stakeholders that will play direct roles, the work plan will be jointly designed and agreed upon, as well as, clear criteria for identifying beneficiaries. The terms of reference for participation in key project governance structures including steering committee

meetings, technical committee meetings, regular monitoring and post project evaluation will be formulated and signed off at the onset of the project implementation.

Knowledge

The deliverables under this project particularly infrastructures for peace at national and state levels, as well as, integrated early warning and early response system provide unique experiment for Nigerians in search of peace and stability. The lessons that will be learnt from the implementation of the project through regular monitoring, progress reports and terminal evaluation, will be documented and shared with the development partners and other countries for information and replication. It should be noted that, given the size of the population and diversity of Nigeria, the success of the project signposts good omen for Africa particularly West Africa's peace and stability.

Additionally, the project itself aims to undertake research, assessment and analysis activities. These will form a key part of Nigeria's collective knowledge on conflict and peacebuilding. These activities will be well documented, the outputs widely shared and made publicly available. Through such contributions, it is hoped that knowledge generated through this project could help inform other programmes to better promote conflict prevention and peacebuilding.

Gender Equality

Gender equality will be guaranteed in the implementation of the project activities across all project outputs. In some parts of the country where gender inequality is tilted towards a particular sex due partly to a strong patriarchal culture, deliberate actions will be taken to ensure gender balancing through engagement and advocacy with stakeholders and design of specific activities targeting the gender. The project narrative reports (progress, annual and final) will be gender disaggregated.

Sustainability and Scaling Up

This project is nationally conceived, driven and owned to offer durable solution to conflict prevention and peace building in Nigeria. The project intends to support sustainable infrastructures for peace to address the myriad of conflict and violence in the country through establishment/strengthening of Peace Commissions with mandate and capacity to intervene in, resolve conflicts and provide humanitarian assistance to victims of conflicts and violence. Appreciation of the project arising from the relevancy of the deliverables will ensure continuous regular funding from the government, as well as, attracts donations and grants from the private sector and donors for continuity.

The Conflict Prevention and Peacebuilding Programme is structured in a way that promotes various forms of initiatives. These can be separately funded and reconceptualised to provide interesting entry points for MDAs and donors who are interested in scaling up a certain type of activity or part of their portfolio.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project strategy dictates that the project is managed through DIM but driven and owned by the Government and the peoples of Nigeria. The implementation approach is cost-effective with expected optimal results and efficiency of project delivery. Given Nigeria's colossal loss to conflict and violence in the past five years in terms of human casualties, wanton destruction of private and public property, mass displacement of population particularly women and children, and lack of access to social services, any funds invested in this project will yield high dividends both to the people of Nigeria in the areas of economic development and national stability, and the neighbouring

countries, as well as, global community that have to contend with high influx of migrants with its attendant socio-economic and healthcare costs.

Project Management

The project will be implemented by UNDP through direct implementation modality. UNDP will regularly identify national partners (including CSOs) and designate them as responsible parties to implement any component of this project. UNDP and the responsible parties will secure the services of consultants (local and international) in accordance with the international best practice to provide services for the smooth implementation of the project. The project is managed from Abuja with implementation of activities spread across all of Nigeria.

To implement this project, a Project Steering Committee shall be established with membership drawn from the Ministry of Budget and National Planning, UNDP, UNWOMEN, the Ministries of Interior, Niger Delta Affairs and Youth and Sports, IPCR, NSCDC, NYSC and other partners including CSOs and donors that are relevant to the implementation of this project. The Project Steering Committee shall provide policy direction for the overall management of the project, receive and review project progress reports and take necessary decision(s) that will help to realise the goals and objectives of the project. There shall also be a Project Technical Committee with membership from national and selected states' institutions, representatives of project beneficiaries and shall oversee the day to day implementation of the project. It shall serve as the secretariat for the project and shall have the responsibility to formulate annual work plans, project procurement plans, prepare project mandatory reports and hold regular meetings. The Committee shall be chaired by the UNDP Conflict Prevention & Peace Building Analyst and co-chaired by the Ministry of Budget and National Planning.

