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I. DEVELOPMENT CHALLENGE

The violation of the rights of arrested members of the Jama'atu Alis Sunna Lidda'awati Wal-Jihad, known as Boko Haram was one of the immediate causes of the escalation of the crisis in the North-East of Nigeria into full blown terrorism². Since 2009, over 20 million people have been killed by the violence of the Boko Haram group and the resulting military operations in North-East Nigeria. Countless women and girls have been abducted and children drafted as suicide bombers into Boko Haram. Up to 2.1 million people have fled their homes while 1.8 million are currently internally displaced, with 0.2 million in neighbouring countries of Cameroon, Chad and Niger³. The crisis in the region has resulted in widespread displacement, violations of international humanitarian and human rights law, protection risks and a growing humanitarian crisis. Of concern is reports of grave human rights violations which are largely unaddressed and unresolved. These include claims of arbitrary arrests and detention, torture, forced disappearance and extra-judicial killing in detention facilities, committed by security forces. Also, are cases of rape and sexual exploitation perpetrated against women and girls in IDP Camps by security forces, fellow IDPs, members of vigilante groups, policemen and soldiers⁴. The Boko Haram were also accused of serious crimes against humanity, forceful prevention of citizens from access to basic political and civil liberties, socio-economic rights (including education) and recruitment of minors as suicide bombers, often against their will.

The capacity of law and security institutions to deliver efficient services, and the ability of the population to access them has historically been low across the North East. These structural weaknesses include: poor infrastructure concentrated in a few urban centres inaccessible to much of the rural population, under-funding, insufficient staff, weak capacity and widespread corruption.⁵ Shortage of lawyers and the lack of means to access the few remains a great handicap to delivery justice and on timely basis. This has led to large case backlogs, and long delays in court hearings, which have resulted in a lack of trust in the system. Despite the IDP crisis, there has been no concomitant increase in law enforcement provision in the wider host community and the police are absent from most IDP camps leaving law enforcement to military, ad hoc groups of camp inhabitants and untrained camp authorities (with no legal mandate).

The severe strains caused by the destruction of police stations and posts, court buildings and the absence of key personnel have been compounded by the emerging challenges arising directly related to displacement. As already noted, SGBV is believed to be high and the provisions for reporting and prosecution are not responsive to the social stigma and shame many victims feel. For example, complaints are usually recorded and statements taken in rooms with no privacy, and courts rarely provide separate waiting areas for victims and witnesses, while hearings are rarely heard in camera. The lack of specialist trained law enforcement (especially of trained female officers) is another barrier to effective reporting⁶.

Many IDPs are also unable to access legal support services as they lack documentation to register. While this is the responsibility of the Local Government Administration (LGA), amendments to the legal framework for the emergency situation would facilitate registration for IDPs while increased access to legal advice and assistance urgently needed. The cost, inaccessibility and poor perception of the formal system mean that the overwhelming majority of people in the North East do not even report crimes to the police. Traditionally, the vast majority of people use alternative mechanisms (customary, sharia, familial, or other) to resolve disputes but conflict and displacement has in many places disrupted traditional community leadership structures. As noted above in the context of inter-communal tensions, there is evidence that, at least in some places, the legitimacy and effectiveness of even those structures have broken down leaving a vacuum of effective peaceable grievance redress. Without effective mechanisms to resolve disputes peacefully, there is increased recourse to violence⁷.

There is a growing consensus that for a durable solution to be found to the crisis in the North-East, there is need to address the structural and underlying drivers of violent conflict, a critical element of which is the protection and promotion of human rights, and the facilitation of access to justice. This is further justified by the fact that in most of the affected communities in the region, any semblance of the rule of law institutions and government presence have been destroyed. However, as observed by the Recovery and Peacebuilding

² Salisu Shuaibu et al (2015) *The Impact of Boko Haram Insurgency on Nigerian National Security*, *International Journal of Academic Research in Business and Social Sciences*.

³ UNOCHA (2017) *About the Boko Haram Crisis*, www.unocha.org/nigeria/about-ocha-nigeria/about-crisis.

⁴ Human Rights Watch (2017) *World Report 2017*, New York; HRW

⁵ https://www.unodc.org/documents/corruption/publications_nigeria_assessment.pdf ; <http://www.ngrguardiannews.com/2015/05/time-to-mend-nigerias-broken-criminal-justice-system-1/>

⁶ EU, UN WB (2015) *North-East Nigeria Recovery and Peace Building Assessment*, Vol 1 Synthesis Report

⁷ RPBA, Ibid

Assessment for the North-East, reconciliation and sustainable peace can only be achieved through human rights based approach to address the root causes of the Boko Haram related conflict, as well as its impact⁸.

