



PROJECT DOCUMENT | NIGERIA

Project Title: North West Climate-Peace Hubs: A Climate Security Approach to Conflict Prevention

Project Number: TBC

Implementing Partner: UNDP

Start Date: December 2022 **End Date:** December 2025 **PAC Meeting date:** TBD

Brief Description

Insecurity is mounting in north-western Nigeria, due to persistent herder-farmer tensions, rising crime and banditry, inter-ethnic distrust, and unsustainable natural resource extraction. The region is highly vulnerable to and affected by the impacts of climate change which is compounding existing drivers of insecurity. Communities in Sokoto, Katsina and Zamfara are amongst the worst affected by a growing crisis exacerbated by climate change risks. Nigeria has faced cycles of violence since independence in 1960. According to the Global Risk Index INFORM, Nigeria has one of the highest projected conflict risk indexes and is at increased risk of socio-economic vulnerability and food insecurity¹. Violence has reached alarming levels: the murder rate in Nigeria was 34.5 per 100 000 inhabitants in 2016, which compares with a global average of 6 per 100 000 in that year².

The adverse effects of climate change on natural resource availability and scarcity have been identified among the root causes of the conflict. There is a gap in the governmental systems to collect and manage reliable data around climate change-related variability that can affect agricultural production. The violent conflict has altered the local coping capacities of the rural communities to deal with climatic risks affecting their livelihoods, creating a vicious cycle where natural disasters hit harder, aggravating existing tensions and leading to new conflicts. Environmental degradation has increased in urban centres as the people cannot go to forested areas to get wood for cooking and heating because these areas are now inhabited by bandits. Thus, populations have started to cut trees and shrubs around urban areas, deteriorating natural barriers and ecosystems that prevent floods from occurring. As a result, floods have increased during the rainy season, and the lack of data to predict and build resilience capacities has led to immense infrastructure loss and further aggravating food production distribution and livelihoods.

To foster resilience against climate and security risks, this project will through a conflict-sensitive manner contribute towards:

1. Improved access to data supporting decision-making for anticipatory actions to climate and conflict risks
2. Increased access conflict sensitive and climate resilient livelihoods and green jobs
3. Strengthened systems and practices for communal management of natural resources

Contributing Outcome (UNSDCF (United Nations Sustainable Development Cooperation Framework), CPD (Country Programme Document), RPD (Regional Programme Document):

Outcome 4.1

By 2027, people in Nigeria, especially the most vulnerable, benefit from peace and security, and protection from conflict, violence, and crime through strengthened capacity and infrastructures

Project contributes to CPD Output 3.4 and 3.5

Outcome 3 (Cooperation Framework (CF) Strategic Priority 2)

By 2027, people living in Nigeria particularly the most vulnerable, have equitable access to affordable clean energy, enjoy sustainable food systems, environmental

Total resources required:	\$5,729,794.93	
Total resources allocated:	UNDP TRAC:	
	Donor (NORWAY):	5,729,794.93
	Government:	
	In-Kind:	
Unfunded:		

¹ United Nations, Office for the Coordination of Humanitarian Affairs (UN OCHA), Humanitarian Response Plan: Nigeria, Humanitarian Programme Cycle 2020 (OCHA, Mar. 2020).

² UN Office on Drugs and Crime, Country Profile, 'Nigeria'.

conditions and increased resilience to climate change disasters Project will contribute to Outputs: 2.2 and 2.4 Indicative Output(s) with gender marker⁴¹: Gender Marker 2	
--	--

Agreed by (signatures)³:

Development Partner	Implementing Partner
Print Name: Mohamed Yahya Resident Representative, UNDP Nigeria 	Print Name:
Date: 11/05/2023	Date:

³ Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

Insecurity is mounting in north-western Nigeria due to persistent herder-farmer tensions, rising crime and banditry, inter-ethnic distrust, and unsustainable natural resource extraction. The region is highly vulnerable to and affected by the impacts of climate change which is compounding existing drivers of insecurity. Communities in Sokoto, Katsina and Zamfara are amongst the worst affected by a growing crisis exacerbated by climate change risks. Nigeria has faced cycles of violence since its independence in 1960. According to the Global Risk Index INFORM, Nigeria has one of the highest projected conflict risk indexes and is at increased risk of socio-economic vulnerability and food insecurity⁴. Violence has reached alarming levels: the murder rate in Nigeria was 34.5 per 100 000 inhabitants in 2016, which compares with a global average of 6 per 100 000 in that year⁵.

Rising insecurity has further affected key social sectors – becoming increasingly intertwined with education as schools, teachers and students have come under increasing attack. In 2021, for example, 76% per cent of school attacks in Nigeria took place in the northwest; Kaduna state was the most frequently attacked (8/25), and Katsina (344 learners) followed by Zamfara states (327 learners) reported the highest number of abductees taken in a single abduction.[1]. As a precautionary measure, in the 2020/2021 academic year, over 11,000 schools were closed for four months significantly disrupting the education of 1.3 million children⁴. School dropout has also increased particularly among girls due to increased exposure to violence and the potential threat to violence. Lack of education, safe learning opportunities and coupled with limited economic opportunity makes young people easy prey for bandit groups and impedes development in the region. Education is therefore seen as an utmost priority and schools could potentially be at the core of efforts to rebuild community cohesion and community led security. This key area of work around education and related social sectors will be further fleshed out by UNICEF and others in consultation with partners.

The conflict – and especially banditry phenomenon and instability in the Northwest is also rooted in socio-economic and political context that they occur. Bandit groups are materially motivated, and not ideologically driven – leading to an emerging “banditry economic system” that is locally embedded. This has had a dramatic impact on the lives and livelihoods of populations in the region. Over 12,000 people have lost their lives since 2016; livelihoods mostly agricultural activities have been significantly affected. In addition, the violence has led to the forcible displacement of over 1,000,000 people, who, in the absence of dedicated humanitarian support, have been forced to seek refuge with already burdened host communities who have continued to suffer mental health impacts by protracted conflict. The magnitude of the conflict impact has been compounded by the increased proliferation of small arms and light weapons in Nigeria and the Sahel region. A 2020 SBM Intelligence report estimates about 6,145,000 SALW in Nigeria's hands of civilian non-state actors calling for a holistic approach to supply and demand-side management.

The drivers of the conflict, and the reason why the conflict persists can be complex. Although the current situation has increasingly taken the form of conventional organized criminality, the ideological aspect that stands on foundations of feelings of long standing unfair treatment, long held grievances and perceived exclusion from modern day Nigeria exists; and serves as a driver of the crisis. Economic incentives in the form of ransom, and the economy around the liquidity that cash ransom brings ensures loyalty from communities, but a deeper look uncovers a shared solidarity from communities to non state actors in the underpinning grievances and perceived injustices of the Fulani population. These grievances were underlined in a recent interview with one of the most feared bandits, where several references to unaddressed grievances, unfair resolutions and high handedness from indigenous Hausa vigilante groups were made.⁵ Therefore, drawing a line between bandits and communities is a difficult exercise, as bandits represent the manifestation of Fulani community grievances, creating an intertwining between the two. A conventional look at the issue will divide bandits and communities; while in reality a deeper look uncovers the idea that bandits are simply armed members of Fulani communities. These feelings of ethnic alienation, together with failed peace processes, with government accused of not fulfilling its promises converge to create an environment of mis trust and a lack of confidence on all sides of the conflict; making peace agreements, compacts and deals more difficult to negotiate. On the one side government-bandit agreements that have been broken due to a lack of synergy between Federal and State Governments have affected bandit and community confidence in government, while the development of protection practices by largely Hausa communities (such as banning Fulani from markets) perpetuates mis trust between Fulani and Hausa communities.

