

**PROJECT DOCUMENT****[Nigeria]**

Project Title: Northeast reset: Fostering stabilisation and resilience for early transition of communities affected by extremist violence and climate change in Northeast Nigeria

Project Number: 01005693

Implementing Partner: United Nations Development Programme (UNDP) Nigeria

Start Date: March 2026

End Date: March 2027

PAC Meeting date: 13 November 2025

Brief Description

Communities in Borno State, Northeast Nigeria, continue to recover from the prolonged impacts of the Boko Haram insurgency, compounded by climate shocks and economic fragility. While stabilization interventions under the Regional Stabilization Facility (RSF) have improved security, restored basic services, and reactivated community structures, many households and local economies remain vulnerable due to limited livelihood opportunities, low productivity, and weak systems for sustaining community investments. Building directly on RSF gains, the project consolidates recovery outcomes by strengthening economic and environmental resilience and improving access to inclusive, gender-responsive basic services in conflict- and disaster-prone communities. Under Output 1, the project will rehabilitate and solarise the Muna Vocational Training Centre in Maiduguri benefiting at least 400 women and youth annually to deliver market relevant vocational training and operations and maintenance skills, while upgrading the capacities of 100 women and youth (50 female, 50 male) previously supported under stabilization through enhanced skills training and start-up packages, and strengthening local businesses using the Kaizen approach. Under Output 2, the project will construct or rehabilitate a gender-responsive community wellness centre providing integrated mental health and psychosocial support, referrals, and community dialogue, and will strengthen access to justice through gender-responsive legal aid and community-based paralegal services, directly targeting 150 beneficiaries, at least 60 of whom are women. Implementation will leverage existing stabilization platforms, particularly Community Stabilization Committees (CSCs), and work in close coordination with state institutions and private sector actors to improve incomes, enhance food security, reinforce social cohesion, and reduce the risk of relapse into instability.

Contributing Outcome (UNSDCF, CPD, RPD):

UNSDCF Strategic Priority 4 (OR EQUIVALENT)
OUTCOME INVOLVING UNDP #1: 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 marker¹:

Output 1: Capacities to enhance economic and environmental resilience strengthened in conflict and disaster-prone communities. (GEN 2)

Output 2: Vulnerable communities affected by conflicts and disasters are enabled to access quality, inclusive and gender-responsive and affordable basic services (GEN 2)

Total resources required:	500,000 USD	
Total resources allocated:	UNDP TRAC:	
	Donor (Japan):	500,000 USD
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)²:

¹ The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender equality)

² Note: Adjust signatures as needed

Template

I. DEVELOPMENT CHALLENGE

Northeast Nigeria continues to face protracted conflict, displacement, and humanitarian challenges. The prolonged humanitarian and protection crisis triggered by Boko Haram's insurgency since 2009 continues to affect people in Borno, Adamawa and Yobe (BAY) states. The challenges caused by climate change, including flooding and periodic droughts, have impacted essential infrastructures for service delivery, productive assets for livelihoods, and thus worsened the vulnerability of the affected population in the BAY States. According to the 2025 Humanitarian Needs and Response Plan (HNRP, 2025), 7.8 million people still require humanitarian assistance and protection. Around 1.8 million of these are internally displaced persons (IDPs) facing limited access to basic services such as health, water, and education and livelihoods. Renewed attacks by Islamic States West Africa Province (ISWAP) and other armed groups; including high-profile suicide bombings in Konduga (June 2025) have triggered new displacement waves and further insecurity. Only in May this year, as reported by Armed Conflict Location and Event Data (ACLED) (see at <https://acleddata.com/2025/06/06/africa-overview-june-2025>) the ISWAP militants conducted at least five attacks on military bases in Borno state, including Buni Gari, Dikwa, Rann, Gajiram, and Marte, the largest military camp in the state. The military lost numerous materials because of the ISWAP offensives. Women and youth are the most impacted sociodemographic groups by these challenges, and they are the driving forces in the communities. Youth are also among the most affected groups, facing high unemployment, limited vocational training opportunities, and disrupted education. The net secondary school attendance ratio in the BAY states stands at just 40%, limiting their ability to secure sustainable livelihoods. Livelihood opportunities outside the agriculture sector are often required to supplement and stabilize household incomes.

Under the Regional Stabilisation Facility (RSF) project and other related projects geared towards providing a rapid response to these challenges, State Governments in the BAY states have achieved significant results that have resulted in providing durable solutions to IDPs and refugees, including relocation and return as a part of camp closure.

However, while significant impacts have been achieved, progress is at risk of reversal for two reasons: (i) non-stabilized areas are suffering attacks and the populations are fleeing to stabilized areas in search of security, services and livelihoods. These new arrivals put additional and unforeseen pressure on existing services and resources and potentially drive intercommunity conflicts, (ii) climate insecurity is jeopardizing livelihoods and natural resources, triggering more population displacement towards stabilized areas.

As the humanitarian community has faced a massive funding and legitimacy crisis, Tom Fletcher, Chair of the Inter-Agency Standing Committee (IASC), UN Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator announced a ten-step plan for the Humanitarian Reset on 10 March 2025. According to the global guidance of the Humanitarian Reset, the Inter-Sector Coordination Group (ISCG) in Nigeria drafted recommendations on the transition of humanitarian coordination architecture in the BAY states of Northeast Nigeria. Stabilization efforts have been the link between humanitarian and early recovery to ensure emergency development investments to address the direct consequences of the multifaceted crisis affecting the Northeast Nigeria. It has laid the groundwork for accelerated and early exit from emergency towards longer-term recovery and sustainable development with a focus on national ownership. By bridging humanitarian and recovery efforts, the stabilization project also offers an important opportunity to advance the humanitarian-development-peace (HDP) nexus approach and promote human security.

II. STRATEGY

Theory of Change

Communities in Northeast Nigeria continue to face a convergence of violent extremism, climate-induced shocks, displacement, and weakened service delivery systems. While stabilization interventions have restored relative security and enabled returns in several locations, recent assessments highlight that these gains remain fragile due to limited community capacities to sustain infrastructure, unresolved psychosocial trauma, weak access to justice, and insufficient government-led coordination during the transition from humanitarian response to recovery.

Findings from recent UNDP Assessments³ underscore that successful transition from stabilization to recovery depends on three interlinked conditions:

- (I) community-level economic and technical capacities to operate and maintain recovered assets;

³ UNDP Nigeria RSF Pulse Check, 2025; and Assessment of Community Transition Readiness, Sustainability Pathways and Risk Analysis in RSF Locations, Nigeria, 2025.

- (II) access to inclusive social services that address trauma, trust deficits, and protection risks; and
- (III) functional linkages between communities and state institutions for dispute resolution, coordination, and early response. Where these conditions are absent, stabilization gains are at high risk of erosion and relapse into insecurity and displacement.

The project's theory of change is that IF women and youth in conflict and disaster-prone communities are equipped with livelihood, vocational, and operations-and-maintenance (O&M) skills that enhance their economic activities and enables them to sustainably manage community assets and protect stabilization investments (Output 1), and IF vulnerable populations can access inclusive gender-responsive basic services, including psychosocial recovery and legal empowerment through trusted community-owned infrastructure (Output 2), then intermediate outcomes will be achieved, including increased community ownership and stewardship of restored assets, improved utilization of social services, strengthened social cohesion and enhanced confidence in the local dispute resolution mechanism. As a result, communities will be better able to withstand shocks, manage disputes non-violently, maintain restored assets, and engage constructively with local authorities, thereby reducing protection risks and preventing relapse into displacement and insecurity. The focus on women and youth is expected to contribute to positive shifts in the gender norms and youth inclusion, strengthening household resilience, social trust and intergenerational cooperation.