In recent times, the Government of Nigeria and the Multi-National Joint Task Force (MNJTF) have succeeded in liberating most of the territories hitherto controlled by the Boko Haram. While this has led to some marginal improvement in return, it has also increased asymmetrical attacks by the insurgents, thus jeopardising the safety of returnee communities. In the same vein, new conflicts occasioned by inadequate basic services, resources and perceptions about the role played by individuals and communities occur in returnee communities and IDP Camps. Also, there are reported cases of violation of human rights by humanitarian workers, community members, and security personnel.

The National Human Rights Commission (NHRC) is the frontline institution responsible for the coordination of human rights engagements in Nigeria. It serves as a quasi-judicial mechanism for the enhancement of the enjoyment of human rights and is responsible for providing the enabling environment for the promotion, protection and enforcement of human rights through research, public enlightenment, dialogue, investigations and policy-level engagement. In the North-East, the NHRC had previously collaborated with UNDP in implementing a Civil Society Organization (CSOs) initiative to monitor human rights violations during the period of emergency rule, an engagement that led to the profiling of violations committed in the region. Through the Nigerian Military Human Rights Dialogue, the government institutions concerned have responded to some of the flagged violations and provided redress to human rights victims. The Commission has also launched a project on 'Promoting Human Rights Accountability in the North-East', which seeks to mainstream human rights into Operation Lafiya Dole's activities, its rules of engagement and code of conduct. It has also been involved in developing a code of conduct for Civilian Joint Task Force (CJTF) in the region aimed at ensuring accountability for all the alleged human rights violations committed during the counter-insurgency operation in the region. Besides the NHRC, other institutions of government struggle to respond to the human rights, justice and security needs in the North-East. The Nigerian Legal Aid Council (LAC) and the Nigerian Institute of Advanced Legal Studies (NIALS) though with an excellent programme package on access to justice, lacks sufficient financial and programmatic capacity to make a difference in the North-East region. The security agencies on their part, are grappling with the challenge of trust and lack of confidence by many of the victims of the insurgency in the North-East.

In addition, development partners have also implemented access to justice programmes including the UNHCR Access to Justice Project which commenced in 2016 and whose interventions include legal assistance and counselling for IDPs, protection and monitoring. The IOM also in 2016 launched a project aimed at strengthening access to justice services for people displaced by Boko Haram conflict living in camps and host communities in Maiduguri, Borno State. It also provides through the project, legal information, awareness campaigns, advice in choosing appropriate legal mechanisms by victims, and the provision of legal representation, assistance and counselling. It works with the International Federation of Women Lawyers (FIDA) in implementing the project. Other interventions are also being implemented by the DFID's Justice for All Project, and MercyCorps.

However, there are gaps in current interventions. First, the design and implementation of access to justice programmes by government and development partners are not effectively coordinated with early recovery and stabilization programmes being implemented in the North-East. Secondly, most of the interventions are concentrated around Maiduguri and environs. Thirdly, they have not adopted a resilience-based approach which seeks to promote self-reliance by communities in addressing their immediate needs, and have no theory of change in facilitating a resilience network of inter-connected communities. Fourthly, they have not adopted a sector wide approach in which case many of the justice administration institutions will work in a coordinated and integrated manner to promote access to justice and the rule of law. Community-security agencies and justice institutions partnerships are still weak and the root causes of such weakness are not being sufficiently addressed by on-going interventions. Fifth, given the peculiarity of the crisis in the North-East, there will be need for a more holistic and restorative justice, using alternative dispute resolution methods and/or mechanisms, in addition to the traditional and conventional legal systems. Finally, previous interventions have not led to the re-establishment of effective justice and security services delivery to the citizens with the most pressing needs, for example.....?????.

Also, with the shifting emphasis of national and international stakeholders to accountability of security forces, there is need for ensuring proportionate attention to issues of community-led monitoring of human rights and capacity to make claims, as appropriate. On SGBV, interventions are yet to be built into the resilience-based approach for stabilizing and facilitating recovery in the North-East. Religious groups, traditional leaders,

⁸ RPBA, *Ibid*.

women groups, and other stakeholders need to be mobilised as the vanguard for preventing SGBV, for a coordinated role in protecting victims and witnesses and in partnering with security agencies towards preventing this menace.