⁴ United Nations, Office for the Coordination of Humanitarian Affairs (UN OCHA), Humanitarian Response Plan: Nigeria, Humanitarian Programme Cycle 2020 (OCHA, Mar. 2020).

⁵ UN Office on Drugs and Crime, Country Profile, 'Nigeria'.

Unpacking the complex dynamics of conflicts in the NW cannot be complete without a review of the cross-border manifestations of instability. The North West of Nigeria shares a substantial border with Niger and Benin. The porosity of the border especially with Niger has contributed to the vulnerability of the region to the continuous flow of expectant herders, cross border recruits into criminal gangs and the illicit proliferation of small arms and light weapons. While historically, different groups across the borders have coexisted side by side peacefully, with relationships consolidated by social activities, mutual economic independence and intermarriage, gradual degradation of grazing routes, and aggressive sub-group responses to disputes, poor governance have escalated tensions across the borders and a peculiar militarization of local dispute resolution channels transforming border areas into hubs of instability. These geographic and migratory peculiarities of the region make it pertinent that an engagement strategy is encompassing of the need for border governance as a security consolidation effort.

The adverse effects of climate change on natural resource scarcity have been identified among the root causes of the conflict in the North West (NW). This is further compounded by a high rate of population growth in the NW contributing 23% of the country's population. In the midst of climate change, constrained economies and rising unemployment, competition over scarce resources would further exacerbate conflict risks. The violent conflict has altered the coping capacities of the rural communities to deal with climatic risks affecting their livelihoods. This has created a vicious cycle where natural disasters hit harder, aggravating existing tensions and leading to new conflicts. Environmental degradation has increased in urban centres as the people cannot go to forested areas to get wood for cooking and heating because these areas are now inhabited by bandits. Thus, populations have started to cut trees and shrubs around urban areas, deteriorating natural barriers and ecosystems that prevent floods from occurring. As a result, floods have increased during the rainy season, and the lack of data to predict and build related resilience capacities has led to immense infrastructure loss and further aggravating issues in food production distribution and livelihoods.

CLIMATE-SECURITY PATHWAYS

Environmental degradation and climate change have altered pastoral grazing routes, creating tension among farmers and herders, and escalating into violent conflict that has led to multiple victims and impacted livelihoods.

Deforestation, land degradation and desertification, combined with rainfall variability due to climate change, have led to increasing scarcity in available grazing pastures and low agricultural productivity. This has contributed to a shift in transhumance patterns of herding communities. In this regard, herder communities are increasingly migrating earlier entering farming lands in search for pasture and in turn, destroying crops. Compounded by population growth that has outstripped traditionally available resources, the traditional grazing paths have been affected and the usual tradition of farmers co-existing with herders where the latter are welcome to graze on the remnants of the farms' soil has been distorted. Due to climate change leading to erratic rainfall patterns, pastoral communities are now forced to move earlier before the harvest period starts to ensure their sustainable livelihoods. With limited grazing opportunities, cases of livestock straying into farmlands has increased affecting the previously symbiotic relationship – leading to rising tensions and conflict. The tensions and resulting conflicts have therefore had a directed bearing on the livelihoods of both herding and farming communities.

Loss of livelihoods combined with high population growth and the lack of a climate and conflict resilience strategy aggravates insecurity.

The current violent conflict has led to an immense loss of livelihoods in North West Nigeria. This manifestation, in combination with high population growth requiring more arable land for food production, has accelerated rural-urban migration of farmers and youth. The lack of adequate livelihoods for herders and farmers has incentivized the population, especially the youth, to mobilise and join armed groups. Farmers have not been able to harvest or access their farms as much as usual, due to the insecurity and fear created by rising insecurity. Armed conflict has destroyed farms' infrastructure and land areas have been abandoned, reducing production with implications on food security and productivity. Lower yields affected by climatic variations have also led to higher prices of food and services.

In addition to the impacts of conflict on agricultural productivity, the environmental degradation, and the more frequent and unpredictable climate risks such as rainfall variability, prolonged droughts and floods have altered the rural system and markets in the region. Regrettably, Nigeria is experiencing a progressive decline in its biodiversity. Natural water bodies, like streams, lakes, and springs are drying up due to climate-induced changes such as drought, in the northern parts of the country. Nigerian forests are equally affected by climate

change, manifested in the decreasing forest density, poor tree growth and development, as well as increased incidence of pests and diseases that attack and decimate forest plants and trees. The impact of biodiversity depletion has been particularly detrimental for the local people who depend on it for their livelihood especially for nutritional and medicinal purposes⁶. According to climate forecasts, the seasonal variability of rainfall is likely to increase over the next few years, potentially further disrupting traditional rhythms of farming and herding and destabilising livelihoods in these regions⁷. Thus, reinforcing a system that implements disaster risk reduction and early warning is a key factor contributing to the stabilisation of the region by protecting agricultural livelihoods and enhancing the coping capacities of communities to deal with the two-fold risks of climate change and conflict.

The lack of actionable climate data, communication systems, and capacities for systematic tracking and identification of the different dynamics, including gendered ones, that exacerbate the effects of conflict and climatic shocks on agricultural production is a challenge that has impeded the development of adequate responses in the North West. At the same time, there is a gap in technologies and capacities to implement climate-smart agriculture techniques that can help communities cope with the region's multiple risks. Furthermore, while there are some efforts by the government to restore degraded ecosystems and ensure sustainable livelihoods for farming and herding communities, the violent conflict has led to increasing levels of distrust. Therefore, there is a need to re-establish the social contract and restore relationships of trust, including in natural resource management systems.

Ongoing Security Responses in the NW and Identified Gaps

The Government, at State and Federal levels, has attempted several responses to the North West crisis ranging from political level mediation, amnesties for perpetrators, military action to local community peace deals and rehabilitation of arid-and-semi arid lands.

In regards to the rehabilitation of arid and semi-arid lands, the Federal Government assisted by the World Bank is at the initial stages of rolling out the implementation of a 6 year programme aimed at increasing the adoption of sustainable landscape management practices in Northern Nigeria – including the North West States of Katsina and Sokoto. This programme seek to invest in large scale landscape and watershed restoration in an effort to strengthen productive capacities of vulnerable populations. The Norway supported project implemented by UNDP will complete this large investment through the production of data and resilience information systems, enhancing natural resource management institutions at local level and incubating prototypes of climate-resilient livelihoods and green jobs that can be scaled up beyond the two States of Katsina and Sokoto.

