

Project Title: Preventing and Responding to Violent Extremism in Nigeria

Project Number:

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: 01.07.2018 **End Date:** 31.12.2021 **PAC Meeting date:** 7th June, 2018

Brief Description

Nigeria has experienced a long-drawn battle against violent extremists, notable among which is the dreaded Boko Haram sect. Since, 2009, the terrorist group has carried out regular attacks, leading to the abduction, displacement and killings of Nigerians. Boko Haram has strived to win hearts and minds of the local communities by brainwashing and recruiting the youth to its ideology. Many of the recruits have ended up serving as its strategists, informants, combatants, sympathisers or wives. The fractionalization of the Boko Haram sect in 2016 further raised the fear of competitive recruitment of members by the two groups from the society. Whilst the military operations against Boko Haram by the Nigerian military and the Multi-National Joint Task Force (MNJTF) have succeeded in 'technically' defeating Boko Haram, they need to win the hearts and minds of civilians and 'wean' persons at-risk away from violent extremism.

However, there are concerns over the emergence of violent extremist groups such as Ansaru, Kala Kato, Izala, Movement for Islamic Revival, Islamic Movement of Nigeria, and pockets of foreign mercenaries in states such as Kano, Kaduna, Kogi, Plateau, Niger and FCT. In curtailing the menace of violent extremism, Nigeria developed a National Policy Framework on Preventing Violent Extremism (PVE) which seeks a holistic approach to tackle it both within existing and 'emergent states' in Northern Nigeria. Utilizing a developmental approach, this project is aimed at supporting the coordinated implementation of the National Policy Framework, empowerment of youths and community stakeholders to prevent violent extremism scourge. UNDP will implement the project in partnership with the Office of the National Security Adviser (ONSA), the Nigeria Prisons Service and the target state governments.

Contributing Outcome (UNDAF/CPD):

Outcome 1: Output 1:

Strategic Plan Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

SP Outcome 5. Countries are able to reduce the likelihoods of conflict and lower the risk of natural disasters, including from climate change

Total resources required:

USD 14,398,560

Total resources allocated:

UNDP TRAC:

UNDP RSC: USD324,000

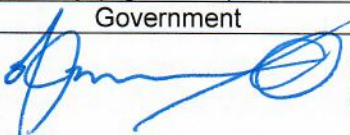
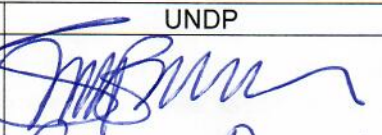
Government:

In-Kind:

Unfunded:

USD14,074,560

Agreed by (signatures)¹:

Government	UNDP	Lead Implementing Partner
		
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¹ Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

Violent Extremism (VE) manifests when a group of persons express their ideology through violence or advocate for violence to achieve their objectives. The growth of violent extremism in Nigeria - and the devastating impact of groups espousing violent ideologies – is not only setting in motion a dramatic reversal of development gains already made, but threatening to stunt prospects of development for decades to come.

Since 2009, the North-Eastern Nigeria has emerged as the epicentre of violent extremism in the form of Boko Haram and associated armed groups. A more muscular security response from the Nigerian Government, combined with coordinated military action through the Multinational Joint Task Force (MNJTF), has been largely successful in degrading Boko Haram's capacity to maintain control of territory. It has not, however, halted asymmetric attacks against soft, civilian targets, and has not addressed the complex factors that gave rise to the insurgency, and which have sustained it for so long.

Nigeria ranks 152 out of 187 in the Human Development Index (HDI), a position which is well below the average for sub-Saharan Africa. The country has a quarter of the continent's extreme poor, and comes third internationally, after India and China. Nigeria, currently, has 10 percent of the world's out-of-school children, 10 percent of the world's child and maternal deaths, and 25 percent of global malarial cases. Nationally, 33 percent of the population is below the poverty line, while in the North-East, the figure is 50 percent, increasing between 2012 and 2013. Access to education is also very low with 52 percent of children being out of school in the region. In Borno, with the lowest rates of any State in the country, only 35 percent of female and 46 percent of male adolescents are literate (compared to 98 percent for both genders in Imo State in the South-East). Under-five mortality rates in the North-East are as high as 160 deaths per 1,000.

Weak governance is a root cause of poor development outcomes, a driver of conflict, and a constraint on effective responses to both conflict and displacement. Corruption undermines the effectiveness of policy and programme implementation, and deprives citizens of access to essential services. For example, about 40 percent of people surveyed claim that they have had to pay a bribe to enrol their children in school or get medical attention in health facilities. North-Eastern States, given their weak economies and conflict-generated disruptions to economic activities, tend to have few means of generating internal revenue, and are thus dependent upon transfers from the centre. States have wide responsibilities in the fields of service delivery, including education, health, and infrastructure. At the state level, political power is effectively centralised in the hands of governors, with weak accountability and very low capacity and autonomy at the LGA level. Government performance, in terms of governance and service delivery, is uneven among states. The Northern Governors' Forum fosters policy dialogue across Northern States and can contribute to emulation of good practices and successful initiatives. Traditional institutions and local associations have demonstrated resilience and managed to uphold and promote social solidarity within local communities, while providing local-level conflict resolution and other services. These institutions are, however, affected directly by the hostilities, as well as, being subject to less inclusive cultural norms (notably the low levels of women's representation), and the long-term erosion of their legitimacy through the politicization of traditional authority.

Low levels of human security in North-East Nigeria are both a cause and an effect of the conflict. Military intervention has been the dominant response of the government to Boko Haram with allegations of violations of international human rights and international humanitarian law. The alleged use of the civilian joint task force (CJTF) by the government, expressly or tacitly, to enforce local level security, has been problematic with human rights abuses attributed to them. Boko Haram continues to spread violence and insecurity throughout the region through sustained attacks on soft targets, such as markets, using girls as suicide bombers. Their "hit and run" attacks on settlements including those of

returnees exacerbates challenges of recovery and return. Boko Haram related conflict and the response by the Nigerian armed forces and other armed groups has severely affected civilians, particularly the vulnerable groups.

However, besides the 'epicentre' states in the North-Eastern part of Nigeria, there are 'emergent' states in the other parts of the north which require urgent but robust preventative measures. There are credible research and mappings that indicate the existence of groups professing extremist values and thoughts in Kano, Kogi, Kaduna, Plateau and Niger States. These groups, driven by young persons, and implicated in local terrorist activities and/or religious uprisings, are believed to be driven by various factors including but not limited to lack of adequate livelihoods, breakdown in family values and social cohesion, grievances against security agencies, lack of trust in the state system and democratic norms, and the youth unemployment. Rural livelihoods in agriculture, pastoralism, and fisheries have been badly eroded because of a combination of limited government support, poor management, and access to new technology and inputs. The lack of employment and livelihoods opportunities for young people is one of the major causes of frustration and discontent with government, and a possible 'push factor' in the incitement of individuals to violence.

An updated version of the UN Strategy on Boko Haram of September 2016 was approved by the Secretary General in the first half of April 2017. Following the Secretary-General's Executive Committee decision 4 (a) (2017/29) of 23rd February, a Core Group of the Inter-Agency Task Force (IATF) on Boko Haram was established, comprising the Department for Political Affairs (DPA), UNDP, OCHA and UNOHCHR, to further integrate UN efforts across the region, and help guide/lead implementation of the updated strategy. Under the strategy, the UN provides technical support to the regional Multinational Joint Task Force (MNJTF) through the African Union (AU). A joint AU-LCBC-MNJTF Steering Committee was inaugurated on 14th November 2016, to strengthen coordination and information-sharing.