The implementation process will be managed by the Conflict Prevention and Peace Building Analyst. He will be responsible for the overall project coordination, consolidation of work plans, preparation of quarterly progress reports, reporting to the donors, and supervising the work of the project experts/consultants, project staff and the responsible parties engaged to implement any components/activities of the project. The senior PDA and the PDS will, as required, complement the technical expertise of the Conflict Prevention and Peace Building Analyst to provide catalytic support for high level confidence building, conflict resolution, trust and consensus building among the partners required as responsible parties to implement component(s) of this project. Additional technical expertise required during the implementation of the project will be outsourced to perform specific tasks that will be specified in the job description or terms of reference that will be formulated for that purpose.

V. RESULTS FRAMEWORK⁸

Intended Outcome as stated in the UNSDPF/Country Programme Results and Resource Framework: By 2022, citizens co-exist peacefully, enjoying increased resilience, higher state capacity for humanitarian response, and reduced incidence of armed and violent conflicts in the country/cross border.

Expected CP Outcome(s):

Strategic Result 4: By 2020 Nigeria is on a peaceful, secure and sustainable development path where disaster, environmental, climate and conflict risks and threats are mitigated by policies, laws and plans that are participatory, gender responsive, funded, monitored and enforced systematically at all levels of the federation with high levels of political will; relevant government institutions respond timely, effectively, efficiently and are well coordinated (vertically and horizontally) in effective partnership with empowered civil society and utilize evidence-based early warning systems; and where the population is rights-assertive and increasingly resilient through awareness and ability to participate in preparedness and mitigation and response to threats, crises and change.

Applicable Output(s) from the UNSDPF 2018-2021:

Output 2.1: Institutions of peacebuilding and social cohesion promoted and strengthened from a human rights and gender based perspective

Output 2.3: Citizen engagement platforms and dialogue with national and non-state actors at all levels increased to achieve peaceful co-existence

Output 2.5: Strengthened resilience, diversification of livelihoods, and local economies of crisis-affected communities, particularly for youth and women through the restoration of basic infrastructure/services; development and support livelihoods, employment creation, and vocational skills training.

Project title and Atlas Project Number:

EXPECTED OUTCOMES AND OUTPUTS	INDICATORS ⁹	DATA SOURCE	BASELINE	TARGETS				DATA COLLECTION METHODS & RISKS
				Year 1	Year 2	Year 3	Year 4	
OUTCOME: Violence is prevented and more effectively and quickly de-escalated	1.1 Decrease in conflict-related deaths	Armed Location & Event Data Project						Armed Location & Event Data Project
	1.2 Decrease in the number of violent clashes	Armed Location & Event Data Project						Armed Location & Event Data Project

⁸ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

OUTPUT 3: Infrastructure for peace at national and state levels exist through a credible, inclusive and nationally/locally driven processes, built on international best practices established/strengthened and functional.	1.3.1 Existence of a legitimate and sustainable national infrastructure for peace.	MDAs, NASS, media	n/a	1	1	1	1	1	1	1	Media reports, enacted law
	1.3.2 # of functional IAP (Commissions & Agencies) at state and local levels supported	UNDP, State Commissions/agencies	PB Agency, KPC (2)	0	1	1	2	6	6	6	Media reports, law, mission reports, annual reports
	1.3.3 Existence of legitimate political platforms to support infrastructures for peace	Media reports, UNDP	0	Yes	Yes	Yes	Yes	Yes	1	1	Media reports and statements related to NPC, political and technical consultations with NPC members
	1.3.4 # of conflicts/disputes resolved by IAP institutions.	MDAs, NSCDC, UNDP, State Commissions/agencies	30,000 (2017)	10000	10000	10000	10000	10000	40000	40000	Quarterly reports, Annual reports
	1.3.5 # of state judiciaries that include ADR in their judicial practice and procedures	Ministry of Justice, UNDP, State Govts	0	1	1	1	1	1	3	3	Quarterly reports, Annual reports
OUTPUT 4: MNDAs institutional capacities to fulfill strategic conflict prevention roles in the Niger Delta strengthened	1.4.1 # of development projects captured and monitored through the MNDAs M&E system.	MNDA, UNDP	N/A	200	400	600	800	2000	2000	2000	Score cards, annual project reports, desk reviews.
	1.4.2 # of MNDA staff trained on the use of the M&E system	MNDA, States, civil society, UNDP	25 (2016)	100	100	100	100	400	400	400	User reports from system