UNDP's will leverage its strong partnership with National Institutions, state governments and Civil Society Organizations in the three states to ensure result-oriented project implementation. These include the monitoring and reporting of human rights infractions from 2014 to 2016, which contributed to policy measures to prevent abuses by military personnel; reconstruction of public infrastructure, livelihoods diversification and creation of economic opportunities, and, enhanced social cohesion and reconciliation.

Given the foregoing context, this project will contribute to the promotion of physical, legal and material safety of returnees, IDP hosts, and IDP populations in **Adamawa, Borno and Yobe** States through an integrated approach. The project will provide support for the re-establishment of justice and security services in accessible areas, implementation of a comprehensive approach to community security, promotion of equal access to justice for all, especially women, girls and boys, and capacitation of the government institutions to ensure timely and effective monitoring, reporting and robust response to human rights violations, particularly Sexual and Gender-Based Violence (SGBV).

II. STRATEGY

The project's strategy is built around an integrated community stabilization package for the three North-East states of Nigeria (Adamawa, Borno and Yobe) and prioritizes five local governments which are most affected by the Boko Haram insurgency, in dire needs and are accessible (Maffa, Konduga, Gworza, Hong and Tarmuwa)⁹. It responds to the immediate human rights, access to justice and security needs of the communities, in a way that complements on-going projects by UNDP to strengthen livelihoods, local governance and social cohesion in these same communities.

It adopts a short to medium term approach, whereby 'coping' and 'recovering' will be emphasised. Coping support package will entail capacity building, logistical and administrative support, advocacy and awareness, and improved coordination in monitoring and response by both the state and non-state actors. Recovering support will essentially ensure integrated response by the duty bearer to human rights violation and promotion of dialogue between state and non-state actors, to support sustainable the full restoration of peace and justice administration systems in the project focus areas, as part of the early recovery programme.

This approach presupposes that stabilising communities require an integrated package that will tackle the acute recovery needs like livelihoods, reconstruction, local governance and community security (which entails addressing the structural and proximate inhibitions to the protection and promotion of human rights). Indeed, 'the realization of durable solutions for Nigeria's IDPs and refugees is a complex, multi-faceted process that must simultaneously address human rights, humanitarian, development, reconstruction, and peacebuilding challenges'¹⁰.

Currently in the region, humanitarian efforts have focused on addressing the immediate needs of the people affected by the conflict in a fragmented way, therefore lacking necessary result, impact and sustainability. However, the integrated approach entails delivering complementary support aimed at building resilience of communities through life-long livelihoods, basic services restoration, support for local governance and ultimately, investing in access to justice.

In the region, UNDP is piloting the integrated approach and has pre-selected five (5) Local Government Areas consisting of IDPs and returnees, where it will work together with other UN Agencies like WHO and UNICEF to address the four challenges. This project will therefore ensure that there is synergy between existing projects and this. Taking this as a point of departure, the other elements of the project's strategy includes:

- Ensuring that compliance with human rights and international humanitarian law form an integral part of the response to the insurgency in the North-East, while recognizing the legitimacy of national security concern of the government;
- Ensuring that in the returnee communities, there is not only a minimal presence of law enforcement, judicial, criminal justice and human rights institutions, but that these institutions are adequately

⁹ UNDP(2017) Project Document: Integrated Community Stabilization in North East Nigeria

¹⁰ United Nations (2017) Strategy on Protection, Return and Recovery for the North-East Nigeria, (Draft)