Following an extensive, two-year consultative process, involving over 200 different participants from a range of backgrounds in preparatory meetings held in Istanbul, Nairobi and Addis Ababa, UNDP launched an innovative and comprehensive programme, *Preventing & Responding to Violent Extremism in Africa: A Development Approach* in November 2015. In addition to supporting the AUC at continental level, the programme is working with ECOWAS on the prevention of violent extremism across West Africa, and has initiated discussion with the Lake Chad Basin Commission (LCBC) specifically regarding a sub-regional response to Boko Haram. UNDP built on this with a 2017 Study entitled *Journey to Extremism in Africa: Drivers, Incentives, and the Tipping Point for Recruitment*. The major findings of the research work include vulnerability of rural communities to extremism due to relative lack of exposure to other cultures and religions, childhood unhappiness, economic factors in recruitment, grievances towards and limited confidence in government etc. A striking 71% of interviewees in the research pointed to 'government action', including the killing of family member or friends, arrest of a family member or friend as the incident that prompted them to join extremist groups.

The Government of Nigeria's C/PVE strategy is now in place, has as its key elements Operation Safe Corridor for the return and deradicalization of former Boko Haram fighters, and the mobilisation of civil society through the PAVE initiative. However, a detailed C/PVE Action Plan still needs to be formulated, costed and implemented. The Office of the National Security Adviser has responsibility for coordination of Government, civil society and international efforts, and has requested UNDP Nigeria to scale-up and broaden its current assistance on preventing and responding to violent extremism.

This project seeks to support the vision of the National Strategy in curtailing the spread of violent extremism in states where terrorist groups are struggling to have a foothold through support to youth empowerment, strengthening local counter/alternative narratives, contributing to community violence prevention, and building trust between the community and security agencies. The project also contributes to enhancing ONSA's capacity in research and evidence-based approach to PVE programming.

II. STRATEGY

A Development Approach

The Programme is rooted in UNDP's overall commitment to achievement of the SDGs, many of which can help reduce the spread of violent extremism. The central premise of the Programme is that Government security responses alone will be insufficient to address the phenomenon of violent extremism, and that the nature of the drivers and enablers of the phenomenon requires that a developmental approach be taken.

Such an approach must be inclusive and participatory; must be transparent, accountable, and rights-based; must be appropriately targeted, suitably informed, and collaborative, as well as, subject to ongoing coordination, monitoring and evaluation, and programmatic adjustment.

In line with the 'whole of society' approach outlined in the Secretary General's Action Plan on Prevention of Violent Extremism, an inclusive and participatory methodology is the best guarantor that the overall intervention will be perceived and accepted as demonstrably for the public good, undertaken in the interests of all, in accordance with the rule of law, fairly applied.

Conceptually, in accordance with the theoretical framework developed for the UNDP Regional Programme for Preventing & Responding to Violent Extremism in Africa, all interventions of a development approach should involve and address individuals, institutions and ideology to varying degrees. In practical terms, work at the national level should establish an enabling environment for intervention in communities deemed 'at-risk', and in support of individuals vulnerable to radicalisation, or seeking to disengage from violent extremist groups and reintegrate into mainstream society.

The need to focus efforts at the local level, the inevitable reality of resource limitations, and the 'pilot' nature of many initiatives in the relatively new sector of PVE assistance, all argue for a target area approach. The project herein targets 5 communities in the northern States of Kano, Kaduna, Kogi, Plateau and Niger States, where there is evidence of campaigns by extremist groups to recruit young persons into their camps, and where a more preventative approach is required to avoid the further penetration of violent extremism into local communities.

While activities of the project are clearly PVE-specific, and will be targeted at individuals and communities accordingly, they will be embedded within, and supported by, a broadly-based area-based development (ABD) approach to reconstruction and early recovery in north-Eastern Nigeria, involving the UN Country Team as whole. No direct linkages between the project and other initiatives will be made or presented, to allay any concerns arising over the securitisation of UN assistance, and to mitigate potential risks to staff and implementing partners that might arise from such perceptions.

Four cross-cutting issues further inform the project strategy:

- i) A clear and consistent focus on youth;
- ii) The significance of gendered analysis and responses;
- iii) The primacy of Human Rights;
- iv) The need for robust frameworks for PVE monitoring and evaluation.

i) Youth Engagement

In his remarks at the General Assembly Presentation of the Plan of Action to Prevent Violent Extremism on January 15, 2016, UN Secretary-General Ban Ki Moon stressed the provision of meaningful prospects for youth as a crucial step in the prevention of violent extremism.

The important and positive contributions that young people can make and are making for the maintenance and promotion of peace and security in the world are recognized by the Security Council in Resolution 2250 on Youth, Peace and Security, unanimously adopted in December 2015.

Young people are considered the most 'at-risk' of radicalisation and recruitment, and form most disengaging militants. In terms of targeting within communities, it is thus important to ensure a strong focus on youth, both as beneficiaries of the project, and as its agents, and to actively promote the voice of young people in the dialogue mechanisms of the project to ensure relevance of analysis and response measures. The usual conception of youth as covering the years 18-24 will be extended lower in response to UNDP research into the personal journeys of violent extremists, indicating the prevalence of radicalisation in childhood, between the ages of 14-17.¹ PVE specific activities for individuals will be supported wherever possible by other PVE-relevant development efforts to benefit the youth demographic in target communities.

ii) The Gender Dimension

Women should be recognised as both victims and actors of violent extremism.

As victims, women and girls are disproportionately affected by conflict, and often suffer from kidnapping and forced marriage, rape and sexual exploitation inflicted by violent extremist groups. As actors, women have the status of mothers, partners and friends of those radicalised, and are increasingly targeted, or are choosing themselves, to serve as direct and indirect sources of support for violent groups. Women can be found with roles in logistics, recruitment, political safeguarding, operations, suicide bombings, combat and wives.

Further research will be undertaken into the different drivers of radicalisation and recruitment among men and women, so that a gender-differentiated approach to programming can be taken. Specific tools may need to be developed in response, to address women 'at risk' of radicalisation, and wishing to disengage and reintegrate into society.

Women have an important role to play in peacebuilding, as recognised by UN Security Council Resolutions 1325 (2000), 2122 (2013) and 2242 (2015) on Women, Peace & Security. The project will advocate for enhanced participation of women in decision-making on security at all levels, and will strive towards equal participation of women in all project governance structures and consultative mechanisms. It is intended that gender equity will be mainstreamed within all project activities.

iii) The Primacy of Human Rights

A rights-based approach is essential to preventing and responding to violent extremism. Security responses that pay insufficient respect to human rights risk alienating stressed communities, feed narratives of radicalisation, and undermine the preventive, "whole of society" approach. PVE requires the highest possible levels of accountability of its actors, to mitigate cynicism and to reassure all stakeholders as to the integrity and efficacy of every aspect of the national effort.

The strengthening of human rights in the Government response to the prevention of violent extremism will be achieved through a three-pronged approach:

- Building trust and confidence between law enforcement and local communities;
- Enhancing oversight and the rule of law;
- Human rights due diligence in respect of all PVE activities to be implemented.

¹ Research based on survey of 400 known extremists, average age 21, UNDP Regional Programme for Preventing and Responding to Violent Extremism in Africa, 2015.

iv) *Improving Monitoring & Evaluation of PVE Interventions*

While preventive action makes sense given the asymmetrical level of potential risks from not acting, there are obvious difficulties in establishing causality between PVE activities, the results they seek to achieve, and the overall outcome of violent extremism prevented.

This problem is not unique to design of the project herein, but is an issue that needs to be addressed on behalf of the Government of Nigeria and all national and international partners to implementation of the National Strategy and Action Plan to be developed. Limited and precious resources must be carefully targeted to ensure they achieve the most effective impact in terms of meeting the overall objective of the Strategy.