In terms of the negotiating peace deals, and creating minimum conditions for inclusive growth and sustainable development, challenges abound when it comes to ensuring that agreements and mediation efforts are sustained through confidence building measures and institutional arrangements that guarantee legitimacy. In some cases, the failure of these processes has been attributed to a lack of or weakened systems, mechanisms and/or structures for dispute resolution that could sustain engagement, translate the deals into peace processes and concrete actions for conflict transformation. In response to this gap, the United Nations Development Programme (UNDP) with support from Germany has developed a prevention facility that seeks to strengthen State and community infrastructures for peace, ensuring mechanisms for dialogue and mediation are enhanced, while incentives for engaging with bandits are renegotiated. These peace and security mechanisms will be leveraged in a complimentary manner in the implementation of the climate-security project to be implemented with support from the Norwegian Government.

The inability of government security forces (military, police, Department of State Services (DSS)) to provide sufficient community security and tackle banditry violence and prevent circles of violence and revenge attacks between herders and farmers remains a key challenge. While political-security cooperation works with relative success at State level, there is limited evidence of the same at cross-state and cross-border levels respectively. Strengthening the capacities for coordination and cooperation as part of the border governance will be a critical component of the prevention facility supported by Germany.

The prevention facility project supported by Germany also supports the establishment of a core political-security architecture that links the State to the Federal level to serve as a pathway for coordinating political

⁶ Onuoha, F. and Ezitim G. Climatic Change and National Security: Exploring the Conceptual and Empirical Connections in Nigeria. *Journal of Sustainable Development in Africa* (Volume 12, No4, 2010) Pennsylvania.

⁷ World Resources Institute's Aqueduct Water Risk Atlas. Cited by: International Crisis Group. 2021. Ending Nigeria's farmer-herder crisis: the livestock reform plan.

and security engagement in the North West. A strong victim support component has been integrated in this programme that allows for provision of psychosocial and mental health support, confidence building measures for engaging with bandits and cross-border interventions that aim at bolstering security systems and infrastructure. These investments including the technical assistance capacities will be positioned to ensure complimentary implementation of the climate-security responses to the crisis.

At the corporate level, understanding and responding to climate-related security risks has become a strategic priority for UNDP and DPPA as reflected in the Climate Security Mechanism. The CSM's priority areas of work include supporting risk analysis and response in the field, enhancing knowledge management and co-creation, strengthening partnerships and advocacy and building capacity. Given the complex nature of the linkages between climate change, peace and security, the mechanism seeks to help the UN system address climate-related security risks more systematically. This project will look to benefit from the global knowledge and learning platform that the CSM provides – leveraging the capacities and strengths of the organisation to advance the project's prevention and sustaining peace agenda in a climate-changing world.

The Climate-Security project will contribute towards enhancing peace dividends in the region through the deployment of nature-based solutions and climate-smart livelihoods and in doing so address the root causes of insecurity in the selected locations. Climate-security information / data systems to ensure evidence-based policy will be supported while ensuring that green jobs and climate resilient livelihoods for young people and women and men are created.

From a governance perspective, the political-security mechanism and steering committees established at the State level through the support from Germany will be expanded to integrate natural resource and disaster risk reduction and management entities and stakeholders to ensure a broadened engagement on security related risks.

Local mechanisms for dispute resolution have been weakened as competition for resources has increased, which presents an opportunity to further revitalise and integrate local dispute resolution systems with natural resource management best practices. Rising insecurity has caused a social strain, but inter-communal relations still provide a foundation for communal stability. Traditional and religious institutions as well as kinship ties remain strong entry points for community cohesion, including through rebuilding local value systems for mutual accountability and trust. Linking such local systems to state level climate and conflict resilience infrastructures is critical in sustaining peace processes and enhancing capacities to coordinate and support climate adaptation, food security and climate-smart livelihood efforts.

II. STRATEGY

1. Linkages with the German-funded Prevention Facility

This project is designed inherently to draw on and leverage the strengths of the political security assets of the German sponsored Prevention Facility. The two projects will work in tandem, with joint geographic areas of programming, a joint high-level board that serves as the docking station for North West programmes, and joint conflict and context monitoring and analysis. Duplications will be avoided as each project will tackle exclusive areas of work, with the understanding that the conflict prevention and security mechanisms will be leveraged from the broader Prevention Facility with German support, while this program will adopt an integrated approach to climate-conflict challenges in the areas of Illela and Jibia by bringing together active peace and governance efforts and prospective climate and livelihood activities under the **Climate and Peace Hubs**. One specific area where this project will leverage the Prevention Facility is through the political governance and accountability structure to be established by the German project which will leverage existing mechanisms and will foster partnerships between security and civilian government actors (within and across the states as well as from the Federal level), communities and international partners. This political enabling structure will have the mandate to mobilise political and social good-will at key levels, broker a shared political commitment and approach on the security challenges facing the region. The overall goal is to allow for a legitimate and frequent state led modality of bringing key stakeholders to the table to discuss, decide, resolve, and approve key determinations that relate to a State and cross-security response – while ensuring stronger linkages with the Federal government. Beyond this linkage, the project will also be open to establishing relationships with likeminded initiatives as they come on board. Acknowledging the fact that there are not many security-related projects in the region, the need for them is likely to manifest further support. The European Union for example are expected to make significant investments in the region, both from a social protection and peace and

stability entry point. The assets and relationships of this project will be made open to relate with such investments.

The Climate and Peace Hubs (one in each of the project sites) will serve as the overarching geographical entry-point for engagement with communities and provide the space that ensures complementarity across climate, conflict and governance investments. The Climate and Peace Hubs will be set up in places where climate and security risks converge, and clear selection criteria for the locations will be developed in consultation with communities at the design stage. The Hubs will serve as a departure point for integrated and collaborative implementation of the three strategies of the project, namely: (i) a resilience information system, (ii) conflict-sensitive climate adaptation, (iii). Platforms for collective management of natural resources.

2. Increasing access to and use of climate and conflict information systems

A lack of systematic climate data on the impact of climate change on agri-food systems that could be used for informing preventive action has been identified as a significant gap in the three states. The program will address this gap through setting up information systems to collect and disseminate reliable climate science data. The information systems will include quantitative satellite data complemented by indigenous knowledge and be guided by communities' priorities. The program will provide facilitation for developing and coordinating a multi-stakeholder information system to support community resilience, including by informing the development of policy and plans for disaster risk management to communities and exchanging information between agencies.

The information systems will target patterns of recurrent natural resource-related conflicts that affect the communities, such as land, mining, pastoral-agricultural disputes, water access and grievances around access to social services. The conflict-related data will be disseminated to communities and inform the activities of the natural resource management committees. Through improved information systems and providing reliable data for local dispute resolution mechanisms, the strategy seeks to prevent and manage conflicts at the lowest possible level. The strategy will consider the fact that the exclusion of women from decision-making peace building processes in the region has constricted their ability to act for peace⁸, and the programme will pay special attention to women's participation in the dispute resolution mechanisms

The data collection process will further contribute to skills building by providing vocational training for youth on the management of meteorological instruments and where applicable, mobile applications to inform soil management, rainfall variability, biodiversity loss and other variables affecting the ecosystems functions and agricultural livelihoods. Finally, the process of community-based data collection and environmental monitoring has the potential to contribute to social cohesion through contact hypothesis – that is, distinct actors collaboratively working towards a common goal. This can further contribute to developing a community of practice and a shared identity.