OUTPUT 5: Youth, women and victims of violence empowered to enhance peacebuilding at community level	1.5.1 # of NYSC members that acquired conflict prevention and peace building skills.	UNDP, NYSC, Ministry of Youth & Sports	0	20000	20000	20000	20000	20000	80000	Activity reports, annual reports, Desk review, interviews.
	1.5.2 # of individuals that successfully completed 6 months or 12 months skill acquisition programme.	UNDP, IPCR, MDAs, Govts, State monitoring/mission reports	774 (2017)	500	500	500	500	500	2000	Consultancy reports, mission reports, Desk review, interviews.
	1.5.3 # of individuals that are reintegrated and successfully established own businesses in their communities.	UNDP, IPCR, MDAs, Govts, State monitoring/mission reports	458 (2017)	317	250	250	250	250	1,063	Monitoring & Evaluation report, Desk review, project reports.

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: [Note: *monitoring and evaluation plans should be adapted to project context, as needed*]

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.	Bi-annually	Slower than expected progress will be addressed by project management.	MBNP, MDAs & CSOs	\$10,000
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.	MBNP, MDAs, CSOs	\$10,000
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.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	MBNP, MDAs, CSOs	\$10,000
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.	MBNP, MDAs, CSOs	\$10,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MBNP, MDAs, CSOs	\$10,000
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	Annually, and at the end of the project (final report)		MBNP, MDAs, CSOs	\$10,000

	review reports prepared over the period.							
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold bi-annual 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.	MBNP, MDAs, CSOs	\$10,000			

Evaluation Plan¹⁰

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Evaluation	MBNP, MDAs, IPCR, NSCDC	All	UNDAF 4.2	March 2022	Federal Government, State Governments, & UNDP	\$100,000

¹⁰ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹¹¹²

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$'000)					RESPONSIBLE PARTY	PLANNED BUDGET (US\$'000)		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: Strategic communication and knowledge management through research into root causes of violent conflicts with quality analyses and viable policy options help informs effective responses to contemporary and emerging conflicts, strategies for sustainable peace and development particularly in conflict affected areas	1.1 Undertake bi-annual Strategic Conflict Assessment (SCA) of Nigeria.		600		550		UNDP, 6 Universities	CS	Consultancy	1.150
	1.2 Conduct technical review and finalize draft SCA report bi-annually		50		50		MDAs, UNDP, 6 Universities	CS	Consultancy	100
	1.3 Publish and disseminate SCA report bi-annually.		50		50		UNDP, MDAs, CSOs	CS	Hotel facilities & services, DSA	100
	1.4 Organize bi-annual National Peace Forum & public presentation of the SCA reports		50		50		UNDP, MDAs	CS	Hotel facilities & services, DSA consultancy.	100
	1.5 Undertake advocacy, sensitizations and robust media engagements on the findings of SCA and response strategies.		50	50	50	50	IPCR, UNDP, 6 Universities	CS	Consultancy	150
	1.6 Conduct research into topical issues of national concern, publish and disseminate reports.		50	50	50	50	Academics UNDP, MDAs, CSOs	CS	Consultancy, DSA, Travel	200
	1.7 Strategic communication to promote peace messages essential to national stability, unity and peaceful co-existence.		50	50	50	50	UNDP, Min. of Information, media organizations	CS	Consultancy	200
	1.8 Organize regular dialogues on topical national issues to engender common understanding, unity of purpose and formulate responses.		50	50	50	50	UNDP, MDAs, CSOs	CS	Hotel facilities & services, DSA consultancy.	200
	1.9 Monitoring, media and communication activities around the SCA		20	15	20	15	UNDP, MDAs, CSOs	CS	Media events, snacks, transportation	70