The project will support an inclusive consultation exercise on the issue of monitoring and evaluation of PVE, for participation of Government, donors, national and international implementing partners, and will make funds available for technical expertise to support ONSA in establishing an overall framework for PVE M&E on a consensual basis.

The implementation and impact of project activities will be subject to a continuous regime of internal monitoring and evaluation by the UNDP CO Governance Unit, project assurance by the UNDP Regional Service Centre for Africa, and two external evaluations, to be conducted mid-term and within six months of closure of the project.

Theory of Change

Five areas of intervention have been identified as necessary to ensure a developmental approach to preventing and responding to violent extremism in Nigeria:

- 1) A transparent, accountable, and rights-based approach requires a specific framework for policy and practice to be put in place, congruent with all international standards and customised to the Nigerian context. The project will support the Government to prepare an Action Plan for preventing and responding to violent extremism, in line with the sub-regional responses being developed with ECOWAS and the Lake Chad Basin Commission, as well as, all norms and standards being promoted by the United Nations and the African Union. An inclusive and participatory process should ensure that the views and interests of all potential stakeholders are represented in the development of the Action Plan and the policy framework necessary to its implementation.

Disengagement from violent extremist groups is a complex, delicate and multi-faceted process that requires careful planning and support, and is one of the first steps of an effective de-radicalization process. Disengaged individuals can play a crucial part of the broader puzzle of decreasing the growth of violent extremism: they can provide vital sources of intelligence and serve as powerful messengers about the reality of life on the 'front-line' of such groups, which is often a marked departure from the narrative that convinced them to join. An environment that fosters their safety and ability to reconstruct a life outside of the group in their communities upon their return is vital. This means creating the right legislative framework, fostering clear political commitment, building trust with those who wish to disengage, and with the communities into which they will reintegrate.

The Programme will provide technical and advisory support to ONSA to ensure that Nigeria has a comprehensive strategy, legislation, standard operating procedures and Government capacities in place for the disengagement, de-radicalisation and reintegration of violent extremists. It will also support Nigeria Prisons Service to develop and implement a robust reformative and informal education for detained and convicted BH associates, as well as, support reintegration of BH associates that served out their jail terms. Specific consultations will be held on the process for disengagement and reintegration of violent extremists. The consultations will provide an opportunity to hear community voices as to amnesty arrangements, to sensitise communities regarding the return and reintegration process, and to reduce stigma attaching to returnees.

- 2) Ultimately, a range of capacities will need to be built across Government to address the prevention and response to violent extremism as a cross-cutting issue. Initial priority should be given to the Office of the National Security Adviser (ONSA), the Nigeria Prisons Service, to State-level decision-makers on security, and to community-based policing units. In addition, a dedicated National PVE Unit, with necessary staff and resources, will be needed to support the effective translation of policy into action at community level. This should be established and maintained by the project in the first instance, prior to formal integration into Government upon adoption of the future National PVE Action Plan envisaged.

Preventing and responding to violent extremism is a national security issue. National security must be understood as both guarantor and outcome of human security, and as an essential element of the social contract between Government and population. The project will build the understanding of decision-makers in this regard, and will seek to strengthen the curriculum and capacities of the Federal Police Service for community based policing. Over the longer term, building relations between local police and the populations should serve to replace over-securitised responses to extremist violence with an intelligence-led approach to prevention and interdiction.

- 3) Poor socio-economic conditions, particularly large-scale youth unemployment, provide fertile ground for violent extremist narratives and recruitment efforts. This is a national challenge, made a little less daunting by the target area approach of the project. To address the issue at the scale required in the target areas, the project will work with UNDP and the UN Country Team to ensure consistent geographical focus of initiatives for vocational training and employment generation. It will also seek partnership with Government and other international technical and donors to similar end. Such an approach will need to be augmented by specific interventions targeted at groups of beneficiaries from the perspective of preventing and responding to violent extremism. Beneficiaries to be targeted include:

- Individuals deemed “at-risk”, or in process, of radicalisation by EWRG, and for whom employment or skills training would offer a legitimate alternative pathway;
- Vulnerable communities, where violent extremist recruitment is known to be happening;
- Individuals disengaging from violent extremism or who have served the jail terms or free by courts, and reintegrating into communities.

- 4) Prevention of violent extremism requires specific steps to strengthen community resilience. As above, relations of trust and confidence between local communities and security providers is understood as essential to any successful counter-insurgency effort. Public works projects to rebuild destroyed or neglected community infrastructure can be organised with effective support from the military, better aligning the State security response with the needs of local populations, *visibly* demonstrating *tangible* commitment both to provision of emergency employment and the restoration of basic services. Community-based policing and a participatory approach to the development of community safety plans can serve as another mechanism to achieve dialogue, understanding, and enhanced human security.

Countering violent extremist ideology and propaganda is a problematic proposition: there is little evidence that direct counter-narratives are effective, and there is a risk that the origin and dissemination of the messages undermines their credibility and simply reinforces extremist narratives instead. Efforts should instead focus on stimulating public dialogue on the many aspects of preventing and responding to violent extremism nationally and in the target areas, a necessary corollary of the Government decision to mobilise a national effort, and a useful support to funding and technical partners providing assistance. All voices should be heard in the dialogue; majority public opinion should be relied upon to frame the issue correctly and establish the societal discourse to isolate and refute violent extremist argument.

In parallel, civil society at the local level should receive training and support to provide early warning and response to signs of radicalisation, and to manage the reintegration of former extremists into society. Standard operating procedures will be put in place for referral and

response, that allow for discretion and autonomous decision-making by community leaders, and avoids articulating civil society directly to State intelligence gathering and security response. Pilot initiatives in this direction should be subject to rigorous and timely monitoring and evaluation to assess their efficacy and cost-effectiveness for potential replication under the National Strategy.

- 5) The manifestation of Violent Extremism appears unique to each country, region and community. The relative dearth of information or data regarding the specific drivers and enablers of violent extremism in different States of Nigeria, and the need to assess what does or does not 'work' in terms of interventions to address it in the selected target communities, requires a particularly strong commitment of the project to collaborative working with other actors in terms of research, monitoring and evaluation, knowledge management, and coordination of activities. Work in this regard is envisaged as a specific additional set of activities for the project, to ensure that attention and resources match needs and aspirations.

III. RESULTS AND PARTNERSHIPS

Expected Results

The overall goal of the project is to reduce the incidence of violent extremism through strengthen the National Policy Framework implementation coordination; and empower and mobilize youths and community-based groups as the vanguards for the prevention of and responding to violent extremism in Nigeria.

The project will deliver the following outputs:

Output 1: Coordinated implementation of the National Policy Framework for PVE.

Activity 1.1 PVE policy mainstreamed across Government.

A 'whole of society' approach must be supported by 'joined-up' Government: implementation of the National Strategy will require PVE to be mainstreamed into sectoral policy and practice across Government MDAs. The establishment of the National Steering Committee for PVE provides the forum to review current policy frameworks and identify areas to be strengthened or aligned. At the request of the Government, UNDP will support a functioning Secretariat to the National Steering Committee to facilitate its work. The project will further provide technical assistance to ONSA on planning the implementation of the policy, development of multi-year programme of action, strategic communication, monitoring and evaluation, as well as, coordination among MDAs and between government and development partners.

Activity 1.2 PVE training for frontline security providers and decision-makers.