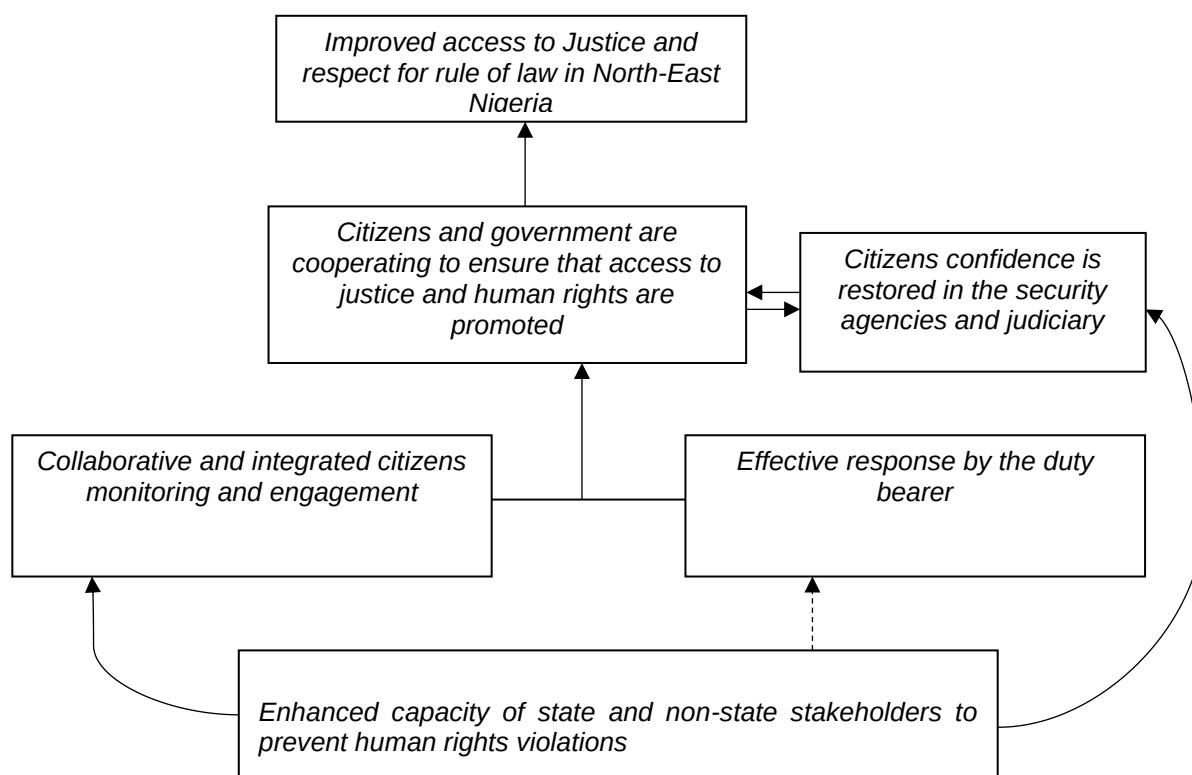
resourced to provide effective and timely service delivery especially to the marginalized and traumatized people in the region;

- Strengthening trust and confidence-building between the security agencies (who have often been accused of committing human rights violations) and communities through an inclusive and participatory approach for all stakeholders in the design, development and implementation of rights based policing and law enforcement strategies;
- Strengthening systems to respond to SGBV, in full compliance across all sectors with the IASC Guidelines on Integrating GBV Interventions in Humanitarian Action, as well as systems to protect all children and safeguard their best interests¹¹;
- Finally, the project's work will be integrated into existing UNDP projects in the same communities to ensure the achievement of results and impact.

The project will build community ownership around increasing the awareness and understanding of local stakeholders (particularly women) of human rights. The stakeholders will be supported to work with, rather than against, the formal justice system while it will encourage government partners to recognise the critical role of the informal justice mechanisms . It will also promote coordination among these different stakeholders . The project will leverage UNDP's comparative advantages to draw on a wide spectrum of international experiences from its presence on the ground in more than 160 countries and its convening power as a trusted partner. It will also leverage its presence in the North-East, where it has implemented three previous projects, has two on-going projects and a sub-office to coordinate the development assistance to the region.

Theory of Change

Given the combination of the strategic approach mentioned above, the ultimate ToC narrative is: If capacities of key justice and security actors are strengthened to deliver fair and efficient services in a coordinated way through state, community and customary mechanisms to victims of injustices and the people most affected by the Boko Haram insurgency, then the underlying causes of social exclusion, poverty and social tensions will be mitigated and the population can build new confidence and trust in State and other institutions.



¹¹ UN (2017) Ibid: 13.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project is linked to the UNDAF Outcome 1.2 which states that 'Strengthened accountability and respect for the Rule of Law, compliant with international standards and human rights, provide inclusive, age and gender responsive, equitable access to Justice, with strengthened and coordinated institutions ensuring enhanced integrity and reduced corruption through transparency strengthened preventive and regulatory policies and frameworks and engaged civil society and media'. The project contributes to the achievement of Output 1.1.1: 'Capacity at Federal and State level for coordination, law reforms, and service delivery for justice sector institutions to provide inclusive, age and gender-responsive, equitable and timely access to justice...is strengthened'.

The overall objective of the project is to contribute to stabilization and early recovery in the North-East through support for the re-establishment of justice and security services in accessible areas, implementation of a comprehensive approach to community security, promotion of access to justice for all especially for women, girls and boys who are most affected by the insurgency, and capacitation of government institutions to ensure timely and effective monitoring, reporting and robust response to human rights violations, particularly Sexual and Gender-Based Violence (SGBV).

