

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT**[UNDP Nigeria]**Empowered lives.
Resilient nations.

Project Title: Support for stabilization and early recovery of the conflict-affected communities in North-East Nigeria

Project Number: Project ID: 00134399; Output ID: 00129603

Implementing Partner: UNDP Nigeria

Start Date: 21 March 2022 **End Date:** 20 March 2023 **PAC Meeting date:**

Brief Description

The project aims to support stabilization and early recovery in the conflict-affected communities in the north-east Nigeria. Building on the lessons and successful results of the former UNDP projects in the region, the supports to the communities will be provided using UNDP integrated community stabilization and resilience building approach for the proposed three outputs as follows: (1) Livelihood and economic opportunities of the target communities are improved, (2) Basic services are restored with local governance strengthened in target states, (3) Mechanisms for enhancing social cohesion and community security is strengthened. Under the project, 2,000 crop farmers households (inc. no less than 400 female-headed households) will improve their agricultural skill, 1,000 youth (inc. no less than 400 women) will have opportunities of 2-month vocational training and business start-up cash grant, Village Saving and Loan Associations (VSLAs) in the communities will be strengthened for access to finance of the over 1,500 members (inc. no less than 600 women), 5,200 (including no less than 2,080 women) will benefit from improved access to basic services, with 1,050 workers employed (inc. no less than 105 women). Three state government high officials will have learning experience on recovery of Japan, 1,800 community members (inc. no less than 720 women) will be trained to prevent Sexual and Gender Based Violence (SGBVs), and 12 local platform will be set up to continuous prevention.

Contributing Outcome:

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

Indicative Output(s):

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

Output 2. Basic services are restored with local governance strengthened in target states

Output 3. Mechanisms for enhancing social cohesion and community security is strengthened

Total resources required:	USD 4,277,166	
Total resources allocated:	USD 4,277,166	
	UNDP TRAC:	
	Japan:	USD4,277,166
	Government:	
	In-Kind:	
Unfunded:	-	

Agreed by (signatures)

UNDP

Name: Lealem Berhanu Dinku (Officer-in-Charge)

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Date: 07-Jan-2022

I. DEVELOPMENT CHALLENGE

1-1. General overview of the situation

The North-East region of Nigeria was one of the economically promising regions of the country from the 1960s to the late 1970s. At its peak, it was the bastion of commerce and trade with prominent local enterprises thriving in the region. However, the fortunes of the region were heavily affected by poverty, unemployment, neglect in governance, and environmental degradation paved the way for idleness and radicalization, and violent extremism¹. Following the neglect and decline in productive investment, the north-east region has become adversely affected by the menace of insecurity and terrorism in Nigeria. The Boko Haram insurgency erupted in 2009 and exacerbated an already declining situation. The insurgent group conducted multiple attacks on towns and military bases and took control of significant territories in the three most heavily affected states, namely Borno, Adamawa, and Yobe (BAY).

The insecurity in the region leads to unemployment and low economic participation. Unemployment rate in the region is higher than the national average: 43.25% in Borno, 54.89% in Adamawa, and 52.57% in Yobe, while the national rate as of Q4 2020 is 33.28%. Poverty Headcount in Adamawa is 75.4% and that in Yobe is 72.3%². Large percentage of agricultural lands have been destroyed and are inaccessible due to military restrictions. Prior to the insurgency, the north-east Nigeria did more trade across national borders than it did with the rest of Nigeria. Border closures, insecure transport routes and the destruction of marketplaces have had a significant dampening effect on trade. UNDP will address this challenge through implementing activities that boost livelihood and economic opportunities.

This conflict has triggered massive destruction of basic infrastructure, health and educational facilities, commercial buildings, private houses and agricultural assets. In the three target States of Borno, Adamawa, and 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)³. Damage to private enterprises is also significant at USD 0.9 billion or 10 percent of total damages⁴. UNDP will address this challenge through implementing activities that reconstruct and rehabilitate public infrastructures.

In the region, local governance system in the level of state, local government and community is restricted with various difficulties. The restrictive factors include the insufficiency of equipment and facilities damaged under the conflict, lack of information management system, insufficient training opportunities of the personnel, and knowledge on experience of recovery in other countries. UNDP will address this through implementing activities that improve the emergence of an effective and accountable local governance.

The deterioration of the social and economic situation makes especially strong impacts on women and children in the region. One in four of the affected population is under 5 years of age. Women and children constitute 83% of the overall crisis population and 87% of the new displacements.⁵ The gendered dimensions of displacement are having a significant impact on the status of women and girls within the context of fragmentation of households, demoralization and rampant Sexual and Gender Based Violence (SGBV) including denial of access to services, physical violence, and survival sex⁶. UNDP will address this challenge through the implementation of activities that rebuilds social cohesion and re-establish community security.

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

² Nigeria Living Standards Survey Report, National Bureau of Statistics, July 2020. The figure in Borno is not available due to insecurity.

³ Recovery and Peace Building Assessment (RPBA) for North-East Nigeria, World Bank

⁴ Ibid.