3. Expanding climate smart livelihoods and green jobs

According to the Food and Agriculture Organization of the United Nations (FAO), climate-smart agriculture (CSA) is *“an approach that helps guide actions to transform agri-food systems towards green and climate resilient practices. It aims to tackle three main objectives: sustainably increasing agricultural productivity and incomes; adapting and building resilience to climate change; and reducing and/or removing greenhouse gas emissions, where possible.”*

Under this output strategic partnerships will be explored with specialised agencies like IITA (International Institute of Tropical Agriculture) that have developed locally driven climate smart-agriculture value chain practices that are climate-resilient and whose dividends have been shown to help mitigate factors driving conflict. The project will provide seed finance to incubate or scale green-micro-enterprises which could include ecological restoration, or renewable energies. Furthermore, women, men and youth will be empowered through sustainable diversification of income generating activities including off-farm livelihoods to be determined at inception stage. Priority will be given to those livelihoods and job creation opportunities that foster a climate action agenda with potential to mitigate conflict risks. Moreover, collaboration and exchange between community groups will ensure that traditional and innovative techniques for resilient and smart off-farm agriculture will facilitate resilient livelihoods, generate income, and contribute to improved social cohesion. This action area will be locally led and informed by in-depth consultation with communities to explore

⁸ Centre for Democracy & Development: Farmer-Herder Conflict in Northern Nigeria: Trends, Dynamics and Gender Perspectives (2021)

localised cultural values and knowledge in order to invest in livelihoods that are already embedded in their culture, supporting sustainability of program activities.

4. Systems for collective management of natural resources

Each of the two Climate and Peace Hubs will also be equipped with value addition and innovation facilities that foster communal management of shared natural resources, peaceful resolution of disputes and transfer of climate-security knowledge. To ensure collected learning and accountability, Natural Resource Management Committees (NRMCS) will be established to oversee the governance of service centres. These committees will integrate local authorities, traditional leaders, women, and youth groups and will play a key role in problem solving, harnessing traditional knowledge systems for resource management and dispute resolution. Conflict management approaches and methods will be integrated in the functions of the NRMCS.

These NRMCS will also play a key role in ensuring shared access to resources in markets. Markets are strategic platforms where communities from diverse backgrounds converge to exchange goods, services, ideas, and knowledge. In this regard, markets will therefore serve as cohesion building avenues where herders and farmers converge to exchange complementary goods such as natural fertiliser (dung) and hay for livestock feed and trade in processed products such as dairy and cornmeal. Under this component, markets are well positioned as social prevention within communities to promote access to knowledge, commodities, information, networks, education, health, and protection. As such, markets can be used as peace building multipliers in support of advancing community cohesion by presenting spaces for impartial dialogue and where herders and farmers can exchange resilience strategies and sell their products.

5. Pilot Project Sites

Two geographical locations for programme implementation have been mapped out. The Local Government of Illela in the north of Sokoto, bordering Niger Republic, has overlapping climate and security risks but is still accessible in terms of security conditions. Illela is part of the eastern zone of the state which has been most affected by the conflict. Over the last few years, the Local Government has been at the forefront of the conflict, with the violence causing inter-ethnic rifts; while climatic changes to the environmental landscape of the region have seen the shrinking of the Kalamu Lake – a vivid reminder of the implications of climate change. Illela plays a crucial role in Sokoto State and the North West of Nigeria, serving as a primary cross-border connector with Niger Republic and serving as the livestock nerve centre for NW Nigeria and parts of the Sahel.

In the case of Katsina, the Local Government of Jibia presents excellent potential for water restoration processes. Serving a similarly important economic role as Illela in Sokoto, the Jibia-Maradi border is the primary border crossing point with Niger Republic for the country and has developed a significant economy around the transport sector. It is located near the Rugu Forest, the vast spread of nature that has become the stronghold of bandit hideouts. Even though the security conditions are more challenging, the active nature of disputes around natural resources presents a great need for climate restoration and dialogue around natural resource management. In addition to the security difficulties, Jibia has also had peculiar challenges with rainfall variation affecting food productivity. Communities at the border area have been unable to anticipate and accurately predict rainfall and have seen reduced amounts of rainfall as well as cycles of flood disrupt harvest yields.

IMPLEMENTATION GUIDELINES

Focused, deliberate co-design inception phase with local communities and authorities through a leaving no one behind approach: An inception phase that allows for deep engagement with communities, civil societies and local authorities will be critical in refining entry points, determining beneficiary selection methodologies, outlining the geographical locations at micro-level and coordination approaches.

Conflict sensitive approach to design, implementation, and monitoring: The design, implementation and monitoring of the project will embed a conflict-sensitive approach and safeguards for preventing conflict risks as unintended effects from the activities, especially around land use for ecosystem restoration and the sharing of natural resources. Further engagement processes with all relevant stakeholders, including women, men, youth, former bandits, victims, herders, and farmers, will be required to feign priority areas of work.

Gender and age-sensitive inclusive strategies: Due to the cultural context, societal activities are dominated by men of senior age, marginalising and leaving out women and youth. Therefore, special attention will be paid to the participation of these groups. Deliberate and innovative approaches will be adopted across the

project cycle including during design, targeting, prioritisation, implementation and monitoring to strive for gender equality and meaningful women's and youth participation. This will include connecting with women and youth networks, targeting female beneficiaries, nurturing positive masculinities with communities, among others.

Area-and-issue-based programming allowing for a humanitarian peace and development nexus: The project will adopt an area- and issue-based approach to programming and implementation, which defines a geographical area, rather than a sector, as the primary entry point. This will also allow for synergies between humanitarian, peace and development priorities. This approach is recommended as it allows for integrated responses in areas with complex, interrelated and multi-sectoral needs.

Transparent and mutual accountability structures at the outset: Transparent mutual accountability structures at local level are key in generating sufficient ownership commitment and leadership. They are an integral part of the anticipated climate-security partnerships at the onset.

Strengthening programmatic collaboration, synergies, and coherence: A deliberate design approach is adopted to ensure that the execution of this project is complementary to other ongoing interventions and does not duplicate resources and capacities, while contributing to the broader peace building and prevention agenda in the North West. The goal is to also create a prototype of how to deploy a climate-security mechanism that allows for coordinated international action, communication, and risk-sharing through joint governance structures.

Alignment with political-security priorities: The conflict in the NW, irrespective of the driving factors, cannot be analysed outside the political-security rubric under which they occur. This design priority will be met in the context of the German supported prevention facility where a political security mechanism for regular coordination will be enhanced.

THEORY OF CHANGE

IF men and women in target communities are supported with mutually reinforcing climate adaptation, livelihoods, and peace building solutions; and

IF local systems are improved to collect and utilize data on these compound risks,

IF communities use climate science data to inform climate- and conflict-smart livelihoods and natural resource management processes; and

IF communities strengthen social cohesion through collaborative systems to overcome natural based resource conflict

ASSUMING that through bringing people together around participatory environmental monitoring and resilience systems development, communities will break down existing information barriers, create a community of practice and foster trusted relationships in the community (herders-farmers) and between the communities and the State.

ASSUMING that increased access to climate and conflict smart livelihoods prevent these populations from engaging in illegal economies as a coping strategy, enhancing people's trust and willingness to cooperate with natural resource management schemes.