This ToC is based on the assumptions that trained women and youths are socially accepted in economic and asset management roles, that basic services are accessible, cultural appropriate and safe, that the state and local institutions remain functional and willing to engage with community structures. It also recognises contextual risks, including renewed insecurity, climate related shocks and market volatility, which may affect the pace and sustainability of the recovery outcomes.

Through this integrated, risk informed and gender approach, the project will strengthen community resilience, reinforce civil-military trust, and support a sustainable transition from humanitarian response to early recovery, contributing to sustained stabilization, reduced displacement and improved peace and social cohesion in Northeast Nigeria in alignment with the UNDP Country Programme Document (CPD) and the United Nations Sustainable Development Cooperation Framework (UNSDCF).

Strategic Approach and Rationale

The project adopts a human security - centred early recovery and stabilization approach, operationalizing the Humanitarian – Development - Peace (HDP) Nexus at the community level. This approach is informed by UNDP's experience and evidence from Northeast Nigeria, including lessons from the Regional Stabilization Facility (RSF), which show that infrastructure and livelihood investments deteriorate rapidly in the absence of community ownership and operations-and-maintenance (O&M) capacity. It is further guided by findings from UNDP's Assessment of Community Transition Readiness, Sustainability Pathways and Risk Analysis in RSF Locations, which identify youth technical skills, psychosocial recovery, and access to justice as critical enablers of sustainable transition. Global and country-level evidence also confirms that unresolved trauma and weak dispute resolution mechanisms undermine recovery, social cohesion, and trust in government institutions.

Accordingly, the project integrates:

1. Economic and technical resilience through vocational training, entrepreneurship, and youth O&M capacity-building (Output 1);
2. Inclusive, gender-responsive basic services that address psychosocial wellbeing and legal empowerment (Output 2).

Together, these interventions protect immediate recovery gains, reduce community tensions, and sustain stabilization outcomes in conflict and disaster affected communities.

Gender, Inclusion, and Human Security

Gender equality and youth inclusion are central to the project design (Gender Marker: GEN2). Women and youth are prioritized not only as beneficiaries but as active agents of recovery and stabilization. Women benefit from targeted vocational training, entrepreneurship support, psychosocial services and legal empowerment, directly addressing structural inequalities and protection risks intensified by conflict and displacement. Youth are equipped with employable skills alongside operations and maintenance (O&M) capacities to manage and safeguard community assets, thereby reducing vandalism, reliance on external actors, and the risk of relapse into instability.

Guided by a human security approach, the project delivers people - centred, preventive, inclusive and context sensitive interventions that simultaneously address economic recovery, psychosocial wellbeing, and access to justice, reinforcing durable stabilization and resilience outcomes.

Linkage to CPD and UNSDCF

The project contributes directly to:

- UNSDCF outcomes on resilience, social cohesion, and accountable governance; and
- UNDP CPD (2023–2027) outcomes on early recovery, community safety, and peacebuilding.

By strengthening community capacities and access to services, the project operationalizes the CPD theory that resilient communities and capable local systems reduce humanitarian dependency and instability.

Key Assumptions and Risk Mitigation

The project assumes continued access to target communities, sustained engagement of local authorities and community leadership, and the willingness of community members particularly women and youth to participate in asset maintenance, service utilization, and recovery activities. It also assumes that stabilization gains in target locations will remain sufficient to allow community-based implementation.

Risks related to insecurity, access constraints, or changes in the operating environment will be mitigated through adaptive and phased implementation, strong reliance on community-based delivery mechanisms, and close coordination with stabilization, humanitarian, and security partners. Regular context monitoring and flexible operational planning will enable timely adjustments to activities to ensure continuity of delivery and protection of results.

III. RESULTS AND PARTNERSHIPS

Expected Results

Output 1: Capacities to Enhance Economic and Environmental Resilience Strengthened in Conflict and Disaster-Prone Communities

Under Output 1, the project focuses on strengthening community level economic and technical capacities that sustain stabilization gains with a particular emphasis on women and youth as drivers of recovery and asset protection.

Key Activities:

Activity 1.1: Rehabilitate and solarise the Muna Vocational Training Centre (Maiduguri) for women and youth at Risk

The rehabilitation of a vocational training centre will provide a safe and structured space for skills development, social reintegration, and community recovery. The centre will serve as a hub for vocational and technical training aligned with local recovery needs, while also preparing youth cohorts from across stabilization locations (RSF Communities) with operations and maintenance (O&M) skills to support the upkeep and protection of community assets restored through stabilization efforts.

This approach is informed by findings from UNDP's Community Transition Readiness Assessment, which highlight youth technical capacity and asset stewardship as critical enablers of sustainable transition and resilience in post-conflict settings.

As a result of these interventions, women and youth will experience increased employability and improved income generation opportunities, while youth will play a more active role in the maintenance and protection of community infrastructure. This strengthened ownership and technical capacity will reduce the risk of asset degradation, help safeguard stabilization investments, and lower the likelihood of relapse into instability in conflict and disaster-prone communities.

Activity 1.2: Upgrade the capacities of women and youth that have previously benefitted from vocational and entrepreneurial skills under stabilization project and provide Start-Up Packages

This activity equips women and youth with practical vocational and entrepreneurial skills, complemented by startup packages that enable immediate income generation. Training will integrate basic asset management and operations and maintenance (O&M) principles, allowing beneficiaries to actively contribute to the upkeep and sustainability of community infrastructure and services.

By linking livelihoods with asset stewardship, the project ensures that economic recovery reinforces stabilization outcomes rather than operating in isolation. As a result, household income and food security will improve, women and youth will contribute meaningfully to the maintenance and sustainability of community assets and community ownership of recovery investments will be strengthened, reducing the risk of humanitarian backsliding and instability.

Activity 1.3: Upgrade local businesses established with the Kaizen approach (business SWOT and plans).

Local businesses established or supported under stabilization programmes will be upgraded through the application of the Kaizen approach, delivered by a qualified consultant. The consultant will conduct structured SWOT analyses for selected enterprises to assess current performance, identify operational gaps, and highlight opportunities for improvement. Based on the findings, the consultant will support business owners to develop and implement practical

business improvement plans focused on process efficiency, quality control, cost management, record keeping, customer relations, and market expansion. Ongoing coaching and technical guidance will be provided to strengthen management practices and enhance productivity.

Output 2: Vulnerable Communities enabled to access quality, inclusive, gender-responsive and affordable basic services

Output 2 strengthens access to inclusive, gender-responsive basic services that address psychosocial recovery, access to justice, and social cohesion. These services are critical to sustaining economic recovery and stabilization gains, as they reduce trauma, prevent the escalation of disputes, and reinforce trust between communities and state institutions in conflict and disaster-affected settings.

Key Activities:

Activity 2.1: Construct/Rehabilitate gender-responsive social infrastructure (Community Wellness Centre)

Activity 2.1 focuses on the construction/rehabilitation of a gender responsive community wellness centre that functions as an integrated platform for mental health and psychosocial support (MHPSS), safe referrals to protection, health and legal services, and structured community dialogue. The wellness centre is designed to respond to trauma, stress, and social fragmentation that persist in post conflict environments and that, if unaddressed, undermine recovery, livelihoods, and stabilisation gains.

By providing a neutral, civilian space that is accessible and trusted by community members particularly women, youth, and other vulnerable groups, the wellness centre also contributes to civil - military confidence building. It complements stabilization and security efforts by facilitating non coercive engagement, early identification of grievances, and referral-based responses rather than escalation. In doing so, the centre strengthens social cohesion and reinforces trust in state supported systems and institutions at the local level.

As a result, psychosocial wellbeing among conflict affected populations (including formal law enforcement personnel) will improve, community trust in state supported services will increase, and social tensions that could trigger conflict relapse or secondary displacement will be reduced.