⁵ Humanitarian Needs Overview Nigeria 2021, OCHA, March 2021

⁶ Nigeria Humanitarian Response Plan 2021, OCHA, February 2021

3-1. Recent Development, urgency, and unpredictability

The crises in the region have been rapidly exacerbated under the outbreak of COVID-19 virus since March 2020. The number of confirmed cases in the BAY states is 3,015 with 79 deaths as of 14th December 2021⁷, but considering the limited national capacity of testing in the laboratories, the actual number of cases are estimated to be much higher than confirmed. This spread of virus has worsened the security situation in the states with increased number of security incidents⁸ and people displaced. In the BAY states, population of 2.0 million are displaced as internally displaced persons (IDPs), 8.7 million people needs support, and 4.35 million people are struggling with food insecurity⁹. All these numbers are in the highest level in the last four years.

Although the security has not been secured in many parts of Borno State as the centre of the crisis with the largest number of IDPs, the State Government is rapidly proceeding relocation of IDPs. Based on their 10-year Development Plan, it is envisaged that all IDPs in Maiduguri to be closed by the end of 2021 or in early 2022, with over 110,000 IDPs currently residing there to be moved to their LGA of origin or elsewhere in the State. Since the start of the relocation process in Borno, over 27,000 individuals have been returned or relocated. However, many humanitarian and development partners raise their concern about this rapid relocation process based on their view that some the communities are not mature enough as destinations of return and relocation. In many communities, livelihood and access to basic services including security are not sufficiently ensured. In this situation, there is high risk of recurrent displacement and discomfort among people, which may lead to resurge of violent extremism in the region.

3-1. Experiences and ongoing response to the situation

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

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

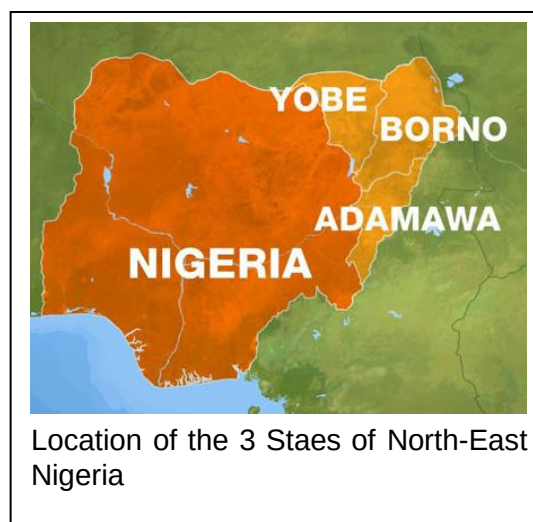
II. STRATEGY

2-1. Strategy

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

Objective: To support stabilization and early recovery in the conflict-affected communities in the north-east Nigeria.

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



⁷ Data from the website of Nigeria Centre for Disease Control (NCDC)

⁸ Database in the Website of the Armed Conflict Location and Event Data (ACLED) as of 14th December 2021

⁹ Humanitarian Snapshot, Lake Chad Basin, OCHA, 13 July 2021

2-2. Project Target Area

The project will target the three states that are most heavily affected by conflict namely: Adamawa, Borno, Yobe in the North East

2-3. Approach:

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

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

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

2-3. Alignment to Development Frameworks:

The project is aligned with the following development frameworks:

- a) The UN Sustainable Development Goals, especially Goal 1: No Poverty; Goal 3: Good Health and Well-being; Goal 4: Quality Education; Goal 5: Gender Equality; Goal 8: Decent Work and Economic Growth; Goal 16. Peace, justice and strong institutions.
- a) UNDP Strategic Plan (2022-2025) Signature solution 1: Tackling inequality of opportunities by investing in the enhanced capabilities people need to move above the poverty line and keep moving forwards. Signature solution 3: Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics; and Signature solution 6: Confronting the structural obstacles to gender equality and strengthening women's economic empowerment and leadership. The Buhari Plan for the northeast and the Niger-Delta master plan based on a three-pronged military, humanitarian and development response approach.
- b) The United Nations Sustainable Development Partnership Framework (UNSDPF 2018-2022) Result Area 1: Governance, Human Rights, Peace & Security; Result Area; 2: Equitable Quality Basic Services; Result Area 3: Sustainable & Inclusive Growth and Development.
- c) The UNDP Country Programme Document (2018-2022) Pillar 1: Governance, Peace and Security; and Pillar 2. Inclusive Economic Growth.
- d) Early Recovery and Livelihood Sector in the Humanitarian Response Plan (HRP) 2022 Nigeria
- e) Yokohama Action Plan 2019 adopted at Tokyo International Conference on African Development. (TICAD VII): "Enhanced implementation of Lake Chad Basin stabilization strategy" under the focus area "3.2 Strengthen the humanitarian-development-peace nexus"

- f) UNDP's stabilization strategy based on the UNDP's experience of stabilization interventions in 11 countries including Nigeria as one of the countries of Lake Chad Basin¹⁰.