ASSUMING natural resources access and use are at the core of the violent conflict, and by strengthening local institutions and the local capacities to solve disputes with an evidence-based discussion and by peaceful means, we prevent disputes on scarce resources from escalating into violence and contributing to sustaining the ongoing reintegration of former bandits.

THEN communities will become more resilient in the face of compounded climate and conflict risks.

III. RESULTS AND PARTNERSHIPS

Expected Results

OUTPUT 1: Improved access to data supports decision-making for anticipatory actions to climate and conflict risks

This output will support the development of data generation and analysis systems as a foundation for evidence-based decision making and programmatic responses to areas affected by climate-induced conflicts. The uniqueness of this system is that it will leverage crowdsourced and open source data with ability to connect multiple stresses and the interactions of resilience within a given context. Besides linkages to policy decision making actors, the system and data will also serve to strengthen communities' capacity to produce, analyse and utilize information towards averting, minimising, and addressing impacts associated with the adverse effects of climate change, environmental degradation, and conflict.

The project will leverage and beef up data analytics capabilities within UNDP's Data and Knowledge Hub established to enhance the organisation's ability to make timely and evidence-based interventions, across various development sectors – ranging from visualizing poverty trends, mapping conflicts, tracing vegetation cover and environmental systems, health, and socio-economic demographics. The Data and Knowledge hub integrates different facets of data management and data development and is an integrated department that serves all the programme areas of UNDP Nigeria. This unit will lead on this output with relevant partnerships with complimentary partners at State, Federal and international community like the International Meteorological department.

To achieve the result, the project will implement the following activities:

1. Establish community led and robust systemic risk assessment and integrated risk management systems including community led crowdsourcing tools
2. Produce regular synthesised reports on pattern and trends analysis of natural resource-related conflicts, including the gendered dynamics therein, using primary and secondary gender disaggregated data.
3. On a regular basis, disseminate data to policy actors, decision makers and communities with relevant synthesised data and analytical products.

OUTPUT 2: Vulnerable and at-risk communities have increased access to climate resilient livelihoods and green jobs

One of the key data outcomes of Output 1 will provide the baseline for understanding the opportunities for promoting climate-resilient livelihoods as a pathway for addressing rising insecurity in the project locations. In that regard, the project will target the most vulnerable, affected and at-risk communities to invest in communal climate resilient livelihood initiatives and incubate green jobs targeting young people.

Specifically, the project will implement the following activities:

1. Provide seed financing for green micro-businesses led by young people. Investments will focus on businesses that foster ecological restoration, leverage technology and digital enabled systems, renewable energies and promote dispute resolution.
2. Transfer skills, competences and technologies to enhance off-farm agricultural capacities of communities from a livelihood's perspective
3. Support Village Saving and Loan Associations (VSLA) with technical support on green-business development and matching grants for scaling climate-resilient livelihoods or to serve as crisis modifiers.

OUTPUT 3: Collaborative systems and practices for communal management of natural resources strengthened

While activities under output 2 serve as the safety net for communities either affected or at risk, this output provides the basic conditions for mitigating climate change factors that have potential to drive insecurity. In this regard, the output will strengthen practices, mechanisms and local knowledge systems that foster collaborative use of, shared access to and management of natural resources. Priority will be placed on the systems and practices that have potential to contribute towards community cohesion through the management of resources. Through support to Natural Resource Management Committees (NRMCS), the project will contribute to peaceful interactions and just governance of natural resources. These communal structures will integrate local authorities, traditional leaders, women, and youth groups and will play a key role in problem solving, harnessing traditional knowledge systems for resource management and dispute resolution. Conflict management approaches and methods will be integrated in the functions of the NRMCS. The NRMCS will be informed by the environmental monitoring groups and the resilience information system to make evidence-based decisions.

More specifically, the project will implement the following activities:

1. Establish communal natural resource management centers through leveraging existing local knowledge systems that foster shared access to key resources, for example water during dry seasons; fodder farms and support communities to develop joint plans for management of these resources.
2. Invest in communal activities that sustain environment conservation and ecosystem revitalization. This could include *cash-for-conservation* investments that foster rehabilitation of shared natural resources
3. Policy support at State and sub-State level that seeks to curb ecosystem destruction and natural resource management

INCEPTION PHASE

A six-month inception phase will be integrated at the beginning of project implementation. The inception phase is a dedicated period at the beginning of the project that is focused on learning and better understanding of the context of implementation. This phase will provide real potential to help UNDP and partners to implement the project with greater results and sustainability driven by data, sharper definition of indicators, delimitation of project sights, understanding of implementation capacities among stakeholders, risks, and financial resource allocation. This period will provide time to learn and will help understand the more granular direction for implementation, including what kind of localized, tailored solutions will lead to the best results so that budgetary preparations can be made more specifically. It will be an intentionally participatory process with deep consultations with local communities and their leaders, co-creating, co-planning, and co-designing the interventions with state and sub-state stakeholders.

Most specifically, during the inception phase, UNDP working closely with project partners and stakeholders will:

1. Define the specific project sites for the pilots in Katsina and Sokoto States
2. Concretise the activities and define the indicators and expected results based on localised review of project sites
3. Develop a detailed joint action and activity plan based on the specific nature of each location and emerging priorities
4. Build an evidence based detailed budget that details near-accurate spending intentions per activity
5. Under a baseline as the foundation for ensuring clarity in defining targets, shaping indicators of success, and measuring progress for learning

Following this phase, a further refined resources and results framework with annual work plan, clearly defined budget and granular activities will be presented to Norway as part of a comprehensive inception report for review and approval. The deadline for this report will be 15th August 2023.

Resources Required to Achieve the Expected Results

A project management team to be co-shared between Germany and Norway support led by UNDP's Crisis Prevention and Recovery Advisor will be set up – leveraging existing capacities – complimented by outsourced individual contractors for targeted support. Partnerships will be explored with Nigeria's Peace and Security ecosystem of civil society organisations through low value grants, Faith Based Institutions, Security and Governance Institutions at Federal and State level to ensure effective implementation. \$6,000,000 seed investment will be required to catalyse a strong climate-security agenda in the two states to be scaled up moving forward. A robust and innovative resource mobilisation strategy including blended approaches will be developed and implemented to ensure the programme is sustainably resourced.

A multi-year work plan with budget statement is provided as a separate attachment. The allocation of funding to the activities per year will be detailed in the Budget to be presented to the Steering Committee for approval before the start of each year.