¹¹ 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

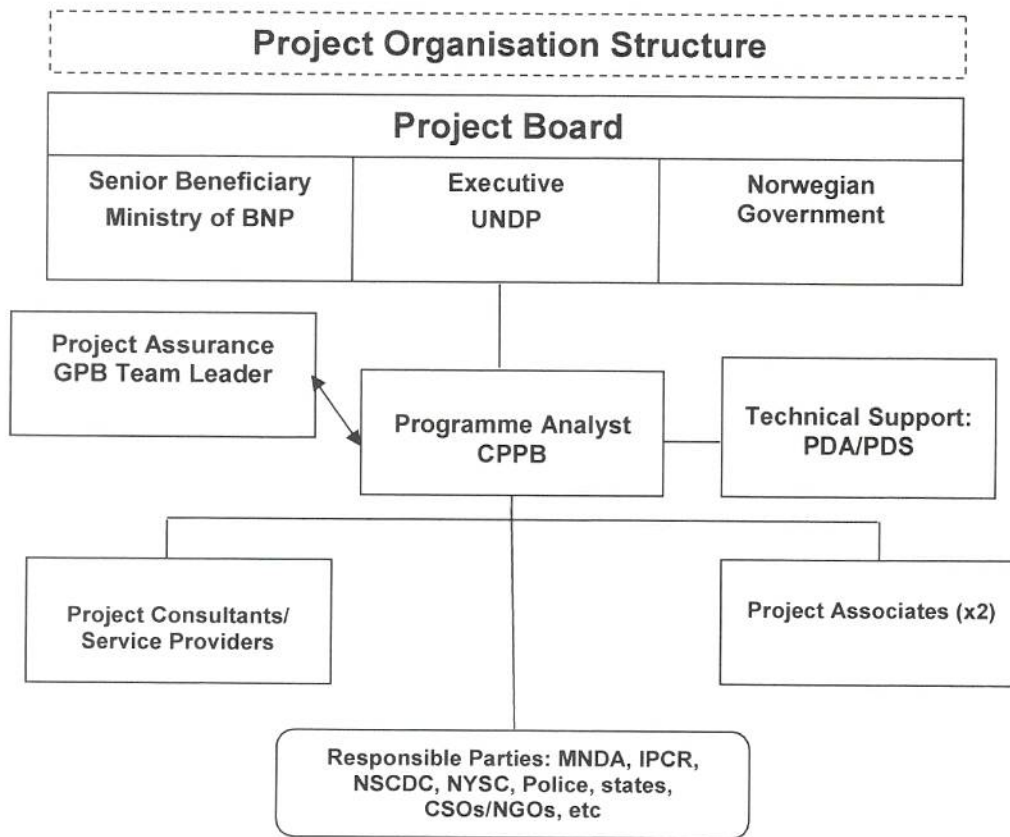
¹² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

driven process, built on international best practices.											
3.3 Assess and support platforms/networks /structures for conflict prevention and peacebuilding in specific states and communities, such as, community peace infrastructures, mediation centres, etc.	100	100	100	100	100	100	100	100	100	100	400
3.4 Support judicial reform for selected states to include Alternative Dispute Resolution in their judicial practice and procedures.	100	200	200	200	200	200	200	200	200	200	700
3.5 Capacity building on conflict sensitive approach to national development for legislators, executives and CSOs at national and state levels	100	200	200	200	200	200	200	200	200	200	700
3.6 Conduct high-level stakeholders' dialogues on violence free 2019 general elections.		200									200
3.7 Promote violence free elections through conflict sensitive media reportage and responsible social media training for media organizations.	50	100	50	50	50						250
3.8 Conduct advocacy, sensitizations and awareness on infrastructures for peace through media programmes.	40	75	75	50	50						240
3.9 Build & strengthen the capacities of national, state and local institutions (Civil Defence, Customs, Immigration, Police), on conflict prevention, peacebuilding and ADPR.	100	300	300	300	300						1,000
3.10 Build & strengthen capacities of CSO networks, CBOs (women and youth groups), faith-based organizations, and traditional rulers on alternative dispute resolution (ADR).	100	300	300	300	300						1,000
3.11 Establish community-level platforms in conflict prone communities to detect conflict early warning, mediate and resolves conflicts.	100	200	300	300	300						900
3.12 Organize activities to support commemoration of key international days, such as, International Day of Peace.	100	100	150	150	150						500
3.13 MONITORING & Communication	35	35	35	35	35						140
Sub-Total for Output 3											7,330
Output 4: MINDA institutional capacities to fulfill strategic conflict prevention roles in Niger Delta strengthened.											
4.1 Train and mentor 400 staff of MINDA on management and operations of the ICT-based Monitoring and Evaluation System.	100	100	100								300
4.2 Regular upgrading of and uploading development projects and programmes in the Niger Delta into the M & E System.	100	70	70	50							290