2-4 Theory of Change (ToC)

The project is based on a theory of change that seeks to address the root causes of the violent insurgency and the structural deficits that continue to drive it. It recognises that sustainable community recovery and resilience-building can only be achieved through coordinated interventions in a critical number of communities within the same Local Government Areas (LGAs), thereby promoting the establishment of community resilience networks within and across LGAs: Thus,

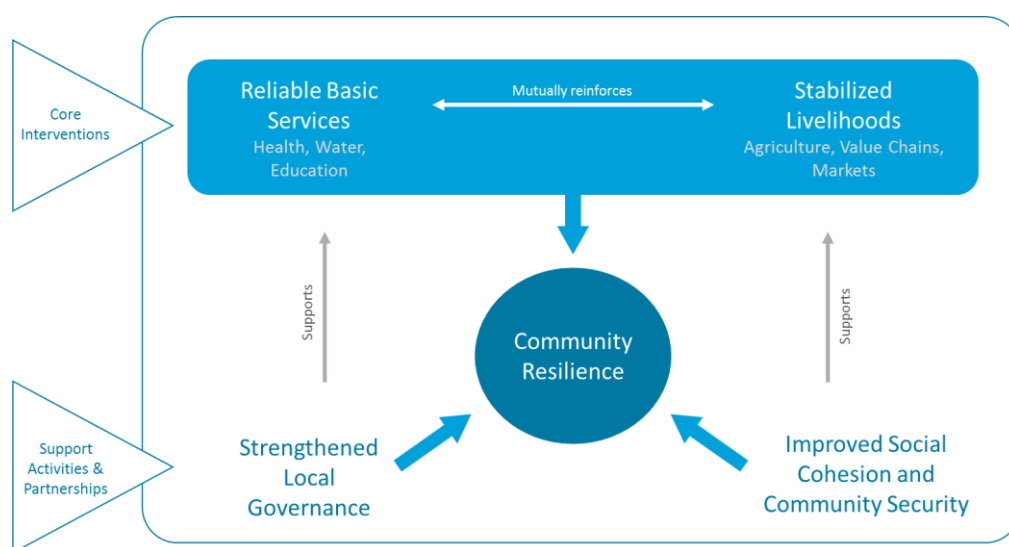
- **IF** livelihood and economic opportunities of the target communities are improved, **THEN**
 - People will be able to continue to co-exist communities in a sustainable and resilient manner.
- **IF** basic services are restored in target communities, **THEN**
 - The communities will become liveable,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

Summary of the theory of change:

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

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

Figure 1: Overview of the underlying Theory of Change



2-5 Key Assumptions

¹⁰ PROJECT INITIATION PLAN (PIP) of Pilot Phase for the Implementation of a Stabilisation Mechanism in the Liptako-Gourma Region, October 2020 – March 2022, UNDP

The assumptions underpinning the theory of change are:

- All stakeholders' sustained goodwill for the scrupulous implementation of the project.
- The political and security situation remains relatively stable with minimum shocks that may lead to LGA destabilisation, further population displacement including secondary one, and/or undermine implementation of the project.
- The government continues to show the political will and national ownership including funding necessary to strengthen resilience capacities that can withstand periodic volatility and tensions.
- The Governments keep their will to shift the culture of Government and Governance at the community level.

III. RESULTS AND PARTNERSHIPS AND KEY THEMES

3-1. Expected Results

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

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

Key Activities:

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

Support for agricultural skill improvement will be provided to 2,000 farmers households, including at least 400 female-headed households to support their livelihood in a sustainable manner. This support will cover total of 40% of all the individual beneficiaries being women. In collaboration with Agricultural Development Programme under the Ministry of Agriculture of each state, each beneficiary household will have at least eight visits of Agricultural Extension Service Providers. Through the visits of the providers, the households will be provided with technical guidance on farming before and during the rainy season from July to September, which is the season of rain-fed farming in the region.

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

For improvement of livelihood of non-farmers, 900 small business owners and entrepreneurs including at least 360 women will be supported. The beneficiaries to be selected will be provided with basic entrepreneurship training and business development and/or conditional asset transfer. As a component of the package of supports, business grant will be provided based on the business plan developed by the owners or entrepreneurs, of which the impact and the result will be monitored.

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

For improvement of livelihood of non-farmers, vocational training will be provided to the non-agricultural areas, including machinery, tailoring, knitting, animal rearing, and auto mechanic. 1,000 youth, including at least 400 women, will be provided with opportunities of 2-month training course in the training centres to be engaged. The market assessment will assess viable economic activities, sectors & methodologies for delivering a sustainable vocational and entrepreneurship skills training programme and identify viable private sector partners that would

support trained beneficiaries. In planning of the vocational training, possibility of partnership with JICA, including utilization of 'kaizen', the method and philosophy for quality and productivity improvement developed in Japan, will be examined.

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

For improvement of access to finance, the project will support the Village Loan and Saving Associations (VSLAs), which are the community-based social safety nets mechanism for enhancing community coping strategy and early recovery of conflict-affected people. The associations are voluntary groups of people who save together and take small loans from these savings. Under the project, based on the information of the latest status of the VSLAs, technical supports and supervision will be arranged and conducted, so that the associations continue and even expand, providing more beneficiaries with access to finance. As the target, 1,500 VSLA members including at least 600 women should benefit from loans and make repetitive repayment.

Output 2. Basic services are restored with local governance strengthened in target communities

Key activities:

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

To support access to basic human services in the communities under the recovery process, damaged public facilities will be rehabilitated or reconstructed. The infrastructure damaged which needs to be rehabilitated includes roads, schools, secretariats, health, water, hygiene, and youth training centres. The selection of the facilities to be reconstructed or rehabilitated will be decided considering the needs assessment and consultation with the community in the initial phase of the project. Constructors will be engaged for the identified civil works through the public bidding. Under the cash-for-work modality, employment of a certain number of unskilled workers of the communities will be included in the Scope of Work in the contract. The total number of the employees will at least be 1,050 youths including at least 105 women. A worker will be employed for at least 14 working days, and the income generated is expected to help them to re-establish their livelihood by spending it for necessary inputs.