Activity 2.2: Provide gender-responsive legal aid services and institutional empowerment of community-based paralegals and awareness raising on rights for communities in need.

This activity strengthens access to justice as a core basic service supporting post conflict recovery and stabilization. Through this activity, community-based paralegals will be trained and supported to provide first line legal information, mediation assistance and referrals for common post conflict challenges, including land and property disputes, gender-based violence, civil documentation issues, and livelihood related conflicts. These services are particularly critical for women and youth, who often face structural barriers to formal justice mechanisms.

Legal aid and paralegal services are functionally linked to the community wellness centre, creating an integrated and protection sensitive service pathway. Individuals accessing psychosocial support through the wellness centre can be referred seamlessly to paralegals for rights awareness, dispute resolution, or onward referral to formal legal or protection actors where necessary. This integration ensures that psychosocial recovery is complemented by practical solutions to grievances that, if left unresolved, could escalate into violence or undermine livelihoods.

Through early legal support and mediation at the community level, the activity reduces the likelihood of disputes escalating into broader conflict, strengthens confidence in peaceful and institutional mechanisms for redress, and reinforces the sustainability of economic and stabilization gains achieved under the project.

Resources Required to Achieve the Expected Results

The following resources will be required for successful implementation of this project.

Financial resource: Planned activities under this project are expected to cost USD 500,000.

Human resource: A project manager based in Maiduguri will be responsible for the implementation and management of this project under the supervision of the Head of the Northeast (NE) office. The project will be supported by all relevant units within the NE office and the Country office, including from staff from the civil engineering, M&E and communication units. UNDP is in the process of recruiting a Japanese international UNV as project officer. He or She will be in charge of quality assurance including financial management.

Material: Japanese products can be considered in conformity with UNDP's rules and procedure to solarise a vocational centre.

Partnerships with Japanese entities

UNDP will build on its existing partnerships and coordination mechanisms with federal and state authorities, as well as ongoing interventions implemented by UNDP partners and other like-minded INGOs and NGOs in Adamawa and Yobe States (One UN offer with IOM, UNICEF and UNODC, the SD3R with IOM, UNICEF, UNODC). The project will consolidate and strengthen collaboration with relevant state institutions, including the State Emergency Management Agencies in Adamawa and Yobe, to ensure alignment with state priorities and ongoing recovery and stabilization efforts. The project will also align with the new humanitarian architecture under development and its transition mechanisms. At the federal level, the Ministry of Finance, Budget and National Planning (MFBNP) will serve as the key national counterpart for overall project oversight and coordination.

Collaboration with Japanese entities will include Kawaguchi Energy Natural Solution Company (KENS.Co) under output 1.1, the Sasakawa Africa Association (SAA), Olam Agri, and the Japan International Cooperation Agency (JICA), alongside partners engaged under other UNDP-implemented projects, including the Regional Stabilization Facility (RSF) in the BAY states. SAA will contribute Japanese agricultural techniques to improve productivity and production systems, while JICA, particularly through its Kaizen team will provide technical expertise to support Output 1.2 by upgrading of businesses and entrepreneurs previously supported under the RSF, applying proven Japanese approaches to productivity, quality, and enterprise development.

Risks and Assumptions

The project will be implemented in a complex and dynamic operating environment, and several risks and assumptions have been identified that may influence delivery and results.

A key risk relates to the security situation in and around the target communities. Any deterioration in security could restrict access, delay implementation, or limit partner mobility. To mitigate this risk, the security context will be closely monitored throughout the project lifecycle. UNDP will maintain regular communication with the UN Department of Safety and Security (UNDSS) through the security team and continue coordination with relevant government authorities to ensure that activities are adjusted in line with security advisories and risk management protocols. A second risk concerns political and administrative disruptions linked to the electoral cycle ahead of the 2027 Presidential, National Assembly, Governorship, and State Assembly elections. Political transitions and campaign activities may affect government availability and decision-making processes critical to project implementation. To mitigate this risk, UNDP will engage early in strategic communication with government counterparts and maintain close coordination with technical officers within relevant ministries, departments, and agencies to ensure continuity of engagement and timely decision-making regardless of political developments.

The project is based on several key assumptions at both the internal and external levels. At the project level, it is assumed that implementing partners possess adequate technical capacity to deliver training, business upgrading, and innovation support activities, and that financial resources, equipment, and in-kind support will be disbursed in a timely manner to avoid delays. It is also assumed that digital tools and systems required for training, monitoring, and business support are accessible to beneficiaries, and that gender equality and protection measures are consistently applied across all outputs.

At the external level, the project assumes that the security environment will remain sufficiently stable to allow continued field presence and implementation; that government institutions will remain committed to supporting market development, enterprise growth, and community-based management systems; and that private sector partners will remain willing to engage in co-financing and innovation initiatives. It is further assumed that no major external shocks such as significant conflict escalation or severe environmental disasters will occur that could fundamentally disrupt project locations.

These risks and assumptions are informed by lessons from previous evaluations of UNDP's stabilization and resilience programming, which highlights the importance of sustained access, strong government collaboration, capable partners, and private sector engagement in achieving durable recovery outcomes in fragile and conflict-affected settings. (see Annex 5: Risk log).

Stakeholder Engagement

The project will apply a participatory and conflict-sensitive stakeholder engagement approach to ensure that all relevant groups are meaningfully involved throughout the project lifecycle. Engagement will be continuous and adaptive, spanning project design, implementation, monitoring, and learning, with particular attention to inclusion, transparency, and accountability.

3.5.1 Target Groups: The primary target groups are vulnerable community members in selected conflict-affected communities in Adamawa and Yobe States, including smallholder farmers, youth, women, internally displaced persons

(IDPs), returnees, and host community populations. These groups have been disproportionately affected by the Boko Haram insurgency through loss of livelihoods, displacement, and limited access to economic opportunities.

Target groups will be identified through a combination of community-level assessments, consultation with state authorities and local structures, and engagement with Community Stabilization Committees (CSCs) established under stabilization programmes. The project will prioritize transparent selection criteria and inclusive processes to ensure equitable participation and avoid perceptions of bias. Engagement strategies will include community consultations, information sessions, participatory planning workshops, and regular feedback meetings. Particular attention will be given to the meaningful participation of women and youth, supported by gender-responsive outreach and activity design.

3.5.2 Other Potentially Affected Group: Other potentially affected groups include non-beneficiary community members, local leaders, traders and business owners, adjacent communities, and local service providers who may be indirectly affected by project activities, such as changes in market dynamics, access to shared infrastructure, or environmental impacts related to agricultural or enterprise support.

To ensure these groups are informed and able to raise concerns, the project will implement accessible and transparent feedback and grievance mechanisms at the community level. These mechanisms will include community focal points, suggestion boxes where appropriate, and referral pathways through existing community structures such as CSCs. Information on available grievance channels, including UNDP's Social and Environmental Compliance Review and Stakeholder Response Mechanism, will be clearly communicated in local languages during community meetings and displayed in public spaces where feasible.

The project will ensure that complaints and concerns are addressed in a timely, confidential, and culturally appropriate manner, with clear procedures for escalation where required. This approach aims to minimize unintended social or environmental impacts, strengthen trust between communities and project actors, and ensure that stakeholder feedback actively informs adaptive project management.

South-South and Triangular Cooperation (SSC/TrC)⁴

The project will leverage South-South and Triangular Cooperation to enhance the quality and sustainability of enterprise upgrading interventions. Specifically, the Kaizen approach will be applied to support the upgrading of existing businesses established under stabilization efforts. Kaizen, a Japanese methodology focused on continuous improvement, productivity, and quality management, has been successfully introduced by the Japan International Cooperation Agency (JICA) in several contexts. Building on JICA-supported experience in Cameroon, where Kaizen has been adapted and applied to micro, small, and medium-sized enterprises across West and Central Africa, the project will promote triangular cooperation among Japan, Cameroon, and Nigeria. Through this cooperation, technical expertise, practical training models, and lessons learned from Cameroon's application of Kaizen will be transferred and adapted to the Nigerian context.