	4.3 Conduct periodic high-level stakeholders' dialogues and community mobilization fora on peace, stability and development in the Niger Delta.	100	200	200	200		MINDA, MoP, UNDP	CS	Travel, DSA, Venue and Consultancy	700
	4.4 Organize periodic community-IOCs dialogue fora to promote peace and stability and agree on frameworks for enhanced peaceful engagement.	100	100	100	100		MINDA, MoP, UNDP	CS	Travel, DSA, Venue and Consultancy	400
	4.5 Conduct socio-economic survey, revised Niger Delta Action Plan and design investment plan for socio-economic infrastructure for Niger Delta.	100	200	200	200		MINDA, MoP, UNDP	CS	Travel, DSA, Venue and Consultancy	700
	4.6 Conduct participatory planning, civil engagement and peace building for local government officials, CSO and community leaders.	100	200	200	200		MINDA, MoP, UNDP	CS	Travel, DSA, Venue and Consultancy	700
	4.8 Conduct impact assessment of UNDP interventions on the Niger Delta, publish and disseminate reports.		50		100		MINDA, UNDP	CS	Consultancy, Travel, DSA	150
	4.9 MONITORING & Communication	50	50	50	50		UNDP, State Govts	CS	Travel, DSA, Consultancy	200
	Sub-Total for Output 4									3,440
OUTPUT 5: Youth, women and victims of violence empowered to enhance peacebuilding at community level.	5.1 Graduate and support 317, women and youths trained under the UNDP skill acquisition programme to establish own businesses and be self-reliant.	100					UNDP, State Govts	CS	Travel, DSA, Consultancy	100
	5.2 Identify and profile 10,000, women and youths, victims of violence from violence affected states & communities.	100	100	100	100		UNDP, State Govts	CS	Travel, DSA, Consultancy	400
	5.3 Conduct 2-week reorientation programme for 2500, women and youths, victims of violence from violence affected communities on conflict prevention, peacebuilding, dialogue, leadership, civic responsibility and business management.	150	150	150	150		UNDP, State Govts	CS	Travel, DSA, Consultancy	600
	5.4 Place 2000, women and youths, victims of violence into technical and vocational training centres for 6 months or 12 months.	650	650	650	650		UNDP, State Govts	CS	Travel, Allowance, Consultancy	2,600
	5.5 Support 2000, women and youth graduates with post-training start up equipment to establish own businesses and be self-reliant.	200	200	200	200		UNDP, State Govts	CS	Procurement, Vendor	800
	5.6 Conduct post-intervention evaluation of the livelihoods and skill acquisition programme.		50	50	50		UNDP, State Govts	CS	Consultancy, Travel, DSA	150
	5.7 Incorporate conflict prevention and peace building into the training curriculum of NYSC and train, at least, 20000 Corps members annually.	150	200	200	200		NYSC, UNDP, NYSC, CSOs	CS	Consultancy, Travel, DSA	750

