

Project Title: Enhancing MLAILPKC's Capacities for Effective Peace Support Operations in West Africa Project.

Project Number: ... 01002162

Implementing Partner: Martin Luther Agwai International Leadership and Peacekeeping Centre, Kaduna

Start Date: 1st March 2024

End Date: 31st March 2025

PAC Meeting date:

Brief Description

Violent conflicts in many countries of the world and particularly in West Africa have continued to increase both in complexity and numbers. The violence, which is mostly due to lack of good governance, political wrangling, inequality, citizens' agitation for quality of life and inability to access essential social services, has permeated socio-economic, political aspects of West Africa and mostly Nigeria. This has resulted in political instability, wanton destruction of lives and property, mass displacement of the civil population and destruction of key development infrastructures. Often, citizens ventilate their displeasures through violent extremism, radicalization, and violent mass protests. Lack of good governance and political instability weaken economy with attendant inability of the government to provide basic social services and good welfare for the citizens. These include limited access to education, inadequate basic healthcare services, lack of essential infrastructure critical to the citizens' well-being and progress, and high unemployment which most times push the affected population to engage in criminal acts that exacerbate insecurity both to the citizens and the economy.

The 'Enhancing MLAILPKC's Capacities for Effective Peace Support Operations in West African Project' is designed to advance democracy and national cohesion, peaceful co-existence and preserve the well-being of civilians in armed conflicts in West Africa. The main goal of this project will be achieved through an output: 'Capacities of security agencies and relevant stakeholders for leadership and national cohesion, counter-violent extremism and protection of civilians in armed conflicts enhanced'.

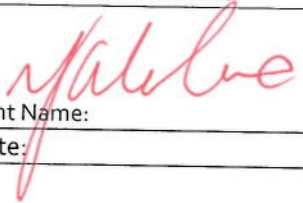
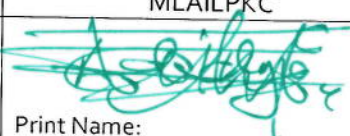
Contributing Outcome (UNSDPF/CPD, RPD or GPD): **UNSDCF Outcome 4:** By 2027 more inclusive, participatory, transparent and gender-sensitive governance, justice and human rights systems are in place at all levels to promote acceleration in achieving the 2030 Agenda and SDGs for a peaceful, inclusive, and cohesive society.

Indicative Output(s) with gender marker:

'Capacities of security agencies and relevant stakeholders for leadership and national cohesion, counter-violent extremism and protection of civilians in armed conflict enhanced'. GEN2.

Total resources required:	US\$300,000	
Total resources allocated:	UNDP TRAC:	
	Donor:	US\$300,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

Government	UNDP	MLAILPKC
		
Print Name:	Print Name:	Print Name:
Date:	Date:	Date: 19.04.2024

I. DEVELOPMENT CHALLENGE

Violent conflicts in many countries of the world and particularly West Africa have continued to increase both in complexity and numbers. The violence, primarily stemming from lack of good governance, political disputes, inequality, citizens' demands for quality of life and difficulties in accessing essential social services, has permeated socio-economic, political aspects of West Africa and mostly Nigeria. This has resulted in political instability, widespread destruction of lives and property, mass displacement of the civil population and destruction of key development infrastructures. This has resulted in citizens expressing their grievances through violent extremism, radicalization, and violent mass protests. The lack of good governance and political instability weakens the economy leading to the government's inability to provide basic social services and adequate welfare for the citizens. These challenges encompass limited access to education, inadequate basic healthcare services, lack of essential infrastructure critical to the citizens' well-being and progress, and high unemployment often driving the affected population to engage in criminal acts that worsen the security of both the citizens and the economy.