This SSC/TrC approach will enable peer learning, contextual adaptation of proven methodologies, and cost-effective capacity development, while strengthen regional knowledge exchange and support sustainable enterprise growth in Adamawa and Yobe States.

Digital Solutions⁵

Digital tools will be integrated throughout the project to enhance efficiency, transparency, and reach. These include:

- Digital training modules where feasible.
- E-payment systems for livelihood capital.
- Digital monitoring tools for enterprise performance.
- Tech-enabled innovation solutions that enhance productivity.

This approach aligns with UNDP's Digital Strategy (2022–2025), which highlights the importance of inclusive digital systems for resilience, service delivery, and economic transformation.

Knowledge

In addition to formal evaluations, the project will generate a range of knowledge products to document results, capture lessons learned, and promote wider learning. These will include human-interest stories and photo stories highlighting community-level impact, beneficiary experiences, and good practices emerging from project implementation. To

⁴ Please see [Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation](#).

⁵ Please see the [Guideline "Embedding Digital in Project Design"](#).

ensure visibility and knowledge sharing, UNDP will disseminate these products through its official communication channels, including social media platforms such as (Facebook, Instagram and Twitter), as well as other appropriate UNDP communication platforms. These materials will be used to showcase project achievements, promote transparency, and share practical insights with partners, donors, and the wider development community.

Key lessons learned and implementation experiences will also be systematically discussed during Project Board meetings and relevant coordination forums. This will support adaptive management, inform decision-making, and enable the integration of successful approaches into future programming. Where relevant, lessons will be documented and shared internally to support replication and scaling within similar contexts.

Sustainability and Scaling Up

This project will reinforce the sustainability mechanisms already established at community and state levels through the RSF initiative. CSCs serve as key platforms for inclusive participation, planning, and community voice. They act as custodians of local infrastructure and play vital roles in promoting social cohesion and managing conflict. Trained and connected to local government authorities, CSCs are equipped to ensure effective and sustainable infrastructure management. Upon project completion, CSCs, with continued support from local and state authorities, will take ownership of results and drive further development.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Value for Money (VfM) is about maximizing the impact of every money spent to improve people's lives. In this regard, the project will undertake the following measures to maximize value for money:

Area-based approach: The project will target localities where the other agencies are already implementing complimentary projects to build synergy and provide comprehensive package of assistance. This will leverage the stabilisation gains by targeting the established businesses, and the other livelihood stakeholders to foster recovery and development efforts.

Leveraging partnerships and comparative capacities/expertise: The project will work with key strategic partners at the state and LGA levels. Partners consist of government institutions, humanitarian and development agencies, NGOs and the private sector where relevant. In effect, these partnerships leverage existing capacities within specific institutions that have direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP.

Investing in up-front planning, documentation and evidence-based programming: The project will be supported by UNDP Knowledge Hub in evidenced-based planning and documentation to ensure explicit and tacit knowledge utilised both at state and local government levels.

Leveraging UNDP's Sub-Office and other UN agency assets in the North-East: Minimising the cost of maintaining effective field operations architecture through partnering with UNDP presence in Maiduguri to reduce costs e.g. occupying common compound to share security and common services; utilising WFP's logistics especially air assets. In addition, the resources such as human cost will be shared among the projects in the North-East. UNDP will allocate additional human resource and assets on no cost basis to support the project.

Project Management

The project will be executed using the Direct Implementation Modality (DIM). UNDP will be accountable for the planning, implementation, and oversight, as well as financial management and reporting of the programme vis-à-vis donor/key stakeholders.

UNDP will build on its existing partnerships and coordination mechanisms with federal and state authorities, as well as ongoing interventions implemented by UNDP partners and other like-minded INGOs and NGOs in Borno State (One UN offer with IOM, UNICEF and UNODC, the SD3R with IOM, UNICEF, UNODC). The project will consolidate and strengthen collaboration with relevant state institutions, including the Borno State government, to ensure alignment with state priorities and ongoing recovery and stabilization efforts. The project will also align with the new humanitarian architecture under development and its transition mechanisms. At the federal level, the Ministry of Finance, Budget and National Planning (MFBNP) will serve as the key national counterpart for overall project oversight and coordination.

Audits are performed in accordance with the UNDP Financial Regulations and Rules, and the cost is not included in the budget of the individual project. At the end of a project, any unspent balances held by the projects will be returned to the Government of Japan through Japan Unit/BERA.

Reporting: The project total budget is five hundred thousand USD (less than three million) and total duration is less than five years. As the result, it is not subjected to mandatory evaluation. ([UNDP EVALUATION GUIDELINES](#)) A final narrative and preliminary financial report will be prepared in a manner to correspond to the activities in the Result Framework (based on specific indicators and measurable targets) and be submitted to the local Embassy of Japan (EoJ) within three months after the project completion date. A final financial report will be submitted to the local EoJ within a year after the project completion date.

Visibility: UNDP will work with its visibility standard ensuring it aligns with Japan visibility requirements, which includes a press release, human interest stories, and photo stories. The logo of Japan (From the people of Japan) will be utilised for banners of the project events, supplies and other visibility materials to ensure that end beneficiaries are aware of the generous contribution of the Government of Japan. UNDP will use its social media platforms (e.g. Facebook, X and Instagram) to disseminate information on the impact of this partnership. The close engagement with the Embassy of Japan will be made including regular communication as well as a joint field visit where possible. UNDP's Communication unit will provide technical support in ensuring increased visibility of the project.

V. RESULTS FRAMEWORK⁶

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: test UNSDCF Strategic Priority 4 (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1: 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 Country Programme Results and Resources 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: A.3.2 Stabilization, recovery, and reconstruction efforts resulted in improved access to essential services and infrastructure, revitalized local economies, successful reintegration of ex-combatants, and reduced social tensions among crisis-affected populations.										
Project title and Quantum Project Number:										
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁷	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2026 Q2	2026 Q3	2026 Q4	2027 Q1	FINAL	
Output 1 Capacities to enhance economic and environmental resilience strengthened in conflict and disaster-prone communities.	1.1 Number of vocational training centres rehabilitated/constructed	Assessment and field reports	1	2026	1	-	-	-	1	Field monitoring report. Certificate of rehabilitation Risks: Limited access due to insecurity;
	1.2 Number of beneficiaries supported with entrepreneur skills and provided with start-up packages	Training attendance sheets; Partner training reports	100	2026	100	-	-	-	At least 100 (50 women, 50 men)	Attendance sheet of training; Field monitoring; Pre/post training forms. Risks: Limited access due to insecurity; Women's participation constraints.

⁶ 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.