2.2. Quality assurance of the infrastructure and reporting

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

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

To build capacity of the coordinating body for emergency or recovery in each State, capacity building of the Government officials will be conducted in partnership with Japan International Cooperation Agency (JICA). The capacity building will cover information transfer of experience of Japan about recovery process after the war and the role which local governmental institutions played along the way. The detailed arrangement will be decided based on consultation with the JICA considering the status of COVID-19 and restriction measures for prevention of the spread of the virus. The target number of government officials to be trained is 40 including no less than 16 women.

Output 3. Mechanisms for enhancing social cohesion and community security is strengthened

Key Activities

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

The protracted conflict in the North-East Nigeria has caused polarization of the already fragile system and communities. The COVID-19 pandemic effects on the economy have also further left people and systems socially disconnected from each other. It is therefore vital to restore the confidence and trust through sustained dialogue. Most specifically: i) existing dialogue platforms including peace committees will be further strengthened through skilling; ii) providing catalytic financial support to conduct regular peace and dialogue sessions on emerging issues across the three states, iii) Set up a community-based cohesion centre for inter-religious and inter-cultural dialogues. The outcome will see an increase in inter- cultural and inter-religious tolerance, mutual and economic inter-dependence.

3.2. Strengthen prevention of SGBVs and mechanism for protection and counselling of victims of the violence cases.

The project will support prevention of violence including SGBV and promoting women's empowerment in the communities to improve social security in the target communities, A series of training will be organized for equipping 1,800 community members, protection officers and partners, including at least 720 women with multiple prevention technologies and post exposure prophylaxis for victims and survivors of SGBV, In addition, at least twelve (12) groups of peers will be established to build confidence and harmonize between peer structures and communities, schools and other environment prone to SGBV, and give adequate opportunities to different groups to participate in the prevention of the violence in communities and schools.

3-2. Resources Required to Achieve the Expected Results

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

Financial resource: For the planned activities under this project is expected to cost USD 4,277,166 and the generous funding of the same amount from the Government of Japan will be utilized for implementation of the activities.

Personnel: The following are the staffing requirements to be funded under the project: **One** Project Manager (P4) to oversee all implementation and outputs of the project; **One** Civil Engineer, to lead the implementation of the construction/rehabilitation of targeted facilities; **One** Project Associate to handle activities for implementation of the project including finance, procurement, monitoring, evaluation, and information management; **One** National UN Volunteer to assist all management activities; **One** Procurement Assistant to assist procurement cases under the project; **One** Communication specialist to handle public communication of project activities (with cost-sharing by half with (an)other project(s); **One** Early Recovery and Livelihood Sector Coordinator to chair the sector working group to strengthen the coordination with various stakeholders; **One** Information Management Assistant to provide management of related information about the Early Recovery and Livelihood Sector working group

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

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

3-3. Partnerships

UNDP will build on its current partnership with the Government of the three states, as well as, its current interventions and the activities implemented by its partners and other like-minded INGOs/NGOs in the area. Specifically, this project will work closely with the Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR), the Yobe State Emergency Management Agency (YOSEMA), and the Adamawa State Emergency Management Agency (ADSEMA) to consolidate the current partnership.

Under this project, activities for strengthening of capacity of Government officials will be organized under Output 2 in strong partnership with JICA. The details of the training will be organized in close communication with the Agency. In addition, possibility of partnership with JICA concerning vocational training under Output 1, including utilization of 'kaizen', the method and philosophy for quality and productivity improvement developed in Japan, will be examined.

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

In addition, new opportunities of partnership with private sector will be pursued. Further engagements will be explored with private sector entities in enhancing entrepreneurship and business development skills. Within UNDP, innovations through the accelerator lab will also be explored. Furthermore, the project complements ongoing UNDP stabilisation, early recovery, peacebuilding and conflict prevention initiatives implemented in the North East States. The collaborations allow for experience sharing among projects, cost sharing and reduced transaction costs.

3-4. Key Themes

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

The project will contribute to Humanitarian-Development-Peace Nexus, complementing and creating synergy with the humanitarian assistance ongoing in the target areas which will lead to the development and the peace building of the communities. Recovery of these communities will reduce the needs of humanitarian assistance such as food assistance and prevent recurrence of displacement which could eventually become basis for further peace building.

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

The human security approach is incorporated in the outputs of the project by adopting a people centred strategy that includes the protection and empowerment of vulnerable and at-risk communities, particularly women, children and youth. Improvement of livelihood of most vulnerable people will empower them and get them out of extreme poverty. Access to basic services will protect people from lack of supply of basic services such as health, WASH, education, and energy services. For strengthening local governance, capacity building of the local governments will be provided as a part of the protection approach, while the autonomous capacity and consensus-building mechanism in each community will be supported to empower the people. For social cohesion and security, capacity building support will be expended to counter-terrorism public institutes to enable them better to protect the people, while the social cohesion and dispute-solving mechanism in each community will also be supported. These activities will aim to prevent resurgence of violent extremism, prevent communal conflicts, promote cohesion, and improve resilience of the communities.