Governance in most West Africa states including Nigeria is perceived by the citizens as failing. The failure of governance in the region manifests in the violation of human rights, declining rule of law, unbridled corruption, grinding poverty and gender inequality. Citizens' discontent is further exacerbated by the impact of climate change, security challenge, high cost of living, inadequate access to basic social services and the persistent impact of COVID-19 pandemic. Consequently, the citizens seek for a better alternative government that can improve their standard of living, access to basic social services and affordable market. It is this perceived absence of good governance in the region that encourages undemocratic change of government. For instance, West Africa has experienced not less than four unconstitutional changes of government among its Member States in the past three year. These included Mali, Burkina Faso, Guinea and Niger. Agitations for unconstitutional change of government are also growing in some countries with existing vulnerabilities. ECOWAS, in collaboration with the African Union, has taken actions against these coups through imposition of sanctions but that have not yielded desired results as these coups appeared to receive popular support from the masses. There is the imperative to stem this trend. Therefore, the need to organize a course on leadership and national cohesion for mid-level military officers and the political class to sensitize and build their skills on patriotism, subordination to civil rule and good governance is imperious.

Nigeria has been confronted with the influence and attacks of terrorists cloaked as Boko Haram in the northeast in over a decade. The activities of these terrorists have resulted in the loss of lives and properties, displacement of millions of the local population and a colossal economic loss. In recent time, these terrorists have expanded their areas of influence to the northwest and other parts of the country and operated under different nomenclatures, such as banditry, kidnapping and Fulani herdsman. A combination of these violence made Nigeria the 18th least peaceful state globally and the sixth country most affected by terrorism in 2022¹. The success of these groups was alleged to have been largely aided by the local communities which facilitated intelligence and logistics for them. The efforts of the security agencies to convert the influence and activities of these organized crime groups have yet to be successful. The terrorists continue to attack innocent civilians with unchecked impunity. For instance, 12 communities in 3 local government areas of Plateau states were attacked by bandits on the eve of the Christmas with over 200 casualties, hundreds of people sustained injuries, and thousands displaced². Attacks on

¹ <https://www.statista.com/topics/7491/crime-in-nigeria/#topicOverview>

² <https://www.thecable.ng/killing-fields-despite-special-military-operation-plateau-communities-suffered->

communities in southern Kaduna and banditry activities in the northwest are unceasing resulting in many casualties, injuries and displacement. Kidnapping for ransom is equally unabating across the country. Continuous effort to sharpen the capacities of the security agencies on counterterrorism and protection of civilians for more effective response and reduction in civilian casualties is desired.

The mandate of MLAILPKC is to deliver realistic training support to potential peacekeepers for the multidimensional challenges of contemporary Peace Support Operations (PSOs). Since inception, the Centre has trained over 100,000 troops on Pre-deployment Training (PDT) and over 2,200 persons on individual PSOs courses drawn from Nigerian Armed Forces, paramilitary organizations, Government Ministries, Departments and Agencies (MDAs), civilians and allied countries. To achieve the goals of its mandate, MLAILPKC partners with key international organizations, among which are German Technical Assistance Group (GTAG), Peace Operations Training Institute (POTI), British Military Advisory Training Team (BMATT), United Nations Fund for Population Agency (UNFPA), and the United Nations Development Programme (UNDP). With remarkable performance since its establishment, continuous assistance to the institution to realize its mandate, as well as imbuing in it the capacity to lead regional efforts at curbing maritime crimes in the Gulf of Guinea through research and capacity development was enhanced through Government of Japan and UNDP assistance. There is urgent desire to continue to sharpen the capacities of the security agencies on counterterrorism and protection of civilians for more effective response and reduction in civilian casualties in armed conflicts, as well as advance democracy and good governance in West Africa through leadership and national cohesion capacity building. The current support, therefore, will help to advance democracy and national cohesion, regional and national capacities for counterterrorism and protection of civilians in armed conflicts.