The civilian and military staff of the Operation Safe Corridor (OSC), the Government's special purpose structure for de-radicalization will be supported to improve their knowledge on the dynamics of de-radicalization, to ensure increased efficiency in their operations. In addition, local divisions of security forces from the Nigeria Police Force (NPF), and the Nigeria Prisons Service (NPS), Nigeria Security and Civil Defence Corps (NSCDC), the military and para-military agencies will be supported to integrate human rights approaches, prevention and response to violent extremism into their operations. The NPF and NSCDC will specifically be supported to strengthen community-based security for the project target areas. Senior police officers at state level, as well as, community policing officers from the target areas, will receive hands-on skills which will be deployed in the local peacebuilding platforms. The NPS capacity will be strengthened in the act of deradicalization, reformation and provision of informal and

skill-based education to the BH associates who have served out their jail terms or freed by courts, as well as, providing counselling and psychosocial support to them.

Activity 1.3 PVE Training for civil society organizations and community based groups in PAVE.

The project will support non-state groups that are implementing de-radicalization programmes under the auspices of PAVE with the development of training curricula and the delivery of pilot training for a wide array of stakeholders at the community level to prevent and respond to the radicalisation of individuals, and to manage and monitor the reintegration of former extremists into society. The beneficiaries of the training will be required to support families and peer groups to recognise signs of radicalisation, formation of early warning and response mechanisms, and training of relevant individuals in target communities; placement and management of disengaging individuals reintegrating into the community; psycho-social support to disengaged individuals and receiving communities as required; support to community mentoring and monitoring of individuals deemed “at-risk” of radicalisation, or in process of disengagement and reintegration; and community sensitisation to reduce fear and stigmatisation of former extremists.

Activity 1.4 Conduct Researches and Assessment to Inform ONSA PVE Programming

The UNDP will establish a Development Partners’ Reference Group to advance the work on PVE in Nigeria. The reference group will discuss and identify research and data gaps to be prioritised for funding; will serve as a forum to discuss common dilemmas of PVE work, and the parameters of a ‘do no harm’ approach in Nigeria; will work to align and coordinate proposed PVE interventions at the design stage; will advocate for the primacy of a human rights approach and a developmental perspective to PVE programming.

Activity 1.5 Web-based knowledge management platform supported as key resource for practitioners working on PVE in Nigeria.

The UNDP Regional Programme for Preventing and Responding to Violent Extremism is establishing a knowledge management platform (KMP) to support national PVE activities whilst contributing to sub-regional work on PVE. The KMP is intended as a dynamic resource tool for practitioners, rather than as a ‘static’ website, and will be updated with new content by dedicated staff daily. The project will employ a knowledge management assistant for Nigeria to guide and manage project interns dedicated to collating and uploading Nigeria-related content as per the structure and substance of the platform, outlined in the section on Knowledge Development & Sharing below.

Output 2: “At risk” youths empowered to be at the vanguard of PVE at the grassroots.

Activity 2.1 Needs Assessment & Market Analysis on Youths and Violent Extremism in ‘Emergent States’

The project focuses on ‘at-risk’ youths in ‘emergent’ states like Kano, Kaduna, Kogi and Plateau and Niger States. To have a scientific understanding of the issues involved in local radicalization, the geographical areas implicated, and the types of support systems required to wean the youths away from violent extremism, needs assessments will be conducted in the states concerned and focus communities identified, and prioritized. In the same token, the Assessment will entail market analysis to determine the types of productive activities the youths can be engaged in.

Activity 2.2 Psychosocial Support and Re-Orientation Programme for ‘at-risk’ youths

UNDP with the support of the relevant structures at the state level, will map psychological and re-orientation programmes for the targeted youths, to prepare them for life-transforming empowerment programmes. Professional counsellors and psychologists will be engaged to work with the youths in target areas in re-shaping the youths in readiness for empowerment programmes and for eventual leadership roles in their communities.

Activity 2.3 Livelihood Training Implemented

Based on needs assessment and market analysis, the project will employ selected vocational training institutions in the target areas to offer leadership, conflict transformation, mentoring and apprenticeship skills for youth deemed as “at-risk” of radicalisation. Service contracts will cover the training, as well as, provision of tools and other necessary material support to facilitate the apprenticeship. Apprenticeships will also be open to former extremists seeking to disengage and reintegrate into communities. The essence of the package is to encourage critical thinking and develop life skills.

Funds will be reserved to scale-up the capacity of existing vocational training schemes to cover youth in communities considered at clear and present risk. State-owned facilities will be selected for support to improve the quality of vocational tools and pedagogical capacity, to deliver world-class training. They will also be encouraged to provide additional support for areas not currently served by vocational training programmes, the project will design new, or extend existing interventions to ensure fair geographic coverage.

Activity 2.4 Grants and Material Support for Local Businesses.

To ensure the transformation of the already skilled cohorts of the ‘at-risk’ youths, opportunities will be provided for their empowerment to enable them to contribute to the growth and stability of their respective communities. This entails support for youths already having skills in agriculture and entrepreneurship to stabilize and grow their businesses. This will also contribute to tackling one of the root causes of radicalization, which is lack of livelihoods.

Activity 2.5 Youths-Based PVE Platforms established and are Operational

To utilize young people's potential as agents of preventing violent extremism requires involving and empowering them in consensus-building, mobilization and local advocacy. These activities are best carried out by age-grades and youth association groups. When organized around work-related and/or empowerment clusters, the youth groups have the right incentive to promote peace and security, contribute invaluable to early warning and response, and be at the vanguard of resisting recruitment by violent extremist groups.

Output 3: Community resilience to violent extremism enhanced.

Activity 3.1 Community-based policing strengthened in the project target areas.

In the target areas, Ward and LGA-level meetings will be organised to promote support for community-based policing. Community policing officers will be provided with small-scale resources to engage youth in sports and other social activities designed to build trust and confidence in security providers, and to raise awareness of the dangers of radicalisation, and the penalties for violent extremism.

The project will support participatory and inclusive meetings at local level between community representatives and security providers to develop community safety plans at Ward level. The community safety plans are envisaged as a key tool to enhance security, and the process of their preparation as a basis for improved relations between local populations and the security Agencies that serve them.

Activity 3.2 Community-Based Sensitization and Advocacy activities promote alternative narratives.

In selected communities, traditional, religious, youth and women leaders will be supported to implement sensitization and advocacy activities aimed at mobilizing community members as agents of social cohesion and peace. Through community theatre, games and sports, as well as, cultural activities, community stakeholders will engage in communal social activities to dissuade the youth from violent extremism. Women-only discussion platforms will stimulate interest in the gender-specific dimensions of the phenomenon of violent extremism. Local programming will focus on local voices and local content in recognition of the context-specific nature of the drivers and enablers of violent extremism.

Activity 3.3 Community early warning and response mechanisms for PVE in place.

Leveraging the membership of existing community structures in the target areas, the project will establish early warning and response groups (EWRGs) for preventing and responding to violent extremism, comprising local religious and community leaders, teachers, health professionals and social workers, as well as, representatives of youth groups, women groups, and other CBOs.

The purpose of the EWRGs is twofold: to ensure a cadre of trained professionals and volunteers able to intervene on behalf of family or friends of those exhibiting signs of radicalisation, and to take appropriate steps to re-orient individuals away from violent extremism; to support and monitor individuals disengaging from violent extremism and reintegrating into local communities.

Although EWRG's should not include representatives of Government or security providers, to maintain the trust and confidence of the broader community, the chair of EWRG will liaise with security providers as required, to make referrals of those "at-risk" as deemed necessary by the group, and to receive former extremists disengaging voluntarily or released from prison, referred by the National PVE Unit working collaboratively with NPS.

EWRG members will receive training and support from the National PVE Unit in identifying signs of radicalisation, when and how to make referrals, and in response techniques to be utilised. Options will include placement on livelihoods schemes for those "at-risk" of radicalisation, as well as, those disengaged and reintegrating into the community (see Output 3 above).