PROJECT DOCUMENT | NIGERIA

Risks and Assumptions



#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that impending elections could impact the initial take off of the project with a transition expected to take place in both Katsina and Sokoto.	As a result of the upcoming 2023 elections set to take place in February and March 2023	Which will impact on the political security linkages of the project. Dramatic changes in party/individuals at the centre of the state could also lead to policy and ideological differences, variant to the consultations received from both Governors in the course of project design.	7. STRATEGIC (7.6. Change/turnover in government) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood: 5 - Expected Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Dec-22 To: 01-Dec-23	UNDP	Risk Treatment 1.1: The programme will ensure that engagements and project owners are beyond the state level. The political transitions being expected are at state level. Underpinning aspects of the programme will be formal and informal local actors, through the Local Governments (no transition expected) and the local communities led by traditional institutions. Risk Treatment Owner: UNDP Risk Treatment 1.2: Ensuring strong and regular linkages with the political security component of the German funded Prevention Facility – leaning on the projects objective to coordinate policy level responses with the relevant offices. This would ease the new Governors into the international support being provided overall and provided regular opportunities to engage on this project specifically. Risk Treatment Owner: UNDP

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
								Risk Treatment 1.3: The project will institutionalise the technical level responses in the requisite line ministries to ensure continuity of work during and after the transition. Risk Treatment Owner:
2	There is a risk that the high prevalence of incidents of insecurity can disrupt programming and put staff in exposed situations.	As a result of the overall insecure environment that is characterized by terrorist and bandit activity	Which will impact on the safety of personnel and ultimately the continued delivery of the programme. There is also a risk that insecurity and inter-ethnic attacks could increase tensions and raise the difficulty of achieving project objectives.	8. SAFETY AND SECURITY (8.3. Terrorism) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Dec-22 To: 01-Dec-25	UNDP, UNDSS	Risk Treatment 2.1: The project will adhere strictly with the security protocols, procedures and safety mitigation measures of UNDP and UNDSS. Each personnel posted to the region will undergo SSAFE training. An extensive and advanced security training course for personnel in conflict risk areas. Risk Treatment Owner: UNDP, UNDSS Risk Treatment 2.2: The project will keep continuous track of security incidents, patterns and trends. Constantly updating project activities accordingly and keeping abreast of any changes in community and inter ethnic tensions. Programming will consistently be informed by conflict and context analysis. Risk Treatment Owner: UNDP

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
								Risk Treatment 2.3: ... Risk Treatment Owner: ...
3	There is a risk that a short inception phase may not be sufficient to build the foundations of a climate security project of this nature.	Looking at conventional projects of this nature, one year inception phases are common. However, as a result of an already extensive engagement, the foundations for UNDP's work in the region has already started being built. Engagements have been ongoing with different aspects of each state government, recruitment has already brought on board critical field personnel and office and logistical needs are already on board.	This risk would impact on programme delivery. The lack of a one year pilot means that the budget will be shared almost equally across the three years. The risk here is that slow implementation will mean slow delivery if the 3 month inception built in turns out to be insufficient.	4. ORGANIZATIONAL (4.3. Implementation arrangements) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of MINIMAL)	From: 01-Dec-22 To: 01-Dec-23	UNDP	Risk Treatment 3.1: Build on personnel and logistical capacities already brought on board in the NW region. Risk Treatment Owner: UNDP Risk Treatment 3.2: Leverage stakeholder relationships already established and already conversant with the project objectives. Risk Treatment Owner: UNDP Risk Treatment 3.3: Build into the first year, a 3 month inception phase that will allow for final consultations, preparations and planning before full blow implementation. Risk Treatment Owner: UNDP
4	There is a risk that tackling conventions and norms with regards to gender may be rejected.	As a result of ordinary customs and conventions, men are the gatekeepers of the communities. At the local level all traditional leaders are men, and community focal points	The potential impact and risk here is that men will feel disadvantaged. There is a risk that men may see the selection of women (and accompanying material	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level:	From: 01-Dec-22 To: 01-Dec-25	UNDP	Risk Treatment 4.1: Ensure objective beneficiary selection criteria Risk Treatment Owner: UNDP Risk Treatment 4.2: Involve Local traditional leadership and respected elders who

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
		are men. As a result of the design process and best practices, gender mainstreaming goes beyond compliance in this project. Women are a central part of the project and the climate smart livelihoods will look to target women and youth more than it does men.	benefits) at their expense. As gatekeepers, this provides a risk to the effectiveness and continuity of the programme, particularly with regards to ownership and sustainability.	Appetite: CAUTIOUS	MODERATE (equates to a risk appetite of EXPLORATORY)			are open to the beneficiary selection approach Risk Treatment Owner: UNDP State Government Risk Treatment 4.3: ... Risk Treatment Owner: ...
5	Project ownership, buy in and support deficient at the local and Federal levels	Due to low levels of political will and commitment to the objectives and the partnership at the local, state and federal levels.	The potential impact is that project objectives are not met, the sustainability of the project is undermined, and the expectations of communities are unmet	7. STRATEGIC (7.5. Government commitment) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Dec-22 To: 01-Dec-25	UNDP	Risk Treatment 5.1: Build in a co-partnership and co-design phase that incorporates the necessary stakeholders at multiple levels. Ensure regular involvement beyond briefing, and as much as possible, involve these stakeholders in the decision making of important project directions. Risk Treatment Owner: UNDP
6	Inflation	--.	The potential impact is that project objectives are not met due to higher prices of items, products and services already committed to.	2. FINANCIAL (2.5. Delivery) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Dec-22 To: 01-Dec-25	UNDP	Risk Treatment 6.1: UNDP will articulate a procurement plan at the beginning of each year to ensure that procurement processes are smooth and swift – minimizing delay and reducing exposure to inflation Risk Treatment Owner: UNDP
7	Funds not used for the intended purpose, or properly accounted for.	As a result of fiduciary lapses or low compliance to requisite policy.	The potential impact is that the best use of funds is not made and resources meant to	2. FINANCIAL (2.3. Corruption and fraud) - UNDP Risk Appetite:	Likelihood: 2 - Low likelihood Impact:	From: 01-Dec-22 To: 01-Dec-25	UNDP	Risk Treatment 7.1: Strict adherence with UNDP's procurement policies and procedures, human resource management system, and

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
			tackle the objectives of the project are not met.	MINIMAL TO CAUTIOUS	2 - Minor Risk level: LOW (equates to a risk appetite of MINIMAL)			financial rules and regulations, including monthly and quarterly monitoring of expenditures. Risk Treatment 7.2: Given the project is implemented by UNDP through the Direct Implementation Modality, the disbursement of funds is following UNDP financial rules and regulations. Beneficiaries are directly paid by UNDP through bank systems and procurement of project supplies and equipment also follows UNDP procurement procedures, which are based on competitive bidding processes.. Risk Treatment Owner: UNDP



Partnerships and Stakeholder Engagement

Due to Nigeria's Federal structure, there is a complex nature to the stakeholders that will be involved directly and indirectly as partners and end-beneficiaries to ensure impactful project implementation.

At the Federal level, strategic political leadership within the government will be central to vertical engagements. The newly inaugurated Climate Change Council, the Ministry of Environment and the Ministry of Agriculture and Rural Development will be consulted and brought on board reviews, knowledge exchanges and consultations at different stages of the project. At the Federal level The Office of National Security Advisor will also be engaged. While a technical partnership will be explored with the Nigerian Meteorological Agency (NiMet). NiMet is the federal government's institutional governance structure for meteorological data collection and weather emergency monitoring. The climate and peace hub can support, inform, and facilitate the communication between the environmental and agricultural technical agencies at the state level and the Federal Government.

At the state level, political level leadership through the Executive Governors will be critical in ensuring broader leadership and ownership of processes and as co-support to project implementation. At micro-level, local government authorities, traditional institutions, security advisers and local security departments and ministries of environment and agriculture will play a key role. From the government side, each of these will prove to be critical to the proposed work and will see regular and continuous engagement in all phases of the project.