II. STRATEGY

This assistance consolidates the previous interventions that helped to build the capabilities and expertise of MLAILPKC on peace support operations (PSOs), protection of civilians in armed conflicts and anti-piracy in the Gulf of Guinea. It has been developed in collaboration with the relevant government agencies, institutions and civil society groups in Nigeria. The intervention is geared towards fostering regional and national initiatives to enhance democratic culture and significantly reduce the influence and activities of terrorism. The objective of this project include:

- Develop and inculcate the best leadership attributes in a critical mass of mid-level military and civilian officers to improve patriotism, national cohesion and inclusivity with a view to discouraging the rising spate of military interference in politics that is sweeping across the West Africa.
- Creating avenues for discussion on good governance, civil-military relations, subordination of the military to civil rule, military adventurism, and the illegality around change of governments by force of arms. This would help to encourage and remind the military across West Africa of the need to remain focused on their primary role of defence and security, as well as change the psyche of the segments of the civilian population that support them.
- Equipping selected law enforcement institutions and stakeholders with technical knowledge and tools to effectively collect and exploit evidence and facilitate criminal data analysis on transborder violent extremism crime incidents including terrorism, kidnapping, cattle rustling

and SALWs smuggling in sub-Saharan West Africa. This would create a link between investigation and prosecution to increase cross-border collaborations.

- Fostering regional and international cooperation between law enforcement investigation of international crimes, encouraging information sharing and strengthening interagency partnership.
- Building the capacity of transborder security institutions and personnel to be well-informed on root causes of violent extremism and design appropriate counter-violent extremism approaches to overcome them.

This project will enhance democracy by boosting patriotism of the military and subordination to civilian rule through leadership and national cohesion course; and propel community mobilization towards counter-violent extremism crusades. The leadership and national cohesion and other courses will be conducted by MLAILPKC with a focus on mid-level military and civilian officers, and troops deployed to geopolitical zones ravaged by activities of terrorists and bandits.

The project will be managed by MLAILPKC through national implementation modality (NIM) with technical support from UNDP. MLAILPKC will partner with relevant institutions in ECOWAS sub-region including ECOWAS Commission, the Ministries of Defence, military, police, civil defence, paramilitary agencies and relevant civil society organizations to diligently implement the project. UNDP will support the implementation of the project activities through provision of advisory service and technical guidance. Consequently, it will deploy its resource persons/technical specialists and experts who are working at the Country Office and/or the Regional Service Centre and may also utilize expertise and lessons learned from other related projects supported by the Government of Japan to support the Centre to achieve the project goals and objectives. Where feasible, Japanese expertise in the relevant areas will be deployed to assist in the running of the courses.

III. JUSTIFICATION

The Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC), Kaduna is the leading institution in the West Africa Sub-region and a Centre of Excellence with a mandate to deliver realistic training for multidimensional challenges of contemporary PSOs to military, paramilitary and civilian officers at operational and tactical levels to serve as peacekeepers.

The pivotal role of MLAILPKC in PSOs necessitated UNDP partnership with the institution since 2014 with funding assistance from the Government of Japan to train required personnel in military and civil security agencies, in various courses in PSOs, for deployment into peace missions and national deployment to violence hotspots. The partnership has enhanced the infrastructures of the Centre, such as information, communication and technology (ICT), functional participants' hostel and steady supply of 12 hours of green energy to deliver robust training services to its clients.

In 2020, the Centre was approached by UNDP at the behest of the Government of Japan to acquire expertise in anti-piracy with a focus in the Gulf of Guinea (GoG). The Centre executed two projects in this area that built knowledge and capabilities of stakeholders in GoG on anti-piracy. The intervention covered research into the root causes of piracy in GoG member states; development of anti-piracy course curriculum and conduct of five streams of anti-piracy courses for 147 beneficiaries in 11 GoG Member States.