The **Expected Results** of the Project are:

1. Effective Security and Justice Service Delivery Improved in Accessible Areas; and
2. Effective and Timely Access to Justice Enhanced

The specific project outputs are enumerated below:

Output 1: Justice and Security Institutions re-established to increase service delivery in all accessible areas

Strengthening the institutional capacity of the Government to provide justice and security services in an effective and accountable manner and to enhance public trust and confidence is critical. Building on the important steps to address some of the systemic gaps and bottlenecks across the sector, a lot more needs to be done to sustainably enhance capacities across the justice chain to properly investigate, prosecute and adjudicates cases and to increase overall adherence to human rights and fair trial standards. To the extent possible, the capacity development effort will be carefully balanced between the different institutions to ensure measured, comparable and properly sequenced development that reinforces each institution's proper mandate. As such, the output aims to support the police to re-introduce services in areas where they have been absent due to insecurity, and strengthen capacity to deliver services with focus on IDPs, and host communities. It will also, establish high visibility investigative, prosecutorial, legal aid and adjudicative services in IDP Camps and within the local communities, improve prisons conditions and improve the capacity to rehabilitate and reintegrate prisoners and strengthen case management and data collection of justice institutions. By facilitating the deployment of additional prosecutors, judges, legal aid providers and human rights monitors and by providing tailored operational support at the local level, the projects intends to strengthen the presence, reach and capacity of the formal justice system and sustainably enhance the government's ability to respond to local communities' justice and security concerns.

Activities:

1. Needs Assessment, Mapping and profiling of Beneficiary LGAs and communities;
2. Advocacy support to increase justice and security services in IDP Camps and within localities;
3. Technical support for the development of an integrated approach to improve legal services;
4. Training programmes for justice, security and health specialists on SGBV response;
5. Support the establishment of mobile courts and legal aid services and alternative dispute resolutions systems/structures;
6. Support to strengthening case management and data collection of justice and security institutions;
7. Support to improvement to prisons condition;
8. Strengthen services and referral mechanisms for dispute resolution, especially for those affected by SGBV.
9. Publication and Communication.

Output 2: Comprehensive community security approach is developed and promoted

The Boko Haram conflict has generated multiple sources of tensions and disputes within affected communities in the North-East. Following the destruction of police stations and posts, and the disruption of traditional community leadership structures during the conflict, there is a vacuum of effective mechanisms to resolve disputes peacefully. In the context of inter-communal tensions and the proliferation of small arms and light weapons around the border areas, this fuels communities to resort to violence that will likely go unpunished. For communities to tangibly feel that they enjoy effective state protection, they need to be confident that they can readily sound an alarm or contact relevant authorities and that those authorities will respond promptly and professionally. A proximate presence is also required to undertake effective crime and conflict prevention activities in local communities, as it is only through being closely attuned to local tensions that it is possible to defuse them before they escalate. Hence the need to re-establish and strengthen security services as well as formal and informal conflict resolution mechanisms.

This output aims to build the capacities of local stakeholders to exercise a preventive role for security and to help their constituents victimised by the insurgency or counter-insurgency operations to claim their rights and obtain compensation. The project will further improve public involvement on safety and security related matters, by ensuring inclusive and participatory approaches to community security through engagement of a wide array of governmental and non-state stakeholders in joint identification of security challenges and development of customised options for addressing such threats. In recognition of this, efforts will be taken to re-orient civil policing towards a strategy of community policing, and by establishing local security councils to provide a strong community link with local authorities, traditional leaders and early warning of emerging local security challenges aimed at strengthening cohesion within the community, enhancing community ownership and building public trust.

Activities:

1. Capacity Building and Knowledge Transfer on Community Policing Plans and Institutional Arrangements;
2. Support community mobilization platforms for the development of policing and conflict management mechanisms/ strategies;
3. Database development for community resilience/ Security;
4. Community-Based Early Warning System developed and operationalized including in IDP camps;
5. Training sessions to enhance community stakeholders' skills on Alternative Dispute Resolution (ADR methods) and restorative justice;
6. Publication and Communication.

Output 3: Access to Justice at Community level increased for all especially women, girls, and boys

Restoring access to justice is most critical to the stabilization of the accessible areas within the North-East and to sustainable return and recovery from conflict in the region. It also has grave implications on social cohesion and safety of the returnee communities. The objective of the output is to provide immediate structures and institutions capable of providing timely responses to human rights violations, injustices and disputes in remote locations and to enlist the support of community stakeholders (such as the traditional and religious leaders, women leaders, youths and other critical members) to advocacy, awareness and empowerment of the citizens to cooperate with institutions of government in facilitating access to criminal and civil justice for the local population against crime, human rights violations and securing their legal rights through actions to improve civic registration; programmes to register land and property rights and other initiatives to ensure legal empowerment of the people.