Further at the local level, there are community groups, civil society, farmer associations such as All Farmers Association of Nigeria, with each state having a state chapter; the Herder association group, Miyetti Allah Cattle Breeders Association Group has a similar structure.

The initial activity during the inception phase of this project is to conduct a detailed stakeholder analysis and consultative meetings to put into clear perspective the role of each stakeholder in the programme and how they will contribute to sustainability of peace in the region. Some of the baseline data will also be determined during the inception period.

South-South and Triangular Cooperation (SSC/TrC)

The project will enhance the capacity of core environmental and peace institutions responding to complex dynamics in the North West States of Sokoto and Katsina. Co-learning and opportunities will also be explored with existing, ongoing and emerging complementary programmes in the region while also fostering synergies across the region. Through triangular cooperation, the project will benefit from the financial and technical support, experience and know-how of multilateral and developed-country partners.

Digital Solutions⁹

Digital tools and systems will be applied where appropriate in project implementation. For updating baselines, M&E and planned assessments, open-source systems, technology tools will be used for accelerated environmental/meteorological data collection. ICT-based systems will also be employed in strengthening early warning systems for timely action.

Knowledge

Knowledge management and learning will form a key component of this project. This will be done through three main ways:

- I. Linking data, evidence, and practice. Drawing from the climate-security data systems, policy and practice briefs will be published, disseminated to foster sustained learning within communities, influencing policies and practice in the field.
- II. Second, a '*reflection practice series*' will be initiated where knowledge and learnings from implementing such complex projects across complex geographical zones will be documented as basis for multi-stakeholder learning through a technical level community of practice to be established.

⁹ Please see the [Guideline "Embedding Digital in Project Design"](#).

- III. Lastly, periodic assessments including tracking conflict and stability trends, stakeholder analysis, capacity needs assessment will be documented and shared as knowledge products.

Sustainability and Scaling Up

The issue of sustainability is enshrined in the principles that guide all interventions envisaged under this project. Aside from interventions to be implemented to build the capacity of local and national institutions, the project looks sustainable development solutions for a long term climate security resilience agenda in the North West. With regard to sustainability and scaling up, the project plans to institute the following:

Foundations built on federal and sub-national local institutions: The design, testing and deployment of this project will leverage the institutional capacities of federal and sub-national institutions ranging from Security institutions, Government entities, Civil Society, Traditional Leaders and Local Authorities. This will not only enhance their capacities, but also promote local content and sustain buy-in in the long-term. Sustainability of this programme depends on the residual capacities that are domiciled within the local ecosystem.

Sustainability based on value-based outcomes and blended financing models: Ownership of the programme based on its value proposition will be the key pinnacle for sustainability. At societal level, as the programme improves resilience capacities, opportunities for uptake including support will be further enhanced. The financing model is built around a strong cost-sharing model including with Government of Nigeria investment – both at Federal and State level – with local actors providing in-kind support to ensure effective implementation. Ownership of process, outcomes and results is a key component of sustainability.

CROSS-CUTTING ISSUES

- **Human Rights & Equality Considerations:** The project will mainstream human rights and have a human rights-based approach. This means paying particular attention to the participation opportunities of the disadvantaged and hard to reach populations. The project will be mindful and consciously drive a do no harm approach as part of risk management, covering risk identification, analysis and mitigation of human rights based issues.
- **Gender Equality and Women's Empowerment Considerations:** As highlighted earlier in the document, women and girls have been disproportionately impacted by conflict. The project will draw upon women's knowledge and resources. It will enhance the realisation of equal rights and opportunities for women and men, girls and boys in gaining from development programmes. Challenging norms and customs as will be done in this project can be perceived as including women or youth "at the expense of men. Attention should be paid to engagement of those feeling marginalized by the project and together with vulnerable groups have issues addressed through the Natural Resource Management Committee. The Project will ensure inequalities are mitigated by ensuring strong gender-lens in implementation. A gender and inclusion strategy for the project will be developed. Victim support and recovery efforts will prioritise gendered dynamics of vulnerability.
- **Environmental and Social Sustainability and Climate Change Risk Management ('Climate Proofing') Considerations:** Environmental and social sustainability and climate change risks will be continually assessed to improve decision making, to ensure that development activities under consideration are sound and sustainable, and that potentially affected people have been properly consulted. The Project is unlikely to have adverse impact on environment. The project will ensure that its activities proactively embed messages targeted at protection of environmental resources and in adherence to all relevant UNDP's commitment to climate change and environmental protection issues.
- **Institutional Capacity Considerations:** Transparent mutual accountability structures are key in generating sufficient political commitment and leadership from the institutions being engaged. They are an integral part of the anticipated preventive action partnerships and are established at the outset.
- **Financial Management and Corruption:** Fiduciary risk is the risk that funds are not used for the intended purpose and do not achieve value for money or are not properly accounted for. For this, UNDP will strictly apply its procurement policies and procedures, human resource management system, and financial rules and regulations, including monthly and quarterly monitoring of expenditures.

Upon inception, there shall be an assessment of these key cross cutting issues that will be reported in a Decision Document. The Decision Document shall make an assessment of the recommendations for each issue, reflecting risks that have been identified and measures taken to mitigate or manage the risks, including

follow-up mechanisms. Where risk factors are identified, suitable measures for rectification should be reflected in the goal hierarchy or as major risk factors.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness of this proposed project lies in the value for money (VfM) proposition defined by the intent to maximize the impact of the investment made to improve people's lives in the project states. 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 national, sub-national and local levels. Partners consist of key Government Institutions, UN Agencies, I/NGOs/CSOs, faith institutions, think tanks. In effect, this project will leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more components of the project.
- **Using Competitive Procurement Processes:** The core governing principle of procurement in UNDP is to obtain the best value for money. In the procurement process, obtaining “best VfM” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- **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.

Project Management

The Project will be implemented across the three States of Sokoto, Zamfara and Katsina. In addition, an area-based cross-border response at Illela is envisaged. UNDP will implement the project in a Direct Implementation Modality (DIM). DIM is the modality whereby UNDP takes on full responsibility and accountability for the effective use of resources and the delivery of outputs, as set forth in the project document. UNDP will be responsible for the timely and effective implementation of respective programme activities, reporting and achievement of the programme deliverables as per the distribution of activities outlined in the budget and work plan. Further details are provided under the governance and implementation segment of the proposal.