Resources Required to achieve the Expected Results

The project is conceived primarily as a capacity development intervention, and requires the following types of inputs:

- Salaries for the project team, and for staff of the envisaged National PVE Unit who will support Coordination, M&E, and communication;
- International national and technical expertise for assessments, training, monitoring & evaluation.
- Vehicles, equipment and furniture for the National PVE Unit and project offices;
- Travel and Daily Subsistence Allowance costs for the project team, consultants, beneficiaries and other stakeholders;
- Organisational costs for trainings, consultative meetings and dialogue fora;
- Output 1 requires funds to commission research, and staffing costs for a knowledge management officer, ICT platform development, as well as, expenses for an internship programme (see Project Management arrangements below).

- Output 2 for improved livelihoods opportunities will require assessments, salaries for craftspeople and apprentices, procurement of apprenticeship tools, subcontracts with project partners engaged with vocational training, and a funding facility for public works sub-projects;
- Output 3 will require funds for small-scale activities aimed at building confidence between local communities and security providers, resources for the production and dissemination of radio programmes and other communications-related expenses, as well as, a subcontract with a partner organisation(s) to support establishment of the early warning and response mechanism in each community.

Direct management costs are required to cover establishment and maintenance of the project team, support and oversight of the UNDP Country Office, coordination by the office of the UN Resident Coordinator, substantive inputs and project assurance of the UNDP Regional Service Centre for Africa.

Costs for the project team include salaries, travel and per diem costs for a P4-level international Project Manager, national deputy Project Manager, an international UN Volunteer, two area coordinators, two admin/finance assistants and three drivers. The project team will require office infrastructure (furniture, equipment, etc.), office running costs, 3 vehicles and associated vehicle running costs.

Project Partnerships

The project will work in partnership with the following national stakeholders: elected and appointed Government officials at national and local levels, security providers, political parties and groups, NGOs, CBOs, faith-based organisations and institutions, academia, mass media and community media, international technical and donors/partners to Government on preventing and responding to violent extremism.

At national level, stakeholders will be invited to utilise a consultative process to finalise the Action Plan to deliver the National C/PVE Strategy, to promote public ownership and Government accountability. At local level, a participatory and inclusive approach to project implementation will ensure that the views and interests of all potential stakeholders are represented.

It is anticipated that the direct Government counterpart for the project will be the Office of the National Security Advisor (ONSA), responsible for coordination and oversight of C/PVE work in Nigeria. The project will work with relevant Government Line Ministries and Government security providers – police, NSCDC, army, prisons service, state governments and community groups – with and through ONSA.

National and international NGOs and relevant local Government departments will be partners to project efforts to scale-up existing vocational training and employment generation activities. Research institutions will be commissioned by the project to undertake specific studies relevant to the implementation of the project and to ONSA preparation of the Action Plan to accompany the National C/PVE Strategy.

The project will support Government coordination with ECOWAS, LCBC and the G5 Sahel at the regional level, with the AU at the continental level, and with the UN Counter Terrorism Centre and UN Counter Terrorism Implementation Taskforce (UNCTITF) in New York. It will also strengthen UN Country Team coordination and coherence on PVE issues.

Risks and Assumptions

The Project assumes that the Government of Nigeria continues to support a developmental approach to the prevention of violent extremism, and participates with a 'whole of Government' approach to development and implementation of the National PVE Strategy. The project also assumes the continued interest and participation of a broad range of civil society and local Government stakeholders, both nationally and in the selected target areas.

A full Risk Log is attached to this project document as Annex 3, which details all risks– political, institutional, social, financial and operational – that the project must manage and mitigate over the course of its implementation. Key strategic risks relating to achievement of each substantive output, and the measures that will be taken to mitigate them, are as follows:

RISK	MITIGATION
Project seen as Government agenda, supported by external donors	High levels of ownership by Nigerian authorities and inclusive and participatory approach to involvement of civil society and community based organizations in implementation of the National PVE Strategy will be guaranteed.
Disproportionate security response to future incidents undermines activities to build trust and confidence between security providers and local communities	The project will work with relevant authorities to improve civil-military liaison and cooperation and seek to sensitise security services to winning hearts and minds' through specific trainings, social engagements and through regular meetings of State-level PVE structures.
Targeting of PVE-specific livelihoods assistance seen as rewarding bad behaviour in target communities	PVE-specific project activities are supported by broader UNDP-UNCT, Government and partner development efforts to the benefit of whole community; field presence sensitises stakeholders to the methodology of the project, and secures buy-in and ownership.
Communications strategy undermines rather than reinforces project objective	Project commitment to neutral and locally-owned public dialogue rather than development of specific counter-narratives will be stressed.
Communities reject premise, objective, or activities of the project and do not participate as envisaged	Field presence and participatory approach at community levels will ensure demand-driven interventions attuned to local sensitivities and priorities.

Stakeholder Engagement

Violent extremism requires a response which inspires, rallies, and facilitates every citizen to contest it, through person-to-person contact, through peer group pressure, and through communal action.

To achieve such a level of national and state ownership, an inclusive approach must be taken, which actively seeks to engage all sections of civil society – local communities, traditional leaders, NGOs and CBOs, the media, academic institutions, and the private sector. The project approach is specifically intended to be consultative and participatory, in design, in implementation, in monitoring and evaluation, and regarding how best to target resources.

South-South and Triangular Cooperation (SSC/TrC)

There is great potential for Nigeria to learn from the experience of other African countries regarding the development of policies and good practices for preventing and responding to violent extremism.

In cooperation with ECOWAS and the Lake Chad Basin Commission, and through the Office of the National Security Adviser, the project will support study tours to third countries to be identified by the Addis Ababa-based UNDP Regional Service Centre for Africa (RSCA). RSCA will also identify

consultants/experts to support the capacity development components of the project, and ensure relevant networking of counterparts under the UNDP Regional Programme for PVE.

Knowledge Development and Sharing

The drivers and enablers of violent extremism are everywhere and always context specific, and while commonalities can be discerned, strategies and tactics must be customised to the local situation. While the phenomenon of violent extremism in Nigeria has been much documented and analysed in general terms, more data and research is required to establish optimal context-specific approaches at state and LGA levels.

The need to assess what does or does not ‘work’ in terms of interventions to address it in the selected target communities, requires a strong commitment of the project to collaborative working with other actors in terms of research, monitoring and evaluation, knowledge management, and coordination of activities. Work in this regard has been included as a specific set of activities for the project, to ensure that attention and resources match aspirations.

Inception Phase activities of the project will include the mapping of PVE-relevant programming of UNDP and other UN Agencies, and a first meeting of the Development Partners Reference Group (DRG) on PVE to be chaired by the UN Resident Coordinator (see Activity 2.3). The DRG will discuss current and planned research on PVE being undertaken in Nigeria, and identify gaps in knowledge for the project to build into its work programming in the first phase of full implementation.

Two pieces of research are pre-identified, and will be commissioned during the Inception Phase:

- a) The monitoring and evaluation study comprising Activity 5.1 of the project;
- b) A study on gender difference in the drivers and enablers of violent extremism in northern Nigeria.

The project will contribute to, and be supported by, a sub-regional knowledge management platform (KMP) to be established by the UNDP Regional Programme for Preventing and Responding to Violent Extremism in French and English language versions. The KMP is envisaged as a high-quality web-based resource to capture and disseminate a broad range of knowledge on PVE for stakeholders and practitioners, and will perform three functions:

PVE Observatory: The KMP will document statistical data regarding the activity of Boko Haram and associated groups around Lake Chad, and will collate and analyse data to establish trends in its continuing evolution. The Observatory will seek to measure public perception of security issues and responses via Community Security Perception Studies and via monitoring of public reaction on social media.