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

The project will contribute to the concept of NAPSA, addressing root causes of conflict and terrorism in the north-east Nigeria, in the following two ways. First, improvement of governance and

legislative/administrative system will be supported through the activities for the Output 2, 'Basic services are restored with local governance strengthened in target communities.' Second, prevention of violent extremism among youth and building resilience of regional society will be supported through economic empowerment of communities with special consideration on youth under the Output 1, 'Livelihood and economic opportunities of the target communities are improved.'

The approach of this project is also in line with development-oriented approach which was advocated in the report by The United Nations Secretary-General's High-Level Panel on Internal Displacement. The integrated approach of this project to improve livelihood, governance, and social cohesion of communities including IDPs seek to proceed development in sustainable way with national ownership.

3-5. Risks and Assumptions

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

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

3-6. Stakeholder Engagement

Target Group: Based on the concept of integrated community recovery approach, this project will target specific communities that are affected by the Boko Haram insurgency. Target communities will be chosen in the 3 states of Adamawa, Borno, and Yobe. The communities will be identified considering the past experiences, security situation, demand for supports and coordination with related stakeholders. The target beneficiaries will be vulnerable community members and IDPs particularly women and youth, who have been disproportionately impacted by the violence and who have lost their means of livelihoods. The project will follow gender-responsive strategies that addresses the specific needs of both men and women. No less than 40% of the beneficiaries will be women in relevant activities, except for cash-for-work interventions in which no less than 10% of them will be women, considering the tradition and social norms in the project area. To appropriately address the target group, UNDP will collaborate with the State Government of Adamawa, Borno and Yobe states as well as the target communities with frequent visit of the Field Coordinators to the capital and the target communities in the region. The details of the partner agencies are described in the chapter 3-3.

3-7. South-South and Triangular Cooperation (SSC/TrC) ¹¹

In line with the United Nations guidelines on SSC/TrC, the project will enhance the capacity of GA officials through exchanges of knowledge, skills, resources and technical know-how/what. These exchanges will be through international, regional and inter-regional partnerships. In addition, the project will realize a triangular cooperation through the study mission to Japan under the Output 2. The study mission will be conducted in close partnership with JICA which has vast experience and skill with the similar study missions to Japan.

3-8. Knowledge

Under the project, knowledge product such as the map of target communities and the stories of the beneficiaries will be created based on the needs, possibly in conjunction with other UNDP projects

¹¹

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

in the north-east Nigeria. In addition, articles and news releases will be created and published in the website of UNDP Nigeria Country Office.

3-9. Sustainability

The methodology and partnerships underlying this project are conceived to make the impacts sustainable. The activities will be coordinated under the 4-year overarching framework of the UNDP integrated community recovery programme, through which the results of different activities are sustained. In general, the implementation of the activities will be realised in collaboration with local authorities and state services, as well as with local structures (NGO's and cooperatives). All of them will be strengthened at the same time and will be incorporated into the project planning, implementation and monitoring of the activities. In addition, the infrastructures constructed through this project are those that have been identified by government and local communities as the most essential for peace and development. Routine maintenance and repair will be planned for and paid by the budget of LGA. Furthermore, in institutional terms, the project will be implemented through existing government and community structures which will remain in place after the end of the project. The project does not create new and parallel structures, which would be unsustainable in the long run. As a result, where the need for establishing project related committees or task forces arise, they will be based upon existing institutions. This will strengthen national ownership.

3.10. Cross Cutting Issues

3.10.1.1. Gender mainstreaming:

This project will empower women by supporting prevention of SGBV and care of its victims in the target communities. In addition, all category of direct beneficiaries will include over 40% of women, except for the number of emergency employment under civil works, where women find it difficult to participate actively because of its physical demands and the social tradition and norms in the region. Instead, minimum of 10% of women will be employed for the supporting tasks within the civil works. The project will collect data in a gender disaggregated manner and reports accordingly. In addition, the project will also contribute to gender mainstreaming through capacity building of local governance under Output 2 as well as prevention of SGBVs under Output 3.

3.10.2. Human rights:

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

3.10.3. Environment:

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

IV. PROJECT MANAGEMENT

4-1. Cost Efficiency and Effectiveness

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

- **Leveraging partnerships and comparative capacities/expertise:** The project will work with key strategic partners at the state and LGA. Partners consist of government institutions, UN agencies, I/NGOs/CSOs and the private sector where relevant. In effect, these

partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP.

- **Using competitive procurement processes:** By and large the core governing principle of procurement in UNDP is to obtain the best value for money. In the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- **Ensuring speedy procurement processes:** Considering the large scale of planned procurement cases under the project and shortness of the project period, speedy procurement process will be ensured with a Procurement Assistant to be funded under the project. To cover the period before assignment of the Assistant, Detailed Assignment from Regional Service Centre in Africa, Dakar platform, other Country Offices, and Global Policy Network (GPN) will be considered.
- **Investing in up-front planning, documentation and evidence-based programming:** The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible including identifying and addressing main drivers of costs.
- **Leveraging UNDP’s Sub-Office and other UN agency assets in the North-East:** Minimising the cost of maintaining effective field operations architecture through partnering with UNDP presence in Maiduguri to reduce costs e.g. occupying common compound to share security and common services; utilising WFP’s logistics especially air assets. In addition, the resources such as human cost can be shared among the projects under the integrated peacebuilding and community recovery programme. Some staffs whose cost will not directly be funded under this project will contribute to this project, while conversely, the staff funded by this project will also contribute to other projects.