The current project will ensure that MLAILPKC's institutional and operational capacities are further improved to meet its mandate through delivery of quality courses to target beneficiaries. This assistance will equally help to forbid military incursion into politics, reduce violent extremism and all forms of criminalities in Nigeria and ECOWAS sub-region. In addition, it will help West Africa sub-region to strengthen its institutional effectiveness, inclusiveness, accountability, transparency and responsiveness and promote stability through leadership and national cohesion capabilities for mid-level military and civilian officers. This will be achieved by supporting MLAILPKC to design and run courses on leadership and national cohesion, counter-violent extremism and protection of civilians. This is in line with the outcome of the 8th Summit of the Tokyo International Conference on African Development (TICAD VIII) in Tunisia, 27th - 28th August 2022. The support will contribute to ECOWAS and Nigeria's determination to address the underlying causes of the emerging security challenges, including political instability and coup d'état by promoting an inclusive and equitable society. This project will contribute to the achievement of TICAD VIII priority areas.

Furthermore, the project will contribute towards the attainment of Goal 16 of the Sustainable Development Goals (SDGs) that aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective and accountable institutions at all levels. The project will potentially contribute to advance democracy, peaceful co-existence and safety of lives and property. Specifically, the crosscutting themes, such as gender, human rights, international humanitarian law, rule of law and other relevant frameworks, will help to create just and peaceful societies.

IV. PREVIOUS SUPPORT AND LESSONS LEARNT

UNDP, with funding support from the Japanese Government, has been assisting MLAILPKC to strengthen regional and national integrated capabilities of military, civil security and civilian personnel in West Africa and GoG region. The support resulted in the running of courses in PSOs for 324 beneficiaries since 2014 including protection of civilians' course; foundation course on PSOs; and civil-military cooperation course. UNDP also supported MLAILPKC to run 9 streams of counterterrorism and prevention of irregular migration course through which 402 participants benefitted. The courses expand the participants' knowledge and expertise in the respective areas and had been applying the skills acquired to improve their performances in their various assignments.

The learning environment of the Centre was improved through enrichment of the ICT facilities and human security; provision of 12 hours daily green energy; and renovation of the 40 rooms' capacity participants' hostel. The technical capacity of the Centre's personnel to maintain the facilities was enhanced.

In the last three project cycles, the knowledge and expertise of MLAILPKC on piracy was deepened through research into the root causes of piracy in GoG. The report made salient recommendations to mitigate the activities of pirates in GoG region. These include integrated intervention approach that embeds coastal communities into anti-piracy efforts, strengthening response capacity, scaling up national effort and regional coordination. The research report which serves as a good resource-based on piracy in GoG, was published in 2021. In addition, the Centre was assisted to implement two anti-piracy projects for participants in GoG region. The

interventions helped to develop anti-piracy course curriculum and organize five streams of anti-piracy courses one of which was a ToT course for MLAILPKC staff. 147 (39 women inclusive) from 11 countries (*Angola, Benin Republic, Cameroon, Cote d'Ivoire, Gambia, Ghana, Guinea, Liberia, Nigeria, Sierra Leone and Togo*) attended the courses and gained skills and knowledge that continue to improve their performances and responses to piracy and maritime crimes in GoG region.

The key lessons learned under the previous projects which can help to improve the implementation of this project include:

- Good understanding of the responsible party's working arrangements and ability to build good working relationships based on the highest standard of integrity and mutual respect are essential to the success of any project implementation.
- Reduced time lag between project design and funding is critical to effective and timely implementation. The time lag between project design and commencement of implementation should be minimized to ensure that the project achieves its goals, objectives and targets. It will also ensure validity of project budget/estimates.
- Project activities' cost estimates, particularly when it relates to renovation or construction, should be based on Bill of Quantities prepared by certified professionals for adequacy of project budget.
- Joint monitoring of project activities by all the stakeholders including the Japanese Embassy enhances quality, timeliness and prompt identification of project constraints for quick resolution. It builds trust, confidence and understanding among partners, as well as promote quick decision making on critical issues that may affect project implementation.
- Constructive engagement of national implementing partners with regular technical advisory support to project implementation will promote national ownership, build national capacity and assure sustainability.