On SGBV, Cases of rape, sexual assaults and enslavements have been rife in IDP camps and returnee communities in the North-East part of Nigeria. Most often these cases are never reported due to stigmatization of victims mainly by community stakeholders due to religious, traditional and cultural factors. Indeed, it has been challenging to prosecute cases of SGBV reported due to the unwillingness of communities to cooperate with law enforcement agencies. All these factors make prevention of and response to SGBV difficult promoting impunity in communities whilst emboldening would-be-perpetrators. This output seeks to at improve the availability, accessibility and appropriateness of justice and security services for women, girls and boys, particularly those threatened by or experiencing violence, develop a better understanding of gender issues across the entire sector, support the sensitisation of relevant staff on the rights and needs of women and girls, with a view to reducing discriminatory attitudes and behaviours and strengthening gender responsiveness across the entire justice chain. It will also enlighten community leaders to understand more closely the concept of SGBV and abuses against children (including through child labour, engagement as combatant and rape of minors). At the same time, the project will ensure that these groups are able to exercise their rights through legal awareness and civil and criminal legal aid initiatives to help them access police and prosecutorial services, as well as fair justice systems and dispute resolution mechanisms, including in IDP camps and within communities.

Activities:

1. Support measures to strengthen coordinated provision of holistic police and justice services, and referral networks (ref to output 1);
2. Train police and justice sector institutions on gender issues and specially on SGBV
3. Outreach and awareness campaigns on community-level legal and human rights protection;
4. Joint Capacity Building for Communities and Government Institutions on Victims and Witness Support (particularly for SGBV);
5. Technical Assistance to strengthen Victims and Witness Support (paralegals) especially for SGBV and GBV;
6. Support the provision of free legal aid to victims- through the LAC and paralegals;
7. Joint Capacity Building for Communities (traditional, religious and local leaders) and Government on gender-sensitive and human rights based dispute resolution;
8. Train and empower community stakeholders and alternative/traditional mechanisms to rights based dispute resolution ;
9. Publication, Advocacy and Communication.

Output 4: Government Institutions and civil society capacity is strengthened for more effective human rights oversight and promotion

A major gap in on-going attempts to improve on human rights of the justice and security agencies is weak capacity and effective coordination. This output will extend technical support to government institutions, in particular the NHRC to effectively play its oversight role by monitoring the level of compliance by justice and security agencies with human rights standards and support corrective measures aimed at reducing violations. Furthermore, the project seeks to strengthen the capacity of the NHRC to integrate human right standards in policies and legal frameworks, community level security, humanitarian and other recovery strategies and practices, while also effectively responding to complaints of human rights violations and facilitating necessary referrals to other dispute resolution mechanisms. The project will support the capacity building of human rights CSOs to work independently and collaboratively with the NHRC in promoting human rights in the North East of Nigeria through carrying out of training programmes for key stakeholders, sustaining deployment of human rights monitors, monitoring and reporting on human rights situation including on incidences of stigma and discrimination former Boko Haram captives and SGBV survivors face. Support will be provided to ensure that the monitoring reports which generate essential human rights information inform advocacy measures to improve the situation and that they are linked to community based early warning systems and contribute to early recognition of warning signs needed to facilitate action before these signs deteriorate into an open conflict.

Activities:

1. Recruit, train and deploy, community human rights monitors to document violations, based on OHCHR Module;
2. Strengthen the capacity of NHRC and CSOs to document and monitor human rights;
3. Support Information processing and complaint handling by LAC & NHRC, including Visitation to Detention Facilities handling suspects in the North-East Operations;
4. Strengthen referrals between NHRC and justice and security institutions;
5. Support human rights training of key justice and security actors in the North East.
6. Publication, Advocacy and Communication.

Linkage to Sustainable Development Goals:

Goal 16: Sustainable Development Goal 16: Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Specifically, indicator

- 16.1: significantly reduce all forms of violence and related death rates everywhere- prevalence of girls and women (15-49) who have experienced physical or sexual violence in the last 12 months.
- 16.2: end abuse, exploitation, trafficking and all forms of violence and torture against children
- 16.3: promote the rule of law at the national and international levels, and ensure equal access to justice for all.