⁷ 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.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁷	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2026 Q2	2026 Q3	2026 Q4	2027 Q1	FINAL	
	1.3 Number of beneficiaries that upgraded their business with the Kaizen approach	Training attendance sheets; Partner training reports	0	2026	25	25	-	-	At least 50 (25 women, 25 men)	Attendance sheet of training
Output 2 Vulnerable communities affected by conflicts and disasters are enabled to access quality, inclusive and gender-responsive and affordable basic services	2.1 Number of social facilities rehabilitated/constructed.	Assessment and field reports	0	2026	-	1	-	-	1	Field monitoring report. Certificate of rehabilitation Risks: Limited access due to insecurity;
	2.2 Number of beneficiaries that accessed legal aid services under the project.	Period project reporting (NBA)	100	2026	25	50	50	25	At least 150	NBA legal aid beneficiary's tracker and report.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. (Update the results framework) Verify training attendance, equipment distribution, business upgrading, innovation pilots, and protection activities	Quarterly	Slower than expected progress will be addressed by project management.	UNDP, State Ministries, NGO partners, JICA (Kaizen)	Included in project M&E cost
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. Adjust implementation plans when risks escalate	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. Update the Risk Log	UNDP security team; UNDSS, Government counterparts	
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. Capture good practices from livelihood work, Kaizen business upgrading, innovation support, and protection activities to Inform planning and scale-up.	Quarterly	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP Comms Unit, Innovation partners	
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. Conduct internal quality review	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP Programme & Quality Assurance Units	
Review and Make Course Corrections	To review evidence from all monitoring activities and make adjustments to implementation so to adjust	At least annually	Performance data, risks, lessons and quality will be discussed by the project	UNDP Project Team,	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	workplans, budgets, or approaches based on evidence and learning. (Hold internal review meetings)		board and used to make course corrections.	Government partners	
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 long with mitigation measures, and any evaluation or review reports prepared over the period.	At the end of the project (final report)	Compile progress against targets Submission of the Final Narrative Report (FNR) within three (3) months and the Final Financial Report (FFR) within one (1) year of project completion	UNDP, Embassy of Japan, Government	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold project reviews at the beginning of the project review and approve the 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.	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.	UNDP, Government, Embassy of Japan.	

Evaluation Plan⁸

⁸ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁹¹⁰

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		
		2026 Q2	2026 Q3	2026 Q4	2027 Q1		Funding Source	Budget Description	Amount
Output 1: Capacities to enhance economic and environmental resilience strengthened in conflict and disaster-prone communities. <i>Gender marker: 2</i>	1.1 Rehabilitate and solarise the Muna vocational training centre (Maiduguri) for at risk women and youth	x	x			UNDP	Japan	Equipment	100,000
	1.2 Upgrade the capacities of women and youth that have previously benefited from vocational and entrepreneurial skills under stabilization project and provide start-up packages		x	x	x	UNDP	Japan	Supplies	120,000
	1.3 Training of beneficiaries with upgraded Kaizen Business approach (contribution to the consultancy fees)			x	x	UNDP	Japan	Supplies	5,000
	Sub-Total for Output 1								225,000

⁹ 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

¹⁰ 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIB LE PARTY	PLANNED BUDGET		
		2026 Q2	2026 Q3	2026 Q4	2027 Q1		Funding Source	Budget Description	Amount
Output 2: Vulnerable communities affected by conflicts and disasters are enabled to access quality, inclusive and gender-responsive and affordable basic services <i>Gender marker: 2</i>	2.1 Upgrade the security infrastructure of Dikwa with a gender responsive community wellness centre to enhance social cohesion, improve civilian trust in government institutions, and post-conflict resilience		x	x		UNDP	Japan	Equipment	120,000
	2.2 Provide gender responsive legal aid services and institutional empowerment of community-based paralegals, and awareness-raising on rights for communities in need.	x	x	x	x	UNDP	Japan	Training	29,016
	Sub-Total for Output 2								149,016
	Project Management	Staffing	x	x	x	x	UNDP	Japan	
	Project governance, monitoring and operational costs including HACT and SES	x	x	x	x	UNDP	Japan		25,000
	Communication and outreach	x	x	x	x	UNDP	Japan		10,000
	Global monitoring, advocacy, and reporting	x	x	x	x	UNDP	Japan		8,988
	Sub-Total for Project Management								84,363
Sub-total (Programmable amount)									458,379
Direct Project Costs									
Net Programme Budget									458,379
General Management Support (8%)						UNDP	Japan		36,670

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		
		2026 Q2	2026 Q3	2026 Q4	2027 Q1		Funding Source	Budget Description	Amount
Total Program Budget									495,049
Coordination Levy (1%)							Japan		4,951
TOTAL									500,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project Board / Steering Committee (SC) will be based in Abuja and will serve as the principal governance and decision-making body for the Action, providing overall strategic direction, guidance, and oversight.

The SC will comprise representatives of the Government of Japan, the United Nations Development Programme (UNDP), relevant Federal Government institutions, and the State Governments of Adamawa, Borno, and Yobe, alongside other key stakeholders as appropriate. It will be co-chaired by the UN Resident Coordinator and the Ministry of Budget and National Planning.

In line with its governance structure, the Steering Committee will include:

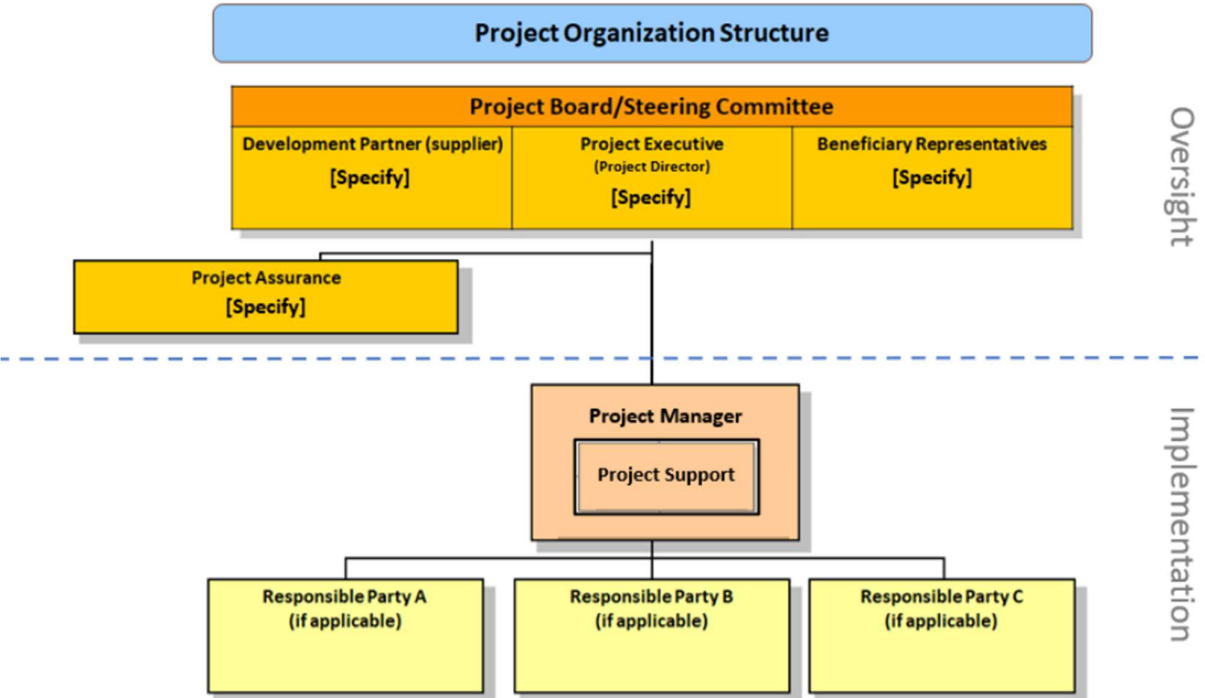
- Project Executives: the Federal Ministry of Finance, Budget and National Planning; UNDP; and the State Governments of Adamawa, Borno, and Yobe;
- Beneficiary Representatives: the State Governments of Adamawa, Borno, and Yobe; and
- Development Partner: the Government of Japan and UNDP.

The Steering committee will:

- Oversee implementation to ensure full alignment with the approved objectives, methodology, and scope as outlined in this document;
- Ensure that all activities will be carried out in compliance with the Japan's contractual obligations as stipulated in the Agreement;
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review, endorse, and approve proposed strategic or operational adjustments to the ProDoc in response to evolving contextual and operational realities; and
- Review and approve annual work plans and budgets, examine quarterly progress updates (including briefings or summaries, as applicable), and validate annual progress and final implementation reports.