V. RESULTS FRAMEWORK¹⁰

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: UNSDPF OUTCOME: By 2027, people in Nigeria, especially the most vulnerable, benefit from peace and security, and protection from conflict, violence, and crime through strengthened capacity and infrastructures By 2027, people living in Nigeria, particularly the most vulnerable, have equitable access to affordable energy, enjoy sustainable food systems, environmental conditions and increased resilience to climate change and disasters
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: Indicator: Global Peace Index Baseline: 147 out of 160 (2020); Target 100 (2027) Outcome Indicator as stated in Country Programme Indicator: Forest areas as a proportion of total land area protected Baseline: 8.86m hectares
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: North West Climate-Peace Hubs: <i>A Climate Security Approach to Prevention</i> Atlas Project Number: To be Confirmed

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCES	BASELINE	TARGET			DATA COLLECTION METHODS AND RISKS
			YEAR	Year	Year	Year	
				1	2	3	
OUTPUT1 Improved access to data supports decision-making for anticipatory actions to climate and conflict risks	1.1 Number of data and Information Management Systems established and operationalized in project sites	Progress reports from the project, Board Meeting minutes	0	2	0	0	Documentation and Analysis
	1.2 Number of community-led risk assessment reports produced, published and disseminated in the region	Strategic framework document, Project Reports	0	1	0	0	
	1.3 Number of Policy dialogues and knowledge	Progress Reports, Dialogue Framework, policy documents	0	2	2	2	

¹⁰ 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.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCES	BASELINE YEAR	TARGET			DATA COLLECTION METHODS AND RISKS
				Year	Year	Year	
				1	2	3	
	exchange sessions convened quarterly						
Output 2 Vulnerable and at-risk communities have increased access to climate resilient livelihoods and green jobs	2.1 Number of households benefiting from climate-resilient livelihoods and green jobs	Project progress reports, media reports, NGO reports	0	5,000	5,000	5,000	Quantitative activity monitoring
	2.2 Number of value addition centers within communities improving livelihoods productivity	State Government Reports, Project Reports	0	2	0	0	
	2.3 Number of households benefiting from VSLAs	State Government Reports, Project Reports	0	5,000	5,000	5,000	
OUTPUT 3: Collaborative systems and practices for communal management of natural resources strengthened	3.1 #of Community Natural Resource Management Plans developed	Agency Reports, Project Reports	0	2	2	2	Quantitative analysis, mapping and perception surveys
	3.2 #of Natural Resource Management actions initiated by communities	Government Reports, Agency Reports, Citizen Perception Survey Reports, Project Reports	0	2	2	2	
	3.3 #of communities benefiting from Natural Resource Management Committees	Government Reports, Agency Reports, Project Reports	0	2	2	2	

VI. MONITORING, EVALUATION AND RISK MANAGEMENT

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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	-	20,000
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.	Adelphi / UNDP	100,000
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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Adelphi / UNDP	100,000
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.	-	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Katsina, Sokoto State, Norway	15,000

Evaluation Plan¹¹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	N/A	Output 3.4/3.5 Output 2.2 / 2.4	CF Priority 2 CF Priority 4	Nov 2024	UNDP	15,000 (Norway)
End of Project Evaluation	N/A	Output 3.4/3.5 Output 2.2/2.4	CP Priority 2 CF Priority 4	Nov 2025	UNDP	30,000 (Norway)

¹¹ Optional, if needed

VII. MULTI-YEAR WORK PLAN AND BUDGET ¹²¹³

See separate attachment

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.

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.

A single **Project Board** under the NW Prevention Facility composed of the following three roles will be established: The **Senior Executive** includes: Federal Ministry of Finance, Budget and National Planning, Senior Government representative from the Presidency, Leadership from the Security Agencies including the Office of the National Security Adviser, UNDP, and the State Governments of Sokoto, Zamfara and Katsina. **Senior beneficiaries** the three state governments; and **Senior Suppliers** include UNDP, Norway, and other potential supporting partners including the EU, Germany. The board while providing programmatic oversight and policy direction to the project, will also feed into ongoing discussions with the NW Likeminded Group convened by the EU.

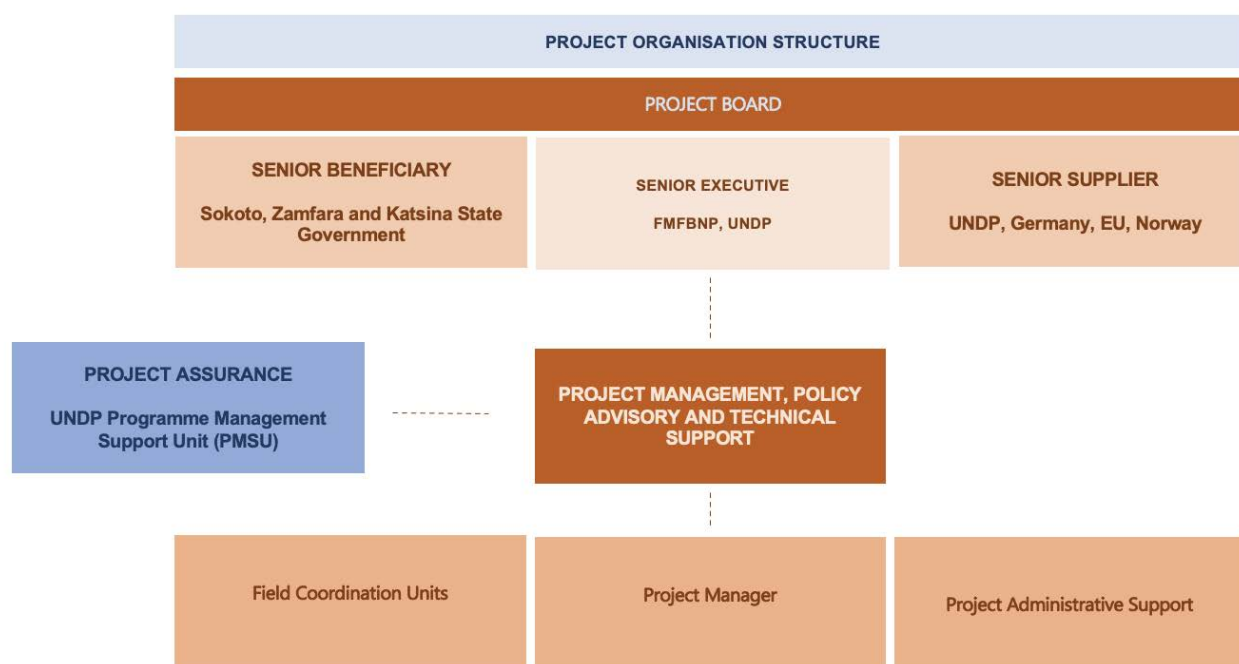
The **Project Assurance** team provides quality assurance and M&E services to the project. The project will leverage expertise from the UNDP's PMSU related to Assurance Role to support the Project Board and UNDP Programme Management by carrying out objective and independent project oversight, and monitoring function.

A **Cross-pillar Policy and Technical Support team** comprised UNDP's Governance, Peace and Security expertise, Environment and Climate Change , Accelerator Labs, Gender, and Knowledge Management Hub will be established at Abuja level to ensure the nexus nature of the project is sustained. Technical level accompaniment by specialised agencies like Adelphi, IITA will be integrated in the technical support group.

At the State level, a **Climate Security Analyst** will be responsible for replicating the cross-pillar technical accompaniment where Data Analysts, Peace building expertise will ensure convergence of knowledge and harnessing of practices in the field.

A **Portfolio Manager** support by the German Government will ensure effective coordinating and linkages across the broader Prevention Facility including the day-to-day management of the project.

A lean **Project support team** supporting with logistics administration and procurement will be procured to ensure effective delivery of the project.



IX. LEGAL CONTEXT

Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

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

This project will be implemented by [name of entity] (“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.