Goal 5: Sustainable Development Goal 5: Achieve gender equality and empower all women and girls. Specific targets include:

5.1. end all forms of discrimination against women and girls everywhere

5.2: eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation. Indicators to measure the attainment of the targets include:

- Percentage of women, men, indigenous peoples, and local communities with secure rights to land, property, and natural resources, measured by (i) percentage with documented or recognized evidence of tenure, and (ii) percentage who perceive their rights are recognized and protected.
- Prevalence of girls and women 15-49 who have experienced physical or sexual violence [by an intimate partner] in the last 12 months
- Percentage of referred cases of sexual and gender-based violence against women and children that are investigated and sentenced

Resources Required

The total cost of the proposed project is USD8,058,600. It is envisaged that it will be funded through the combination of UNDP Trac resources and Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development yearly contribution and through donors interested in promoting the rule of law in the North-East. The implementation of the project will require the combined support of the UNDP Human Rights Analyst, with a dedicated Independent Consultant (IC), who coordinates implementation among the respective government agencies and communities. Additional support will be given by the UNDP project team based in Maiduguri. Major project funding will go to capacity building, procurement for MDAs, knowledge management and production of reports and visibility materials. Other items to be funded include the staffing cost for the project, the cost of the PSC, TC Meetings, and the cost of support by UNDP HQ and RSAC colleagues.

Partnerships

UNDP Nigeria's niche and comparative advantage on human rights promotion comes from a combination of its global development network, implementation of technical support to the NHRC and human rights monitoring in the North-East region. Based on the pioneering monitoring activities, UNDP has forged effective partnership with critical national institutions, state governments and CSOs at the grassroots level in the region, which will prove invaluable in successfully implementing this project.

The key national counterparts for implementation are the Nigerian Institute for Advanced Legal Studies (NIALS), National Human Rights Commission (NHRC), Federal Ministry of Justice (FMOJ) and Civil Society Organizations (CSOs). In areas requiring thematic leadership within the project outputs, the following institutions shall be designated as 'responsible institutions': Legal Aid Council (LAC), Defence Headquarters (DHQ), Nigerian Police Force (NPF), National Institute of Advanced Legal Studies (NIALS), Nigeria Prisons Service (NPS). The major beneficiaries will be the Government of Nigeria (represented by Ministry of Budget and National Planning) and the three North-East states (MRRR and SEMAs), as applicable.

In addition, specific partnerships will be developed with the leadership of the 5 beneficiary LGAs to implement comprehensive community security, access to justice and partnership programmes with judicial sector institutions and security agencies. The project will coordinate closely with the DFID, UNODC, UNHCR, and IOM, as well as other INGOs working in this area.

Risks and Assumptions

Description: Enter a brief description of the risk	Type: Political Strategic Economic Operational Other	Impact & Probability: Describes the potential effects on the project if this risk were to occur Enter probability on a scale of 1 (low) to 5 (high) P= Enter impact on a scale of 1 (low) to 5 (high) I=	Mitigation Measures: What Action will be taken to mitigate this risk	Owner: Who has been appointed to keep an eye on this risk
Relapsed security situation resulting in significant implementation constraints, including limited or no access to	Security	Worsened security challenges resulting from agitations by tribal groups will impact on the smooth implementation of the programme and	- Use of implementation modalities that would be inclusive, sensitive and address the interest of the various groups. e.g. holding policy dialogue on issues	Team Leader, Governance

target areas, in particular the North East.		hinder access to key programme sites. Impact 4 Probability 4	that concerns the interest of the tribal groups; - Continuous monitoring of political and security situation by programme staff and senior management. - Regular national, state and local security assessments and inclusive dialogue processes to reduce risks, and take early programme mitigation measures if required.	
Limited capacity of implementing partners	Capacity	Capacity of some implementing partners is limited, both with respect to technical expertise, as well as, capacity to support large groups of programme participants. Impact 4 Probability 3	- Assessment of IPs' capacities to identify strengths and weaknesses and provide timely support. - Investment in training of partners, through current programme, as well as, other on-going programmes in the CO. - Identify and work with partners that have requisite capacity for programming where possible. - Opportunities will be provided to IPs to learn during programme implementation.	Team Leader, Governance
Perception of inequity of benefits among MDAs, stakeholders or Programme participants. This includes real or perceived affiliation/sympathy with political parties or groups.	Conflict	There is a risk of inequity among MDAs, stakeholders, groups or beneficiary communities if targeting and resource allocation are not carefully managed, based on clear criteria that is well communicated and understood by the partners. Impact 4 Probability 3	- Geographical areas are selected on the basis of clear criteria, including vulnerability to tension or conflict. - Community needs and selection criteria are jointly determined through local committees. - Participants are selected on the basis of clearly set criteria. - Mass awareness and effective communication among the stakeholders and partners crucial.	Team Leader, Governance
Contestation among the implement partners on which lead or co-ordinate specific components of the programme.	Social conflict	There is a risk that some IPs might want to lead or co-ordinate due to perceived superiority over others. This may slow down implementation and/or enforcement of agreed policy issues.	- Adequate consultation will be done with all the partners before actual implementation begins to reach consensus on roles and responsibilities.	Team Leader, Governance