The SC will meet at a minimum twice a year, more if required. The Steering Committee will be supported by a Technical Committee that will have members based in Abuja and Maiduguri which will consist of technical staff. The Technical Committee will Advise the Steering Committee on strategic matters and Regularly interact to monitor progress.

The project will be executed using the DIM modality. This project builds on stabilisation gains to foster recovery. It will thus be implemented in complementarity with the Nigeria national window of the RSF. As such, while keeping separate activities and narrative and financial reporting systems as required under the Japanese Supplementary Budget (JSB) governance arrangement, the project will be overseen by the RSF governance arrangement. EoJ will be part of the overall RSF National project board and national technical committee with full rights and entitlements.



IX. LEGAL CONTEXT

Option a. 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.

X. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹¹ [UNDP funds received pursuant to the Project Document]¹² are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

¹¹ To be used where UNDP is the Implementing Partner

¹² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
 - d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to

the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- k. *Choose one of the three following options:*
Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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

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

XI. ANNEXES

1. Project Quality Assurance Report

- 2. Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

UNDP Social and Environmental Screening Template (v. July 2022)

**** Please note that all Social and Environmental Screening Procedures (SESPs) must be conducted (completion and approval process) in the [UNDP SESP Online Tool](#). The offline template below can be used to facilitate information sharing among colleagues when conducting an SESP within the online platform.**

Project Information

Project Information	
1. Project Title	Accelerating recovery of affected communities from security and humanitarian crises in Northeast Nigeria
2. Project Number (i.e. Atlas project ID, PIMS+)	TBC
3. Location (Global/Region/Country)	Country level
4. Project stage (Design or Implementation)	Design
5. Date	01 March 2026

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the project mainstreams the human rights-based approach</i>
The project applies a human rights-based approach by ensuring inclusive participation and equitable access to benefits for all targeted groups (including IDPs, returnees, women, youth, and persons with disabilities). It promotes non-discrimination in beneficiary selection, provides information in local languages, and enhances the grievance redress mechanism (GRM) already established under the RSF project and operationalized through the CSC. Activities are designed to respect dignity, protect against reprisals, and strengthen local governance structures to uphold accountability and rights.
<i>Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment</i>
Gender equality is integrated across all outputs, with the project classified as GEN2. Women are central to the project's strategy, with the project integrating gender equality across all outputs by: • ensuring women's participation in livelihood training and business development. • targeting women-owned enterprises for upgrading and financial support. • integrating gender-sensitive design in innovation projects. • supporting training on protection systems that address women and girls' specific needs. • promoting environmental health interventions that reduce women's unpaid domestic labour burdens. The project includes a Gender Action Plan with targets for women's participation, measures for safe and accessible training environments, and SEA/SH risk mitigation protocols. By enhancing women's economic opportunities and leadership in community resilience structures, the project contributes to long-term empowerment.
<i>Briefly describe in the space below how the project mainstreams sustainability and resilience</i>
Sustainability and resilience are embedded through climate-smart agricultural practices, integrated waste management, resource-efficient technologies, and through reinforcement of state-community-led management systems to ensure the sustainability of community infrastructure: • The project strengthens community disaster preparedness via early warning systems and flood response training, reducing vulnerability to climate shocks. • Support to municipal waste management promotes circular economy principles and pollution prevention. • CSCs serve as key platforms for inclusive participation, planning, and community voice. They act as custodians of local infrastructure and play vital roles in promoting social cohesion and managing conflict. Trained and connected to local government authorities, CSCs are equipped to ensure effective and sustainable infrastructure management. Upon project completion, CSCs, with continued support from local and state authorities, will take ownership of results and drive further development. In addition, all interventions are aligned with national environmental regulations and UNDP SES, ensuring ecological integrity and adaptive capacity for future risks.
<i>Briefly describe in the space below how the project strengthens accountability to stakeholders</i>
The project fosters accountability through a participatory Stakeholder Engagement Plan involving community structures (CSCs), state agencies, and private sector actors. It ensures continuous information sharing, feedback loops, and inclusive consultations, particularly with marginalized groups. The project enhances the grievance redress mechanism (GRM) already established under the RSF project and operationalized through the CSC. Regular monitoring, transparent reporting, and gender-sensitive communication reinforce trust and responsiveness throughout implementation.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood (1-5)	Significance (Low, Moderate, Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: Gender Equality and Women's Empowerment There is a risk that women's groups may raise concerns about gender equality if their voices are not adequately heard or if the project does not adopt a sufficiently inclusive approach to address restrictive societal gender norms, unpaid care responsibilities, and mobility constraints. This risk reflects lessons from the RSF project, where women initially expressed concerns about underrepresentation in the Community Stabilization Committee, prompting the creation of a dedicated women's subgroup. Causes: All activities under the four outputs target both men and women beneficiaries, which requires deliberate measures to ensure equitable participation. Impact: Failure to address these concerns could exacerbate gender-based inequalities, increase grievances among women, and lead to resistance to project activities. This may result in gender-related conflicts during implementation, reduced trust in UNDP, and failure to achieve GEN2 targets, ultimately producing gender-imbalanced results.	I = 2-Minor L = 4-Highly likely Moderate	Low		Risk assessment: While societal norms are restrictive and GBV prevalence is high, the impact is localized to selected communities (Buni Yadi, Yobe State; Gulak, Adamawa State) where culturally sensitive approaches and prior stabilization efforts have improved openness to gender initiatives. Therefore the risk has been assessed as moderate due to the localized interventions and the number of beneficiaries, with 370 women beneficiaries targeted, the project aiming to design and promote at least three women-led innovative solutions out of 15 total, and ensuring that women represent at least 40% of members in the 20 Community Management Committees being strengthened. Risk treatment: The Stakeholder Engagement Plan will prioritize meaningful participation of women and youth through gender-responsive outreach and activity design. A Gender Action Plan aligned with GEN2 outputs will be implemented to mitigate GBV risks, ensure safe modalities for targeting women beneficiaries, and meet participation targets. The project will also strengthen the existing women's subgroup under the Community Stabilization Committee to provide a structured channel for women's concerns related to project activities.
Risk 2: Accountability	I = 2-Minor L = 4-Highly	Low		Risk assessment: The impact is localized to selected communities (Buni Yadi, Yobe State; Gulak, Adamawa State),

There is a risk that grievances or objections from potentially affected stakeholders may arise during project implementation, particularly from individuals or groups who are not selected for specific interventions. Causes: All activities under the four outputs involve selecting individual beneficiaries based on defined criteria that could lead to exclusion or perceived exclusion when they do not meet eligibility requirements. Impact: Increased frustration among marginalized groups, youth, or women due to feelings of abandonment. Higher volume of grievances, leading to loss of trust in UNDP and project processes. Potential reputational risk for UNDP if grievances are not managed effectively.	likely MODERATE			where culturally sensitive approaches and prior stabilization efforts have already taken place. The already established Community Stabilization Committees (CSCs) provide proactive and reactive channels for grievances between community members and the project team, reducing the likelihood of unmanaged grievances. Nevertheless, if interventions are not inclusive enough—such as failing to incorporate inputs from diverse groups, providing insufficient training and capacity building to ensure autonomy, insufficient private sector engagement to scale community-led innovations, or delivering waste management and flood response sessions that are unsafe or ineffective—the emergence of grievances would be highly likely. Risk treatment: The Stakeholder Engagement Plan will prioritize meaningful and inclusive participation of all groups. The project will strengthen the role of CSCs as key platforms for inclusive participation, planning, and community voice. The project will enhance the Grievance Redress Mechanism (GRM) established under the RSF project and operationalized through CSCs, ensuring it remains effective and community-led to address both contextual and project-related grievances. Transparent communication of eligibility criteria and selection processes in local languages and through multiple channels will reduce the likelihood of potential grievances.
Risk 3: 1. Biodiversity Conservation and Sustainable Natural Resource Management As the project includes provision of equipment (e.g., ox-plough) and training, supply of selected seeds with high productive potential (including cash crops for agroforestry), and adapted irrigation systems, as well as support for high-impact community innovations in areas such as climate-smart agriculture and livestock, there is a potential risk of: • Introduction of invasive alien species. • Reforestation or harvesting of natural forests. • Significant agricultural production	I = 2-Minor L = 2-Low likely LOW	Low		Risk assessment: The impact is localized to selected communities (Buni Yadi, Yobe State; Gulak, Adamawa State). The scale and intensity of interventions—such as agricultural production, water extraction, and animal husbandry—are limited because they relate to individual livelihoods (520 beneficiaries under Output 1) and a small number of community-led innovations (5 innovative solutions promoted and 3 bankable projects developed under Output 3). Interventions are diversified (climate-smart agriculture, food processing, livestock, digital early warning systems) and focused on livelihood recovery rather than large-scale commercial agriculture. Importantly: • No construction of boreholes is planned, reducing risk of water-use conflicts, and no land acquisition or