Resource Base: The KMP will act as a “one-stop” repository for PVE research and good practice notes, for strategies, action plans, reports and project documentations, coordination matrices and lessons learnt, etc.

Practice Community: The KMP will be used to inform, network, and engage a community of PVE practitioners around Lake Chad through the provision of PVE-relevant news, diary of upcoming conferences and events, regular features on PVE work, and a moderated blog discussion forum for registered members.

The project will be subject to full mid-term and final evaluations, to be conducted by external experts, to facilitate the Project Board to adjust the activities to align with intended outputs during the implementation period, and to ensure that lessons learnt are digested and disseminated in support of follow-up interventions.

Sustainability and Scaling Up

The Project will be primarily implemented through the Direct Implementation Modality (DIM) to promote efficient and apt implementation, transparent, accountable and judicious use of project resources, and timely reporting. National ownership and development of national capacities will be guaranteed through effective and constructive engagement of national, state and community level partners. Target area activities for outputs 2-3 will be based on the mapping of communities that are experiencing threats by violent extremist groups in the following 'emergent' states: Kano, Kaduna, Kogi, Plateau and Niger.

The Project Board will consider the outcomes of the mid-term evaluation of the project, the priorities of the National Action Plan, and the recommendations of the Project Manager in support of a revised implementation plan for the second phase of the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP and the UN Country Team will ensure a portfolio management approach to ensure cost-effectiveness, by leveraging project activities and partnerships with other UN initiatives.

The project will be implemented as one of the "at-risk" countries for intervention identified by the UNDP regional programme for preventing and responding to violent conflict in Africa. The project will benefit from research, technical expertise, opportunities of south-south cooperation, as well as, regional coordination by ECOWAS and the Lake Chad Basin Commission (LCBC), separately supported by the regional Programme.

The project will leverage the ongoing and future work of UNDP Nigeria to address weak-governance, under-development and marginalisation as relevant to the prevention of violent extremism. UNDP will direct the community-level initiatives of other PVE-relevant projects of its portfolio to the target areas of this project, to ensure that the PVE-specific interventions herein are supported by, and embedded within, a broadly-based development effort benefitting the whole community.

In conjunction with the Office of the UN Resident Coordinator, the project will map PVE-relevant activities of the UN Country Team, facilitate discussion and coordination between Agencies, and liaise with the UN Counter Terrorism Centre, to fully leverage UN system resources in support of the overall goal of the project. UNDP will organise regular coordination meetings with international donors and implementing agencies, while the Project will actively seek partnerships to further a common agenda regarding PVE research, monitoring and evaluation methodology, and knowledge management.

Project Management

The target areas of the project are the northern states of Kano, Kaduna, Kogi, Plateau and Niger where a combination of prevention and response-oriented approach will predominate. The precise number and location of communities and Local Government Areas to participate in the project will be proposed in the Inception Phase report, for approval by the Project Board.

A main Project office will be established in Abuja, and co-located with the National PVE Unit to be established within the ONSA. The project will be led by an international project manager (P4), and supported by a national deputy project manager, an international UN Volunteer for knowledge management, two area coordinators, two admin/finance assistant and three drivers.

Given the sensitivities and context-specificity of the issue, field presence at community level is considered essential. A project office will be opened in each target area, in close coordination with the

local government administration and the PAVE Network, taking cognizance of the need to minimise cost and security considerations.

Coordination of the Project activities and outputs implemented by all the partners will be ensured through the Project Management Team. Project reports will be presented to the Project Board at its regular meeting or at the ad-hoc coordination meetings that will have in attendance the implementing partners responsible for each respective output and other relevant stakeholders for consideration. Coordination with other UNDP and UN projects will be achieved through the UNDP CO Governance Team and by the Office of the Resident Coordinator.

The project will commence with a six-month Inception Phase. Activities of the Inception Phase will cover recruitment of project staff and establishment of project offices; formalisation of agreements with project partners; mapping of PVE-relevant initiatives in the target areas, rapid assessments and research, and initial coordination activities; research and work planning. An Inception Phase report will be prepared for approval by the Project Board.

UNDP will organise the Inception Phase activities, and provide interim project management capacities while project staff are recruited. The project will be implemented within the framework of the UNDP Regional Programme for Preventing & Responding to Violent Extremism, managed by the UNDP Regional Service Centre for Africa, based in Addis Ababa. The Regional Programme, a donor to the project, will be reimbursed for the provision of specific technical expertise to the project.

The Project will be subject to the internal and external auditing procedures provided for in the financial regulations and rules of UNDP.

V. RESULTS FRAMEWORK²

² 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.

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:											
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:											
Applicable Output(s) from the UNDP Strategic Plan: Strategic Plan Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. SP Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change											
Project title and Atlas Project Number:											
EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 Coordinated implementation of the National Policy Framework for PVE.	<i>1.1 Existence of functional Secretariat of the National PVE Steering Committee.</i>	ONSA	NA	2017	YES					YES	Qualitative/ Govt Report
	<i>1.2 Number of major programmes being implemented in National PVE Framework</i>	ONSA	0	2017	2	5	10	10		27	Govt. Report
	<i>1.3 Number of security agencies supporting community PVE Efforts.</i>	Security Agencies	0	2017	0	3	3	3		3	Quantitative/ Govt Report
	<i>1.4 Number of civilians benefiting from PVE Training</i>	UNDP	0	2017	100	200	200	200		700	Project Report
	<i>1.5 Number of LGAs with civic-military coordination mechanisms</i>	UNDP	0	2017	5	10	10	5		20	Project Report
Output 2 “At-risk” youths empowered to be at the vanguard of PVE at the grassroots	<i>2.1 % of beneficiaries still in business after one year of graduation</i>	State Govt	0	2017	-	70%	70%	70%		70%	Project Report
	<i>2.2 Number of youth peacebuilding platforms in existence after Year 1</i>	State Govt	1	2017		3	3	3		3	Project Report
	<i>2.3 Number of LGAs benefiting from Labour-Intensive Activities</i>	State Govt	0	2017		10	10	10		20	Project Report
Output 3	<i>3.1 Community security platforms fully functional</i>	UNDP	0	2017	0	5	10	10		20	Project Report

Community resilience to violent extremism enhanced	3.2 <i>Number of persons reached directly through community sensitization programme</i>	UNDP	1,000,000	2017	0	2,000,000	2,000,000	2,000,000		2,000,000	Project Report
	3.3 <i>Number of 'at-risk' LGAs with functional EWER System</i>	UNDP	0	2017	0	10	10	5		20	Project Report
	3.4 <i>% of community security platforms functional in year 4</i>	UNDP	0	2017	0	5	2	3		10	Project Report

³ 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.