V. RESULTS AND PARTNERSHIPS

The 'Enhancing MLAILPKC's Capacities for Effective Peace Support Operations in West Africa Project' is formulated to improve regional capacities of ECOWAS Member States' efforts especially Nigeria to improve patriotism and subordination of military officers to civil rule, decrease the influence of violent extremists, as well as protect civilians in armed conflicts. The project reinforces and builds upon the results achieved in the previous projects implemented by MLAILPKC with funding assistance and technical support from the Government of Japan and UNDP. It will help to accentuate regional and national efforts at ensuring improved democratic culture, marked reduction in the activities of terrorism in West Africa and boost protection of civilians in armed conflict through capacity building and enhancement for relevant stakeholders. The prime goal of this project will be actualized through an output and the corresponding activities as highlighted below.

Output 1: Capacities of security agencies and relevant stakeholders for leadership and national cohesion, counter-violent extremism and protection of civilians in armed conflicts enhanced.

This output aims to improve the knowledge, expertise and capabilities of key institutions on the primacy of democracy and civil rule, danger of violent extremism to socio-economic wellbeing of ECOWAS region and the desirability of reducing their impacts on civilians to the barest minimum through capacity building. The Centre has demonstrated its expertise and skills in these thematic areas and are well equipped to organize courses for participants of diverse backgrounds. This output will build on the experience acquired by the Centre under previous projects and further assist the Centre to organize more courses in these fields in future.

Planned Activities

The activities planned for implementation under this output are:

- i. Design and organize a stream of 14-day course on leadership and national cohesion for 25 participants selected from security agencies, relevant institutions and civilians in Nigeria.
- ii. Conduct a stream of 14-day course on counter-violent extremism for 25 participants selected from security agencies, para-military agencies and relevant organizations in ECOWAS region.
- iii. Conduct a stream of 14-day course on protection of civilians for 25 participants selected from security agencies, paramilitary agencies, relevant government institutions in ECOWAS region.

Resources Required:

To achieve the main project output and corresponding activities, a sum of Three Hundred Thousand United States Dollars (US\$300,000) has been approved to implement the project for a 12-month period. The fund will be used to finance the project activities as outlined in the work plan. The project is solely funded by the Japanese Government. The Federal Government of Nigeria through MLAILPKC will make contributions to the project in-kind, that is, staff time, office facilities and other operational costs while UNDP will provide technical expertise and advisory support service.

Beneficiaries:

The primary beneficiary of this project is the Martin Luther Agwai International Leadership Centre (MLAILPKC), Kaduna and participants from ECOWAS. The ECOWAS Member States, security agencies, paramilitary agencies, civil society organizations and the public are equally direct beneficiaries through improved governance, peaceful co-existence and enhanced socio-economic wellbeing of the citizens. Gender parity will be prioritized in the implementation of the project especially in the conduct of the courses. However, given the gender disparity in the targeted and beneficiaries' institutions, prior agreement will be reached with MLAILPKC to guarantee that, at least, 30 percent of target beneficiaries is reserved for women.

The indirect beneficiaries are the inhabitants of the communities ravaged by insurgency and violence in West Africa sub-region. The citizens of West Africa and the world at large, will benefit from improved regional security and stability that is a pre-requisite for sustainable development and attainment of SDGs, Agenda 2030 and AU Agenda 2063 through improved governance and reduced activities of violent extremists in West Africa.

Risks and Assumptions:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Security situation deteriorates and distracts implementation of project activities from taking place at the IP's location.	30/09/2022	Security	Probability: 4 Impact: 4	There will be close monitoring of the security situation including quarterly risk update in the monitoring & evaluation plan, identification of mitigation measures and programmatic alternatives to be applied as necessary.	Project Manager
2	Inadequate expertise, trainers and facilitators to run the courses.	30/09/2022	Operational	Probability: 2 Impact: 4	MLAILPKC has developed expertise in these areas progressively and has a roster of experts to complement them when required. Experts may also be drawn from JICA or UNDP pool of experts to complement MLAILPKC capacities.	Project Manager
3	Difficulty in forging partnership with relevant stakeholders especially Nigerian Navy on account of mandate stalls smooth implementation of the project.	30/09/2022	Operational	Probability: 2 Impact: 4	UNDP will work with MLAILPKC to organize high level consultations with the Nigerian Navy (NN) at strategic level to forge understanding and partnership. NN will be made the technical lead in counter piracy thematic area and incorporated as part of the technical committee.	Project Manager
4	Sudden outbreak of global health emergency that may impact negatively on the project implementation.	30/09/2022	Health	Probability: 2 Impact: 4	The project will respond timely and effectively to any sudden outbreak of health emergency in accordance with the system wide guidelines and national government protocols.	Project Manager