leading to soil degradation. Significant extraction of groundwater resources Causes: Activities under: Output 1: Livelihood recovery strengthened through climate-smart agriculture harnessing renewable energy and Output 3: Innovative solutions deployed and private sector engagement catalyzed to drive inclusive and sustainable recovery efforts. Impact: Soil degradation and erosion, water-use conflicts, unintended habitat effects, introduction of non-native species if seed selection is not properly screened.				changes in land rights are foreseen. - Output 1 support is limited to individualized needs such as essential farming equipment, improved seed inputs, piloting adapted small-scale irrigation systems, and starter kits to improve food production and quality, reduce post-harvest losses, and increase market competitiveness. - Output 3 aims to identify and empower a limited number of innovative community-based startups in climate-smart agriculture, livestock, or digital early warning systems. Therefore, as interventions are designed for livelihood recovery and not for scaling intensive production, the risk to biodiversity conservation and sustainable natural resource management is assessed as low. Risk treatment: A targeted management plan embedded in project activities (procurement and training) will include Sustainable Agriculture Protocols (Soil conservation, contouring, mulching, crop rotation), seed sourcing & Agroforestry guidance (Avoid invasive species; align with national approved lists), sustainable irrigation Micro-ESMP (Site screening, water abstraction limits, drainage design).
Risk 4: 2. Climate Change and Disaster Risks There is a risk that project outputs and outcomes—particularly those related to livelihoods and innovative solutions—may be sensitive or vulnerable to climate change impacts and disasters, especially seasonal flooding and periodic droughts. The project includes physical interventions in areas historically exposed to floods and climate variability, which could affect agricultural productivity and infrastructure functionality Causes: Activities under Output 1: livelihood recovery strengthened through climate-smart agriculture harnessing renewable energy. Activities under Output 3: Innovative solutions deployed and private sector	I = 2-Minor L = 4-Highly likely MODERATE	Low		Risk assessment: The impact is localized to Buni Yadi (Yobe State) and Gulak (Adamawa State), areas identified as highly climate sensitive. - Yobe State faces recurrent droughts and desertification, coupled with flash floods during intense rainfall events. - Adamawa State is prone to riverine flooding along the Benue River and seasonal flash floods, which disrupt agriculture and infrastructure. Climate shocks and market volatility continue to pose risks to recovery. While project interventions do not exacerbate climate impacts, they remain vulnerable to them. The risk category has been classified as moderate, given the exposure of target communities to climate hazards and the reliance of project activities on weather-dependent systems. Risk treatment: Several activities under Output 4 directly

engagement catalyzed to drive inclusive and sustainable recovery efforts. Impact: Delays in project implementation due to flooding or extreme weather events. Reduced sustainability of livelihoods as crops and livestock may be damaged by floods or prolonged droughts. Increased vulnerability of beneficiaries if adaptive measures are insufficient, undermining resilience objectives.				mitigate this risk: Activity 4.1: Training sessions to build local capacity for effective flood response, including evacuation drills and community disaster preparedness and Activity 4.2: Technical assistance and capacity building for improved waste collection and drainage maintenance to reduce urban flooding risks. Additional measures: • Climate Risk Screening for all intervention sites to identify hazard exposure. • Development of Community Disaster Risk Reduction Plans (including evacuation routes and drills). • Emergency Response Plan (ERP) integrated into project operations. • Seasonal Work Planning (crop calendars and timing adjustments to avoid peak flood periods). • Promotion of climate-smart agricultural practices (drought-tolerant seeds, soil moisture conservation, integrated pest management).
Risk 5: 3. Community Health, Safety and Security There is a risk of physical hazards and injuries, as well as water-borne and vector-borne diseases, arising from handling of provided agricultural equipment, waste management operations (collection, transport, disposal) and potential increase in disease vectors due to improper waste handling or stagnant water. Causes: Activities under Output 1: Livelihood recovery strengthened through climate-smart agriculture harnessing renewable energy; Output 3: Innovative solutions deployed and private sector engagement catalyzed to drive inclusive and sustainable recovery efforts and Output 4: Protection-centered environment created in affected communities, including waste management improvements and flood preparedness.	I = 2-Minor L = 4-Highly likely MODERATE	Low		Risk assessment: The impact is localized to selected communities (Buni Yadi, Yobe State; Gulak, Adamawa State) and limited to: • Provision of individual handling equipment for livelihoods (520 beneficiaries under Output 1). • A small number of community-led innovations (5 innovative solutions promoted and 3 bankable projects developed under Output 3). • Waste management improvements in 3 communities under Output 4. Given the scale and scope, the risk is considered moderate, but contextual factors—such as high prevalence of malaria and cholera outbreaks in flood-prone areas of Yobe and Adamawa—require proactive mitigation. Risk treatment: A targeted management plan embedded in project activities (procurement, handover, training) will include Community Health & Safety Plan (Health and safety signage at training sites, provision and mandatory use of PPE, first aid kits and trained personnel at distribution and training events, traffic management for equipment delivery and waste collection

Impact: Accidents and injuries during equipment use or training sessions, transmission of water-borne diseases (cholera, typhoid) and vector-borne diseases (malaria) linked to poor drainage or waste management, unsafe waste handling practices leading to community health risks.				vehicles) and Vector & Public Health Risk Mitigation (Drainage clearance protocols to prevent stagnant water, waste segregation and safe disposal practices to reduce breeding grounds for disease vectors, hygiene promotion campaigns in collaboration with local health authorities).
Risk 6: 8. Pollution Prevention and Resource Efficiency There is a risk of environmental pollution and inefficient resource use due to the release of pollutants during waste collection and disposal operations, potential release of hazardous materials from improper handling of waste streams, application of pesticides in climate-smart agriculture, significant consumption of energy and water for irrigation and food processing activities. Causes: Activities under Output 1: Livelihood recovery strengthened through climate-smart agriculture harnessing renewable energy, Output 3: Innovative solutions deployed and private sector engagement catalyzed to drive inclusive and sustainable recovery efforts and Output 4: Protection-centered environment created in affected communities, including waste management improvements. Impact: Pollution of environment and water resources, increased health risks from hazardous waste or pesticide misuse, higher carbon footprint and strain on local water resources if resource efficiency measures are not applied.	I = 2-Minor L = 4-Highly likely MODERATE	Low		Risk assessment: The impact is localized to selected communities (Buni Yadi, Yobe State; Gulak, Adamawa State) and three communities in Borno State supported through the Waste Management Agency. The scale of interventions is limited: • Output 1: Individualized support for 520 beneficiaries (essential farming equipment, piloting adapted small-scale irrigation systems, and small-scale pesticide use). • Output 3: A small number of community-led innovations (5 innovative solutions promoted and 3 bankable projects developed), primarily in climate-smart agriculture and livestock. • Output 4: Technical assistance and capacity building for waste management improvements in three communities. Importantly: • No borehole construction is planned, reducing risk of excessive water extraction. • Pesticide use is limited to livelihood farmers. • Waste management interventions focus on improving collection, segregation, and recycling rather than large-scale industrial operations. Given these factors, the risk is considered moderate. Risk treatment: A targeted management plan embedded in project activities (procurement and training) will include Waste Management Plan (Segregation of waste streams, collection routing and safe transport, disposal standards and recycling targets, worker safety protocols and PPE provision, runoff control and community awareness campaigns), a Pest Management Plan and Integrated Pest Management (Training on safe pesticide use, storage, and disposal; prohibition of internationally banned chemicals; promotion of biological and