4-2. Project Management

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

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

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

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

4-3. Reporting

UNDP will submit two final reports: Final Narrative Report in June 2023 and Final Financial Report in March 2024. Prior to the official submission to the GoJ, the internal clearance of report is required by RBA TICAD Unit. In addition, mid-term report will be submitted after the middle of the project implementation period. Those reports will be written in line with the Result Framework with specific indicators and measurable targets in this Project Document.

4-4. Advocacy and Visibility of the Donor

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

Image of the stickers for visibility of the Donor



V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDPF/Country Programme Results and Resource Framework: UNSDPF OUTCOME: By 2022, Governments at all levels apply principles of good governance, equity, non-discrimination and rule of law in public service delivery and citizens engagement.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: Percentage of citizens that have confidence and satisfaction in good governance and public service delivery Baseline: 26% (2015), Target: 30% PD				
Applicable Output(s) from the UNDP Strategic Plan: 3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities				
Project title and Atlas Project Number: Integrated Community Stabilisation in North-East Nigeria				
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS
Output 1. Livelihood and economic opportunities of the target communities are improved.	1.1 Number of Households of farmers improved their livelihood with supports	Monitoring and reporting in the Project	0	2,000 (including at least 400 female-headed households)
	1.2 Number of micro and small enterprises and entrepreneurs supported	Monitoring and reporting in the Project	0	900 entrepreneurs or business owners (including at least 360 women)
	1.3 Number of youths with improved skill in vocational training and supported with business start-up grants (by gender)	Monitoring and reporting in the Project	0	1,000 (including no less than 400 women)
	1.4 Number of VSLA members who get loan and make repayment in repetition	Baseline Survey Monitoring and reporting in the Project	TBD in Baseline Survey	1,500 (including no less than 600 women)
Output 2. Basic services are restored with local governance strengthened in target communities	2.1 Number of people benefitting from improved basic services in the community:	Monitoring and reporting in the Project	0	5,200 (including no less than 2,080 women)

	2.2 Number of workers employed under the civil works	Monitoring and reporting in the Project	0	1,050 (including no less than 105 women)
	2.3 Number of labour days created	Monitoring and reporting in the Project	0	14,700 days (including no less than 1,470 days for women)
	2.4 Number of state and/or local government officials equipped with skills for effective governance	Monitoring and reporting in the Project	0	3
	2.5 Number of LGAs in which community dialogue process has been strengthened	Monitoring and reporting in the Project	0	40
Output 3. Mechanisms for enhancing social cohesion and community security is strengthened	3.1 Number of community platforms strengthened and promoting cohesion in communities	Monitoring and reporting in the Project	0	12
	3.2 Number of community members participate in training to prevent SGBV	Monitoring and reporting in the Project	0	1,800 (including no less than 720 women)
	3.3. No. of advisory groups for protection and counselling for SGBV victims	Monitoring and reporting in the Project	0	12

VI. MONITORING AND EVALUATION

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Continual	Slower than expected progress will be addressed by project management.	Local authorities, communities,	Covered with Direct Project Costing (\$150,813))
Monitor and Manage Risk	See chapter 3.3.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Local authorities, line services,	Covered with Direct Project Costing (\$150,813))
Learn	Knowledge, good practices and lessons will be captured regularly (Radio emissions and documentary realised)	Continual	Relevant lessons are captured by the project team and used to inform management decisions.	Local authorities, line services,	Covered with Direct Project Costing (\$150,813))
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Mid-term report	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Local authorities, line services,	Covered with Direct Project Costing (\$150,813))
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	Mid-term report	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Local authorities, line services,	Covered with Direct Project Costing (\$150,813))

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	-N/A	3.2.1.	UNSDPF Outcome 1	N/A	UNDP	\$150,813 (DPC)

VII. ANNUAL WORK PLAN ¹²¹³

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				PLANNED BUDGET	
		Q2 2021	Q3 2021	Q4 2021	Q1 2022	Description	Amount
Output 1. Livelihood of the target communities is recovered	1.1. Support farmers with agricultural extension services and supplementary provision of agricultural inputs	120,000	280,000	-	-	Training, equipment, input	400,000
	1.2. Support small businesses and entrepreneurs with training, start-up kits business plan development, and cash grant	-	-	306,000	-	Training, Grant	306,000
	1.3. Support youth with vocational training in the areas inc. machinery, tailoring, knitting, animal rearing, and auto mechanic	-	92,400	369,600	-	Training, Service Contract, Travel	462,000
	1.4. Support Village Saving and Loan Associations (VSLA) with capacity development and matching grants	-	147,200	147,200	73,600	Training, Grant	368,000
	Sub-total	120,000	519,600	822,800	73,600	-	1,536,000
Output 2. Basic services are restored with local governance strengthened in target communities	2.1. Prepare technical documents for community infrastructures and provide quality control	3,500	3,500	3,500	3,500	Travel	14,000
	2.2. Contract with construction companies for rehabilitation or reconstruction of public facilities with employment of residents	-	247,518	618,795	371,277	Equipment, Professional Services,	1,237,590
	2.3. Provide the public facilities with necessary furniture and equipment	-	-	-	90,000	Material	90,000
	2.4. Capacity enhancement of state and local governments on recovery process in partnership with JICA	-	-	105,000	-	Service Contract, Travel	105,000

¹² 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

¹³ 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.