VI. FINANCIAL ARRANGEMENT

This project will be implemented by MLAILPKC through National Implementation Modality (NIM). A Note Verbale to be exchanged by the parties (UNDP and the Japanese Government) shall spell out any specific requirement. A General Management Support (GMS) costs of 8% shall be charged by UNDP to the value of the contribution, pursuant to the UNDP Board-endorsed policy on the recovery of GMS and 1% coordination levy. All other costs associated with the

management of the project will be charged directly to the project. This shall be reflected in the Note Verbale to be exchanged between the parties and the UNDP.

Interest on income and unspent balances as applicable to this project will be handled according to the terms, policies, and procedures of the Japan-UNDP partnership fund.

UNDP will submit an interim (mid-term) report, and a final report upon project closure, including a financial report. If there is a necessity to change the period, the content or the project budget, MLAILPKC and UNDP will consult with the Embassy of Japan in Nigeria in advance.

Equipment:

The general policies and procedures governing procurement, recruitment and contracting of inputs as set out by the Federal Government of Nigeria and as applicable to MLAILPKC, Kaduna will be in force. Where the procurement, recruitment and utilization of inputs involve complex and/or technically sophisticated issues of a specialized nature, the executing agent may request the assistance of UNDP or an implementing agent, such as, a United Nations agency. Such agent(s) may apply the procedures, rules and conditions of their respective organizations in rendering the assistance.

The equipment procured with the project fund shall be disposed of at the end of the project in accordance with the UNDP rules and regulations governing disposal of equipment.

Audit:

The project will be audited in line with the provisions of the UNDP Programmes and Operations Policies and Procedures (POPP) applicable to nationally managed projects. The audit exercise will include a review of the effectiveness of the activities undertaken in relation to the fund expended and commitment to the principle of transparency and accountability to the stakeholders in general and the donor.

VII. VISIBILITY OF JAPAN

The project will take all appropriate measures to publicise the initiatives by the Japan/UNDP partnership in supporting this project which will be implemented by MLAILPKC. All communications relating to the project in the implementing partner's and UNDP's websites, information given to the press and project beneficiaries, advertisements, all related publicity materials, official notices, reports and publications shall acknowledge that the project was carried out with funding from the Japanese Government, and shall display the logos of MLAILPKC, Japan and UNDP. The Embassy of Japan, Abuja will be invited as a Special Guest to all project events as Speakers to increase the visibility of Japan support.

The project will also organise a launch event upon commencement of implementation of the project to publicise the role of MLAILPKC, Japan and UNDP in supporting the project. Effort shall be made, where feasible, to engage Japanese expertise through Japanese International Cooperation Agency (JICA) in Nigeria to support implementation of the relevant aspects of the project.

VIII. RESULTS FRAMEWORK³

Intended Outcome as stated in the UNSDPF/Country Programme Results and Resource Framework: By 2027 more inclusive, participatory, transparent and gender-sensitive governance, justice and human rights systems are in place at all levels to promote acceleration in achieving the 2030 Agenda and SDGs for a peaceful, inclusive, and cohesive society.

Outcome indicators as stated in the UNSDPF/Country Programme Results and Resource Framework, including baseline and targets: Indicator 3.4: Global Peace Index; Baseline: 147 out of 160 (2020); Target: 100 (2027)

Applicable Output(s) from the UNDP Strategic Plan (2022-2025): Building resilience: strengthening the capacity of countries, institutions and people to prevent, mitigate and respond to diverse risks including crisis, conflict, natural disasters, climate, and social and economic shocks.