				non-chemical pest control methods) and a resource Efficiency Plan (Water-use limits for irrigation pilots, energy efficiency measures , monitoring of water and energy consumption at beneficiary and community levels.)
[add additional rows as needed]				
	QUESTION 4: What is the overall project risk categorization?			
	<i>Low Risk</i>	☐		
	<i>Moderate Risk</i>	☒		
	<i>Substantial Risk</i>	☐		
	<i>High Risk</i>	☐		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
	Question only required for Moderate, Substantial and High Risk projects			
	<i><u>Is assessment required? (check if "yes")</u></i>	☐		<i>Status? (completed, planned)</i>
	<i>if yes, indicate overall type and status</i>		☒ Targeted assessment(s)	Planned
			☐ ESIA (Environmental and Social Impact Assessment)	
			☐ SESA (Strategic Environmental and Social Assessment)	
	<i><u>Are management plans required? (check if "yes")</u></i>	☐		
	<i>if yes, indicate overall type</i>		☒ Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	Planned
			☐ ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐ ESMF (Environmental and Social Management Framework)	
	<i><u>Based on identified risks, which Principles/Project-level Standards triggered?</u></i>		Comments (not required)	

Overarching Principle: Leave No One Behind		
Human Rights	☐	
Gender Equality and Women's Empowerment	X	
Accountability	X	
1. Biodiversity Conservation and Sustainable Natural Resource Management	X	
2. Climate Change and Disaster Risks	X	
3. Community Health, Safety and Security	X	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	
7. Labour and Working Conditions	☐	
8. Pollution Prevention and Resource Efficiency	X	

Final Sign Off

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

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
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INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind Human Rights	Answer (Yes/No)
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	NO
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	NO

P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	NO
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁶	NO
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	NO
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	YES
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	NO
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	YES
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	YES

¹⁶ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	YES
P.14	grievances or objections from potentially affected stakeholders?	YES
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	NO
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	NO

1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	NO
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NO
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	NO
1.5	exacerbation of illegal wildlife trade?	NO
1.6	introduction of invasive alien species?	YES
1.7	adverse impacts on soils?	NO
1.8	harvesting of natural forests, plantation development, or reforestation?	YES
1.9	significant agricultural production?	YES
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	NO
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	YES
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	NO
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	NO
1.14	adverse transboundary or global environmental concerns?	NO
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunamis or volcanic eruptions?	YES
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	YES
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	NO
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	NO
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	YES
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	NO
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	YES

3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	NO
3.7	influx of project workers to project areas?	NO
3.8	engagement of security personnel to protect facilities and property or to support project activities?	NO
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	NO
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	NO
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO
4.4	alterations to landscapes and natural features with cultural significance?	NO
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	NO
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	NO

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions) or physical relocation)?	NO
5.3	Risk of forced evictions? ¹⁹	NO
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	NO
6.2	activities located on lands and territories claimed by indigenous peoples?	NO
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	NO
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	NO
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	NO
6.8	risks to the physical and cultural survival of indigenous peoples?	NO
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	NO
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	NO
7.2	working conditions that may deny freedom of association and collective bargaining?	NO
7.3	use of child labour?	NO
7.4	use of forced labour?	NO
7.5	discriminatory working conditions and/or lack of equal opportunity?	NO
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	NO

¹⁹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	YES
8.2	the generation of waste (both hazardous and non-hazardous)?	YES
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	YES
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	NO
8.5	the application of pesticides that may have a negative effect on the environment or human health?	YES
8.6	significant consumption of raw materials, energy, and/or water?	YES

3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions.

#	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 team accountable for managing the risk)	Risk Treatment and Treatment Owner
1	Deterioration of security situation in target communities	Renewed attacks by ISWAP or other armed groups; spillover from non-stabilized areas	Restricted access to communities; delays or suspension of activities; safety risks to staff and beneficiaries; non-achievement of outputs	8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 4 - Highly likely Impact: 5 - Extreme Risk level: HIGH RISK (equates to a risk appetite of SEEK)	From: 01-Apr-26 To: 31-Mar-27	UNDP Project Manager, UNDP Security Team & UNDSS	Risk Treatment 1.1: Close coordination with UNDSS and local security authorities Risk Treatment Owner. Project Manager Risk Treatment 1.2: Apply remote monitoring where physical access is restricted Risk Treatment Owner. M&E Risk Treatment 1.3: Adjust workplans based on prevailing security situations and access analysis; avoid high-risk zones.

								Risk Treatment Owner: Project Manager
2	Weak community ownership/participation especially by women and youth; Resistance to women and youth assuming economic or O&M roles	Social norms; distrust; entrenched gender norms and community power dynamics	Low uptake of services; poor asset maintenance; reduced sustainability,	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Apr-26 To: 31-Mar-27	UNDP Gender focal personnel	Risk Treatment 2.1: Use gender-sensitive targeting, mobilization and awareness creation. Risk Treatment Owner: Gender focal personnel
3	Climate shocks (flooding or drought) affect project infrastructure and livelihoods	Increased climate variability in BAY states	Damage to rehabilitated infrastructure; disruption of livelihoods; reduced sustainability of outcomes	1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 01-May-26 15-Oct-	SES Specialist	Risk Treatment 3.1: Strengthen early warning systems and community preparedness. Risk Treatment Owner: SES Specialist
4	Political events disrupt program implementation timeline (Staff and implementing partners, rallies, Violence, turnover or replacement of stakeholders)	Campaign and electioneering for the 2027 general elections	Slow down engagement with partners, quality and speed of implementation Political biases influencing project objectives. Disruption of project implementation, destruction of assets.	8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 4 - Highly likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Mar-26 To: 31-Mar-27	Project Manager	Risk Treatment 1.1: Continuous and sustained Engagement with stakeholders at all levels of implementation Risk Treatment Owner Project Manager Risk Treatment 1.2: Regular risk management Risk Treatment Owner: Project Manager.
5	Procurement or delivery of equipment (irrigation, tools, and ICT) is delayed.	Global supply issues, vendor unreliability, import delays	delayed distribution, delays in training, increased cost.	4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of	From: 01-Apr-26 To: 31-Mar-27	UNDP Project Manager / UNDP Procurement Unit	Risk Treatment 5.1: Early procurement planning and framework agreements Risk Treatment Owner: Procurement Officer Risk Treatment 5.2: Use

					EXPLORATORY)		multiple suppliers and pre-qualified vendor lists. Risk Treatment Owner: Procurement Officer
							Risk Treatment 5.3: Regular tracking of procurement milestones Risk Treatment Owner: Project Manager

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found [here](#).
6. **On-Granting Provisions Applicable to the Implementing Partner¹³.** On-granting clauses for non-UNDP Implementing Partners can be found [here](#).

¹³ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.