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 USD (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 intended outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MBNP, UNDP, ONSA, NPS, NSCDC, OSC, State Govts	1,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, Implementing Partners	3,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as, actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MBNP, UNDP, ONSA, NPS, NSCDC, OSC, State Govts	1,500
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MBNP, UNDP	2,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections.	UNDP	1,000
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures,	Annually, and at the end of the project (final report)		UNDP	500

	and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP	3,000
				TOTAL	12,000

Evaluation Plan⁴

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	MBNP, UNDP	All	UNDAF 1.1	December 2019	MBNP, UNDP	10,000
Final Evaluation	MBNP, UNDP	All	UNDAF 1.1	December 2021	MBNP, UNDP, ONSA, OSC, State Govts, Beneficiaries, CSOs, etc.	40,000
					TOTAL	50,000

⁴ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁵⁶

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$'000)				RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020	2021		Funding Source	Budget Description	Amount (USD)
Output 1 Coordinated implementation of the National Policy Framework for PVE.	1.1 Support to formulation of Multi-Year Workplan on the PVE Policy.					ONSA/ UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	400,000
	1.1. 2 Support to development of M&E and Strategic Communication Manual for PVE Steering Committee					ONSA/ UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	80,000
	1.1.3 Advisory Support to MDAs in formulation and implementation of PVE-relevant programmes					ONSA/ UNDP	CS	Consultancy	150,000
	1.1.4 Support to national, regional and international coordination of PVE Activities					ONSA/ UNDP	CS	Travel, Hotel facilities & services, DSA.	50,000
	1.1.5 Secretariat Support to ONSA					ONSA/ UNDP	CS	Procurement of Office Equipment, Printing and Publication.	400,000
	1.2.1 Training Needs Assessment for Security Agencies & MDAs involved in PVE Programmes					UNDP	CS	Fieldwork; Printing and Publication	50,000
	1.2.2 Development and Validation of Training Manual					UNDP	CS	Consultancy, Printing and Publishing, Dissemination, Fieldworks and Meetings	30,000

⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.2.3 Delivery of Training to Security Agencies and MDAs					UNDP	CS	Consultancy, Travel, facilities services, DSA, Printing and Publication. Hotel & DSA, and	200,000
	1.3.1 Training Needs Assessment of PAVE Affiliates in target states					UNDP	CS	Fieldwork; Printing and Publication	50,000
	1.3.2 Development and Validation of CSO Training Manual					UNDP	CS	Consultancy, Travel, facilities services, DSA, Printing and Publication. Hotel & DSA, and	30,000
	1.3.3 Delivery of Training to CSOs					UNDP	CS	Consultancy, Travel, facilities services, DSA, Printing and Publication. Hotel & DSA, and	200,000
	1.4.1 Support to Meetings of Development Partners' Reference Group on PVE					UNDP	CS	Consultancy, Travel, facilities services, DSA, Printing and Publication. Hotel & DSA, and	10,000
	1.4.2 Support to ONSA's Rapid Assessment on PVE					UNDP	CS	Consultancy, Travel, facilities services, DSA, Printing and Publication. Hotel & DSA, and	50,000
	1.4.3 Support to ONSA's Monitoring/ Data Mining of PVE Programmes in Nigeria					UNDP	CS	Travel, facilities services, DSA, Printing and Publication. Hotel & DSA, and	50,000
	1.4.4 Establishment and Maintenance of PVE Dashboard					UNDP	CS	Procurement of Hardware.	100,000
	Sub-Total for Output 1								1,850,000
Output 2 “At-risk” youths empowered to be at the vanguard of PVE at the grassroots	2.1.1 Methodology Workshops for the Mapping of 'youths at-risk' in emergent states					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA,.	50,000
	2.1.2 Mapping and selection of target states/ communities					State Govts, ONSA, UNDP	CS	Consultancy.	100,000
	2.1.3 Printing of, dissemination of & advocacy on mapping report					State Govts, ONSA, UNDP	CS	Printing and Publication.	15,000
	2.2.1 Screening and Selection of Beneficiaries of Psychological Support					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Security.	100,000
	2.2.2 Development of Psychological Toolkits					State Govts, ONSA, UNDP	CS	Consultancy,	20,000

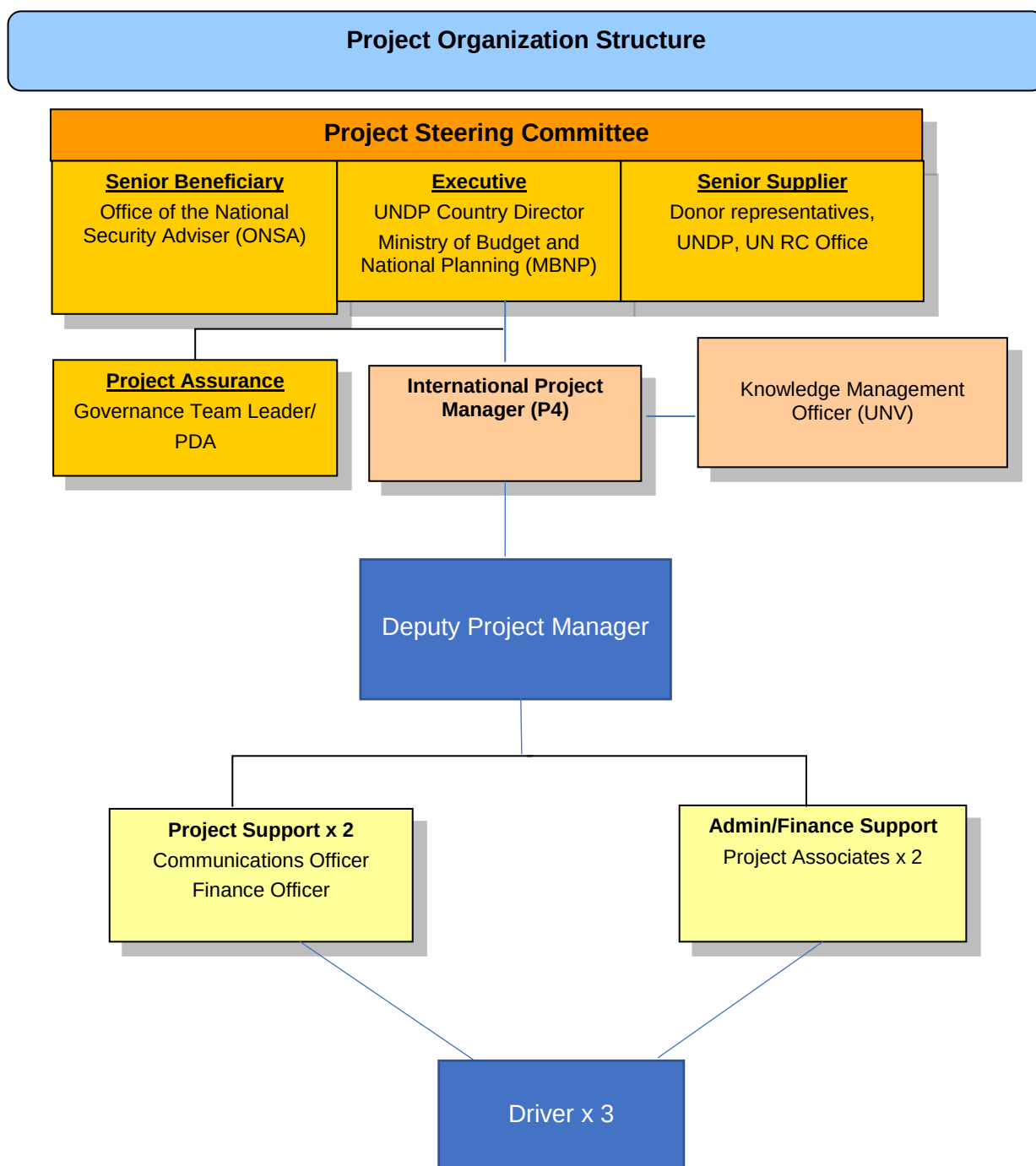
	2.2.3 Consultancy for Psycho-Social Counselling					State Govts, ONSA, UNDP	CS	Consultancy,	30,000
	2.3.1 Screening and Selection of 2,500 Livelihoods beneficiaries					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Security..	150,000
	2.3.2 Orientation programme for beneficiaries					State Govts, ONSA, UNDP	CS	Consultancy, Travel, DSA, Printing and Publication.	1,500,000
	2.3.3 Deployment in training institutions					State Govts, ONSA, UNDP	CS	Training Allowance	2,500,000
	2.3.4 Procurement of start-up kits					State Govts, ONSA, UNDP	CS	Procurement	2,000,000
	2.3.5 Monitoring and Advisory Support					State Govts, ONSA, UNDP	CS	Travel and DSA	50,000
	2.4.1 Training of young farmers in agri-business					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	50,000
	2.4.2 Procurement and distribution of agro-allied products to farmers					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	150,000
	2.4.3 Training of young entrepreneurs					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	75,000
	2.4.4 Cash support to local businesses					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	550,000
	2.5.1 Training for community beneficiaries in alternative narratives					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	125,000
	2.5.2 Support to the development and implementation of local alternative narratives plans					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	125,000