	Subtotal	3,500	251,018	727,295	464,777	-	1,446,590
Output 3. Mechanisms for enhancing social cohesion and community security is strengthened	3.1. Conduct peace dialogues to enhance reconciliation and promote tolerance among communities	-	17,400	69,600	-	Service Contract	87,000
	3.2. Strengthen prevention of SGBVs and mechanism for protection and counselling of victims of the violence cases.	-	14,000	56,000	-	Service Contract	70,000
	Subtotal	-	31,400	125,600	-	-	157,000
Project Management Cost	Project personnel (P4)	67,771	67,771	67,771	67,771		271,083
	Civil Engineer (FTA)	17,658	17,658	17,658	17,658		70,633
	Project Associate (FTA)	8,442	8,442	8,442	8,442		33,768
	Project Assistant (UNV)	2,269	2,269	2,269	2,269		9,076
	Early Recovery Sector Coordinator (UNV)	11,219	11,219	11,219	11,219		44,876
	Information Management Officer (NPSA)	8,442	8,442	8,442	8,442		33,768
	Procurement Assistant (FTA)	8,442	8,442	8,442	8,442		33,768
	Communication Assistant (50%, NPSA)	4,221	4,221	4,221	4,221		16,884
	Travel, office rent, and others	15,493	15,493	15,493	15,493		61,973
	Global monitoring, advocacy, and reporting	13,724	13,724	13,724	13,724		54,896
	Sub-total	157,681	157,681	157,681	157,681		630,725
Project Subtotal		281,181	959,699	1,833,376	696,058		3,770,315
Direct Project Costing (4%) ¹⁴		11,247	38,388	73,335	27,842		150,813
Subtotal with DPC		292,429	998,087	1,906,711	723,901		3,921,128
General Management Support (8%)		23,394	79,847	152,537	57,912		313,690
Project Total with GMS&DPC		315,823	1,077,934	2,059,248	781,813		4,234,818
Coordination Levy (1%)		3,158	10,779	20,592	7,818		42,348
Grand Total		318,981	1,088,714	2,079,841	789,631		4,277,166

¹⁴ This budget includes Personnel Cost for project management support in UNDP, travel and logistics related to support of project management and quality assurance

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

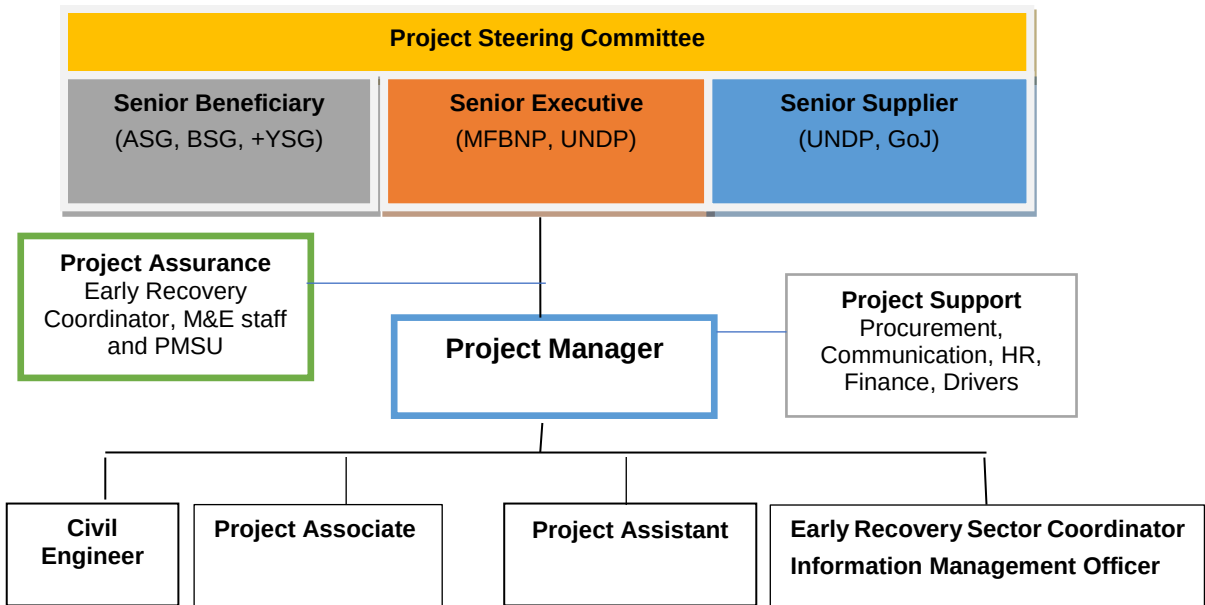
The **Project Steering Committee** is composed of the following three roles: The **Senior Executive** includes: Federal Ministry of Finance, Budget and National Planning, UNDP, and the State Governments of Adamawa, Borno and Yobe. **Senior beneficiaries** include those state governments; and **Senior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

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

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

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

Project Management Organogram



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 12 April 1988. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁵ [UNDP funds received pursuant to the Project Document]¹⁶ 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 under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[for 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

¹⁵ To be used where UNDP is the Implementing Partner

¹⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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

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

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

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

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may

seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

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

X. ANNEXES

1. Project Quality Assurance Report

Design & Appraisal Stage Quality Assurance Report has been submitted in the web-based system.