Project title and Atlas Project Number: Enhancing MLAILPKC's Capacities for Effective Peace Support Operations in West Africa Project.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Final	
Output 1: <i>Capacities of security agencies and relevant stakeholders for leadership and national cohesion, counter-violent extremism and protection of civilians in armed conflict enhanced.</i>	1.1 # of participants trained on leadership and national cohesion.	MLAILPKC UNDP	0	2023	25	25	Progress and annual reports.
	1.2 # of participants trained on counter-violent extremism.	MLAILPKC UNDP	402	2023	427	427	Progress and annual reports.
	1.3 # of participants trained on protection of civilians.	MLAILPKC UNDP	324	2023	349	349	Progress and annual reports

IX. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
---------------------	---------	-----------	-----------------	---------------------	---------------

³ 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.

⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Bi-annually	Slower than expected progress will be addressed by project management.	MBNP, MLAILPKC, UNDP, Japanese Embassy (JE)	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MBNP, MLAILPKC, UNDP, JE	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	MBNP, MLAILPKC, UNDP, JE	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MBNP, MLAILPKC, UNDP, JE	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the	MBNP, MLAILPKC, UNDP, JE	

			project board and used to make course corrections.		
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.	Mid-term and at the end of the project (final report)		MBNP, MLAILPKC, UNDP, JE	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold bi-annual project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Inception, mid-term and end of project	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MBNP, MLAILPKC, UNDP, JE	\$500

X. ANNUAL WORK PLAN⁵

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE	PLANNED BUDGET		
			Funding Source	Budget Description	Amount
Output 1: Capacities of security agencies and relevant stakeholders for leadership and national cohesion, counter-violent extremism and protection of civilians in armed conflict enhanced.	1.1 Design and organize a stream of 14-day course on leadership and national cohesion for 25 participants selected from security agencies, relevant institutions and civilians in Nigeria.	MLAILPKC/UNDP	CS - JPN	Consultancy	8,000
				Travel & DSA	17,000
				Meals	12,000
				Stationery	5,000
				Accommodation	14,850
				Communication & publicity	1,500
				Fuel, medical, COVID tests, etc.	2,500
				Sub-total	60,850
	1.2 Conduct a stream of 14-day course on counter-violent extremism for 25 participants selected from security agencies, para-military agencies and relevant organizations in ECOWAS region.	MLAILPKC/UNDP	CS - JPN	Consultancy	10,000
				Travel & DSA	22,000
				Meals	12,000
				Stationery	5,000
				Accommodation	23,000
				Communication & publicity	1,500

⁵ 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

⁶ 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.