	2.5.3 Support to Development and dissemination of Model Sermons and Qutbas in Beneficiary Communities					State Govts, ONSA, UNDP	CS	Planning Meeting, Advisory Support and Publication and dissemination	
	Sub-Total for Output 2								7,590,000
Output 3 Community resilience to violent extremism enhanced	3.1.0 SWOT Analysis on Terrorism in targeted communities					State Govts, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	15,000
	3.1.1 Project advocacy to community stakeholders on community security and early warning					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	125,000
	3.1.2 Joint security-community-PAVE training, advocacy and sensitization on community security					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	200,000
	3.1.3 Support to the development of community security and early warning plans * 5 communities.					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	125,000
	3.1.4 Support to remediation of security infrastructure.					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	250,000
	3.1.5 PAVE facilitation, monitoring & reporting of Security/community consultations.					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	50,000
	3.2.1 Sensitization and Advocacy including sports and games, theatre and cultural events in 5 communities					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication.	150,000
	3.2.2 Support to Training of Trainers for Women in PVE					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, Hotel facilities & services, DSA, Printing and Publication	100,000

	3.2.3 Support to communities to develop IEC materials on alternative narratives					State Govts, ONSA, UNDP	CS	Consultancy, Travel, facilities services, Printing and Hotel & DSA, and Publication	125,000
	3.3.1 Support to ONSA Data Collection on PVE in target communities					State Govts, ONSA, UNDP	CS	Consultancy, Travel, facilities services, Printing and Hotel & DSA, and Publication	10,000
	3.3.2 Indicators development workshop on EWER					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, facilities services, Printing and Hotel & DSA, and Publication	50,000
	3.3.3 Joint training of PAVE, security agencies and communities on EWER					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, facilities services, Printing and Hotel & DSA, and Publication	150,000
	3.3.4 Support to operationalization of EWER Platforms in 5 communities					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, facilities services, Printing and Hotel & DSA, and Publication.	250,000
	3.3.5 Support to community EWER Monitors					State Govts, NPF, NSCDC, NPS, ONSA, UNDP	CS	Consultancy, Travel, facilities services, Printing and Hotel & DSA, and Publication.	200,000
	3.3.6 Stakeholders' lessons learned sessions					State Govts, NPF, NSCDC, NPS, ONSA, UNDP, CSOs	CS	Consultancy, Travel, facilities services, Printing and Hotel & DSA, and Publication.	150,000
	Sub-Total for Output 3								1,950,000
TOTAL PROJECT COST									11,390,000
Evaluation (as relevant)	EVALUATION					UNDP, MBNP, & ONSA			62,000
Staffing Cost: Int'l Project Manager (PMT)						UNDP & ONSA			800,000
Deputy Project Manager (PMT)						UNDP & ONSA			240,000
Knowledge Management Officer (UNV)						UNDP & ONSA			180,000

Area Coordinators x 2						UNDP & ONSA			250,000
Admin/finance Associates x 2 (PMT)						UNDP & ONSA			240,000
Project Drivers *3 (PMT)						UNDP & ONSA			170,000
TOTAL PERSONNEL									1,942,000
TOTAL PROJ, EVAL + PERSONNEL									13,332,000
General Management Support (8%)									1,066,560
TOTAL									14,398,560

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Project will be directed by a **Project Steering Committee**, which will be co-chaired by the UNDP Nigeria Country Director and the Ministry of Budget and National Planning. The other member of the Steering Committee shall consist of the Office of the National Security Adviser (ONSA), the Police, Nigeria Prisons Service (NPS), Nigeria Security and Civil Defence Corps (NSCDC), funding agencies and representatives of the participating states. The Steering Committee will meet twice a year to review

the strategic direction of the Project, ensuring accountability and proper oversight. The board meetings will also provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritization of activities if the project is not fully funded. To ensure UNDP's ultimate accountability, Project Board decisions shall be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity, transparency and effective accountability.

A Project Steering Committee will be established, composed of the representatives of:

- UNDP
- Office of the National Security Adviser
- Federal Ministry of Planning and Budget,
- The Nigeria Police Force,
- The Nigeria Prisons Service,
- The Nigeria Security and Civil Defence Corps,
- Representatives of the participating states
- Contributing donors
- UN agencies (as deemed appropriate)

The Project board will comprise the following:

The Executive: the role of the Executive will be held by the UNDP Country Director and the Ministry of Budget and National Planning (MBNP). The Executive is ultimately responsible for coordinating the project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive should ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

The Senior Beneficiary: The Office of National Security Adviser (ONSA) will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the lifecycle of the project. The role represents the interests of all those who will benefit from the project. The Senior Beneficiary role monitors progress against targets and quality criteria.

Senior Supplier: Donor representatives and representatives of UN Agencies implementing the project (UNDP, Office of the UN Resident Coordinator) will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.

Quality Assurance: The Quality Assurance role supports the Executive Board and is assumed by the UNDP Regional Service Centre for Africa and by the Head of the UNDP Nigeria Governance Unit. Together, they carry out objective and independent oversight and monitoring functions on behalf of the Board. This role ensures that appropriate programme management milestones are managed and completed.

The Project Board will specifically be responsible for the following:

- Meeting regularly (twice a year) to deliberate on the Project's progress and revising the Quarterly Progress Reports. The Project Board has an advisory/decision-making role within the Project and thus will deliver direction and recommendations to ensure that the agreed deliverables are produced satisfactorily in line with the Project Document. This also means that the Project Board can make changes to the project based on the progress reports and recommendations from Project Management Team and partners;

- Assessing and revising the detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan;
- Providing overall guidance and direction to the project;
- Addressing any project-related issues as raised by the Project Manager;
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks;
- Agreeing on the Project Manager's milestones in the Annual Work Plan and quarterly plans when required;
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner(s);
- Reviewing each of the Annual Work Plan upon completion, and approving continuation to the next AWP;
- Appraising the Project Annual Progress Report, and making recommendations for the next AWP;
- Providing ad-hoc direction and advice for exceptional situations when tolerances of parties are exceeded;
- Providing strategic orientation and recommendations to the project manager and implementers;
- Ensuring full implementation of the project and assuring that all Project deliverables have been produced satisfactorily by the end of the project;
- Reviewing and approving the final project report, including lessons learnt;
- Commissioning a project evaluation (based on a consensus of the Project Board).

Joint monitoring: UNDP will organize joint monitoring visits, twice yearly, with interested members of the steering committee to increase understanding on project implementation and its associated risk elements.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

[NOTE: The following section is required for all project documents, and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]

LEGAL CONTEXT STANDARD CLAUSES

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."

Option b. Where the country has NOT signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

Option c. For Global and Regional Projects

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (name of agency) ("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.

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

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

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

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

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁸ [UNDP funds received pursuant to the Project Document]⁹ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option c. CSO/NGO/IGO

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹⁰.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

¹⁰ Use bracketed text only when IP is an NGO/IGO

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
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.

Option d. UN Agency other than UNDP

1. [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. [Name of UN Agency] agrees to 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 and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Option e. Global and Regional Projects (under UNDP implementation/DIM)

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. 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 this agreement.
2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established

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

pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. 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).*

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

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

5. Project Board Terms of Reference and TORs of key management positions