2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Support for stabilization and early recovery of the conflict-affected communities in North-East Nigeria
2. Project Number (i.e. Atlas project ID, PIMS+)	Project ID: 00134399; Output ID: 00129603
3. Location (Global/Region/Country)	Borno State, Adamawa State, and Yobe State, Nigeria
4. Project stage (Design or Implementation)	Design
5. Date	30 December 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the project mainstreams the human rights-based approach</i>
The project will implement United Nations Human Rights Due Diligence Policy and ensure proper mitigation mechanism to identified human rights related risks, ensuring, among others, that implementation does not in any way legitimize institutions or leaders that have been associated with egregious violations of human rights.
<i>Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment</i>
All category of direct beneficiaries will include over 40% of women, except for the number of emergency employment under civil works, where women find it difficult to participate actively because of its physical demands and the social tradition and norms in the region. Instead, a minimum of 10% of women will be employed for the supporting tasks within the civil works. The project will collect data in a gender-disaggregated manner and report accordingly.
<i>Briefly describe in the space below how the project mainstreams sustainability and resilience</i>
Under the project, the project will enhance the capacity of GA officials through exchanges of knowledge, skills, resources and technical know-how/know-what. These exchanges will be through international, regional and inter-regional partnerships.
<i>Briefly describe in the space below how the project strengthens accountability to stakeholders</i>
UNDP will 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.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>		QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
<i>Risk Description (broken down by event, cause, impact)</i>	<i>Impact and Likelihood (1-5)</i>	<i>Significance (Low, Moderate, Substantial, High)</i>	<i>Comments (optional)</i>	<i>Description of assessment and management measures for risks rated as Moderate, Substantial or High</i>
Deterioration of the security situation and intensification of insurgent activity	L: 5 I: 2	Moderate		Close monitoring of the security situation, quarterly risk update in the monitoring & evaluation plan, close communication and arrangement with the Government agencies as alternative measures of implementation.
Drastic Change of policy by the Government	L: 1 I: 5	Low		
Non- respect of commitments by implementing partners or any other stakeholders (company, supplier, local government)	L: 2 I: 3	Low		
Delays in the processes of staff recruitment and selection of consultants and suppliers	L: 2 I: 3	Low		
Inaccessibility of intervention sites due to the deterioration of road conditions	L: 2 I: 3	Low		
	QUESTION 4: What is the overall project risk categorization?			
	Low Risk	☒		
	Moderate Risk	☐		
	Substantial Risk	☐		
	High Risk	☐		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
	Question only required for Moderate, Substantial and High Risk projects			

	<u>Is assessment required? (check if “yes”)</u>	☐			Status? (completed, planned)
	<i>if yes, indicate overall type and status</i>		☐	Targeted assessment(s)	
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if “yes”)	X			
	<i>If yes, indicate overall type</i>		X	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	Planned
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		Comments (not required)		
	Overarching Principle: Leave No One Behind				
	Human Rights	X			
	Gender Equality and Women’s Empowerment	X			
	Accountability	☐			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐			
	2. Climate Change and Disaster Risks	☐			
	3. Community Health, Safety and Security	X			
	4. Cultural Heritage	☐			
	5. Displacement and Resettlement	X			
6. Indigenous Peoples	☐				
7. Labour and Working Conditions	☐				
8. Pollution Prevention and Resource Efficiency	☐				

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
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QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind		Answer (Yes/No)
Human Rights		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁷	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No

¹⁷ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No

1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁸	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁹	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		

¹⁸ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁹ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	Yes
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	Yes
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No

5.3	risk of forced evictions? ²⁰	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	NO
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		

²⁰ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

3. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Deterioration of the security situation and intensification of militia activity	4 Jan 2022	Environmental	Probability: 5 Impact: 2	Close monitoring of the security situation, quarterly risk update in the monitoring & evaluation plan, close communication and arrangement with the Government agencies as alternative measures of implementation.	Project Manager
2	Drastic Change of policy by the Government	4 Jan 2022	Political	Probability: 1 Impact: 5	Close communication and coordination with the new Government	Project Manager
3	Non- respect of commitments by implementing partners or any other stakeholders (company, supplier, local government)	4 Jan 2022	Political	Probability: 3 Impact: 3	Establish a quality control mechanism operating on a regular basis and monitoring the implementation rate of the project partners	Project Manager
4	Delays in the processes of staff recruitment and selection of consultants and suppliers	4 Jan 2022	Operational	Probability: 2 Impact: 3	Elaborate a pro-active procurement and recruitment planning (i.e. ToR of project staff and micro-evaluation of potential partners are available before the official start of the project) together with the annual work plan and monthly monitoring plans	Project Manager
5	Inaccessibility of intervention sites due to the deterioration of road conditions	4 Jan 2022	Environmental	Probability: 2 Impact: 3	Establishing accessibility in all seasons as one of the major criteria in the selection of sites for the project interventions	Project Manager

4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Result of HACT Micro Assessment of Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR)

Risk Level: Low

Result of HACT Micro Assessment of Adamawa State Emergency Management Agency (ADSEMA)

Risk Level: Low

Result of HACT Micro Assessment of Yobe State Emergency Management Agency (YOSEMA), and the

Risk Level: Low