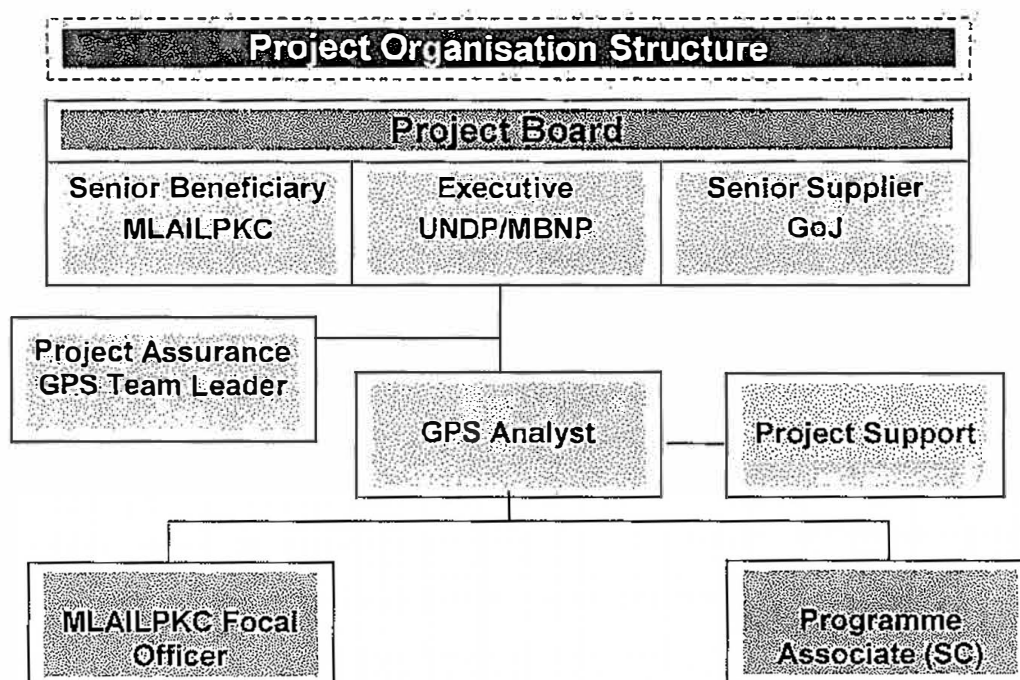
				Fuel, medical, COVID tests, etc.	2,500
				Sub-total	76,000
	1.3 Conduct a stream of 14-day course on protection of civilians for 25 participants selected from security agencies, paramilitary agencies, relevant government institutions in Nigeria and ECOWAS region.	MLAILPKC/UNDP	CS - JPN	Consultancy	10,000
				Travel & DSA	22,000
				Meals	12,000
				Stationery	5,000
				Accommodation	23,000
				Communication & publicity	1,500
				Fuel, medical, etc.	2,500
				Sub-total	76,000
	1.4 Monitoring & Communication.	J/Embassy, MBNP, UNDP	CS - JPN	Media & Publication	1,000
				Travel	500
				DSA	1,056
				Sub-total	2,556
	Sub-total for Output 1				215,406
Project Management	Direct Project Costing (DPC) – 4.2%	UNDP	CS - JPN	UNDP	12,092
	Audit (1%)	UNDP	CS - JPN	Services	2,970
	Monitoring and Evaluation (1%)	UNDP	CS - JPN	Services	2,970
	Team Leader (1No) – 15%	UNDP	CS - JPN	Salary	15,250
	Project Associate (SC-1No) – 100%	UNDP	CS - JPN	Salary	23,590
	Global monitoring, advocacy and reporting	UNDP	CS - JPN	Services	2,750
	Sub-total for project management				59,622
	Programme net budget				275,028
General Management Support (GMS) – 8%		UNDP	CS - JPN	GMS	22,002
Total programme budget					297,030
Coordination Levy- 1%					2,970
TOTAL					300,000

XI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be executed using National Implementation Modality (NIM). The UNDP Country Office will be accountable for the financial management and overall reporting aspects of the project on behalf of the Japanese Embassy and other contributing partners (if any) while the MLAILPKC will have responsibilities for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

For purposes of implementation of this project, a Project Steering Committee shall be established with membership drawn from the key partner institutions including UNDP, the Ministry of Budget and National Planning (MBNP), MLAILKPC and Japanese Embassy. The Project Steering Committee will provide policy direction for the overall management of the project.

MLAILPKC shall execute this project through National Implementation Modality (NIM). It shall have responsibility for procuring goods and services to implement the project in accordance with its financial regulations, rules and other directives, only to the extent that they are consistent with UNDP's Financial Regulations and Rules and international best practices. UNDP shall perform oversight functions and effectively engage with MLAILPKC, at all stages, to ensure quality of services, equipment and for the smooth implementation of the project.



XII. 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 MLAILPKC ("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.

XIII. RISK MANAGEMENT

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) 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.
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. 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 Implementing Partner's obligations under this Project Document *[and the Project Cooperation Agreement between UNDP and the Implementing Partner]*⁷.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

⁷ Use bracketed text only when IP is an NGO/IGO

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.