	5.8 Support capacity building and training for youth and women groups and institutions on conflict prevention & peace building.	100	200	200	200	200		Mol, JPCR, NSCDC, UNDP, NYSC, CSOs	CS	Consultancy, Travel, OSA	700
	5.12 MONITORING & Communication	50	50	50	50	50		UNDP, State Govts	CS	Travel, DSA, Consultancy	200
	Sub-Total for Output 5										6,300
Evaluation (as relevant)	EVALUATION		50			50		Consultancy, Travel, DSA	CS		100
General Management Support	Direct Project Costing (DPC); Analyst (1); Project Associates (2 Nos.); Consultants; PDA – 20%; TL – 10%	500	500	500		500		UNDP	CS		2,000
TOTAL											24,840

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be implemented through Direct Implementation Modality (DIM). The Project Board will guide the project based on consensual management to ensure proper and feasible implementation of the project in line with its goals and objectives. Project reviews will be undertaken by the Board twice a year. An extraordinary Board meeting may be held from time to time and as may be necessary, within the lifecycle of the project to decide on key issues affecting the implementation of the project. The Project Board comprises 3 entities: 1) the Executive, which represents the project executing body and chairman of the Board, 2) the Senior Supplier, whose role is to provide funding and guidance regarding the technical feasibility of the project, 3) the senior beneficiary, whose role is to ensure that the project benefits are realized from the perspective of project beneficiaries. The UNDP Nigeria Resident Representative will assume the Executive role; the Norwegian Embassy in Abuja will play the Senior Supplier role, the Ministry of Budget and National Planning (MBNP) will play the Senior Beneficiary's role. The Project Steering Committee will play the role of the Project Board.

The role of project assurance will support the Project Board by carrying out project oversight and monitoring functions. This role ensures that appropriate project management milestones are completed. The UNDP Nigeria Governance Team Leader undertakes the Project Assurance role for the Project Board. The role of the Project Technical Support covers provision of the required technical expertise to the project and the Peace & Development Adviser (PDA) and Peace & Development Specialist (PDS) will provide this function.

The implementation process will be managed by the Conflict Prevention and Peace Building Analyst. He will be responsible for the overall project coordination, consolidation of work plans, preparation of quarterly progress reports, reporting to the donors, and supervising the work of the project experts/consultants, project staff and the responsible parties engaged to implement any components/activities of the project. The senior PDA and the PDS will, as required, complement the technical expertise of the Conflict Prevention and Peace Building Analyst to provide catalytic support for high level confidence building, conflict resolution, trust and consensus building among the partners required as responsible parties to implement component(s)

of this project. Additional technical expertise required during the implementation of the project will be outsourced to perform specific tasks that will be specified in the job description or terms of reference that will be formulated for that purpose.

To ensure inclusiveness and participation of the partners, beneficiaries and donors, a Project Technical Committee will be established. The Project Technical Committee shall meet at the beginning of the year to review and agree on the Project Annual Work Plan, shall meet quarterly to review progress of implementation of the work plan. The progress and annual reports of the project shall be reviewed and agreed upon at any of the quarterly meetings prior to when the reports are due. The Project Technical Committee shall comprise the Project Focal Officers from responsible party agencies, UNWOMEN and UNDP and shall be chaired by the UNDP Conflict Prevention and Peace Building Analyst.

For effective implementation of the project, UNDP can designate any MDAs as a responsible party to implement any component of this project. This being the case, UNDP shall issue a Letter of Agreement to the responsible party and the responsible party shall have obligation to implement the component(s) so assigned in line with the prescriptions contained in this project document and in conformance with the Programme and Operations Policies and Procedures (POPP). The Letter of Agreement shall not entitle UNDP to transfer funds to the responsible party except where expressly stated and/or agreed upon by both parties. Where no fund is transferred, the responsible party shall draw funds from UNDP through face forms (direct payment requests) for implementing the assigned activity(ies).

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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, 1998. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

RISK MANAGEMENT STANDARD CLAUSES

UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]¹³ [UNDP funds received pursuant to the Project Document]¹⁴ 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 into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (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.

¹³ To be used where UNDP is the Implementing Partner

¹⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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.