Stakeholders Engagement

The project will make conscious effort to reach the main target of the project, who are the Internally Displaced Persons (IDPs) and returnees in the five LGAs of the North-East region Nigeria, whose access to justice has been significantly restricted by the insurgency in the region and who needs to be reassured of efficient and effective justice delivery. They include:

- Women, girls and boys who are more vulnerable to human rights violations and injustices in particular SGBV;
- The aged within the communities;
- Community and religious leaders, women leaders and youth leaders.

These stakeholders shall be responsible for agenda-setting and implementation of the project, including utilisation of means and ways, strategy and tactics. They will also be actively engaged in project monitoring and evaluation. Within the LGAs, communities that stand to benefit from the project shall be selected through the following criteria:

- Accessibility;
- Number of vulnerable persons and degree of vulnerability;
- Commitment by the communities for partnership;
- Commitment by relevant government agencies and opportunities to facilitate the process.

- Areas in the North East that are underserved yet accessible
- Need to build on and scale up previous pilots

South-South and Triangular Cooperation (SSC/TrC)

Prior to the implementation of the project, UN has been engaging in a broader Lake Chad Basin initiative which sees the challenges in the North-East of Nigeria as regional (encompassing Chad, Niger and Cameroon). The project will leverage on the commitments and policies existing to facilitate an integrated approach with UNDP Office and other partners engaged in cross-border programmes. It will also cooperate with the Lake Chad Basin Commission (LCBC) and the ECOWAS Commission as well as the African Union (AU) in ensuring adequate information sharing, replication of good practices and cross-border responses to cases of human rights violation flagged in the course of programme implementation.

Knowledge

As stated earlier, UNDP will exercise due diligence and share experiences from its global network of practice among the project beneficiaries to strengthen the quality of design and implementation strategies. UNDP will also leverage on its south-south cooperation to facilitate experience sharing in the regional network of practice, particularly among Civil Society Organizations (CSOs). UNDP will develop knowledge tools on lessons learned on the field, which will be useful in empowering communities to take the lead in the protection and promotion of human rights.

Sustainability and Scaling Up

A part of the project is the scale-up of previous initiatives by UNDP on human rights monitoring in the North-East of Nigeria as well as an Assessment of the Gaps relating to human rights protection and effectiveness of response institutions in the region. Sustainability is built into this project through support for existing and respected government institutions, led by a wide array of rule of law stakeholders, working in an integrated manner, both among themselves and in close coordination with the CSOs, led by the Nigerian Bar Association (NBA). This enables local stakeholders to work collaboratively within a coordinated platform. It is envisaged that major activities will be anchored on community-based groups, who shall take ownership of the initiatives and provide leadership for the implementation process beyond the support of UNDP and other development partners.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project is designed based on the strategic vision and ownership of the Government of Nigeria and major engagements by non-state groups working on anti-corruption reform. UNDP's funding will only complement the main recurrent funding provided by the beneficiary institutions and stakeholders. The UNDP's funding is expected to be cost-efficient and cost-effective, in line with best practices in its anti-corruption work globally, as has been proven in several countries. Major indicators shall be the relevance of the targeted activities, result orientation, integrated approaches among the project stakeholders, complementarity across the respective project components, and strong synergy among the respective responsible partners and stakeholders.

Project Management

The project will be executed using National Implementation (NIM) modality. The National Institute of Advanced Legal Studies (NIALS) shall serve as the implementing partner. The responsible partners shall be the Federal Ministry of Budget and National Planning (MBNP), Federal Ministry of Justice (FMOJ), National Human Rights Commission (NHRC), Legal Aid Council (LAC), Nigerian Police Force (NPF), Nigerian Bar Association (NBA) and Nigeria Prisons Service (NPS). The UNDP Country Office will be held accountable for the financial

management and overall reporting aspects of the project. Each partner institution could nominate a focal person of a level not below deputy director for the project.

UNDP Country Office will provide the following support services for the project activities at the request of the Implementing Partners, for the whole duration of the project cycle:

- a. Identification and/or recruitment of project administrative, support personnel;
- b. Procurement of commodities, labour and services;
- c. Identification and facilitation of training activities, seminars and workshops;
- d. Financial monitoring and reporting;
- e. Processing of direct payments;
- f. Supervision of project implementation, monitoring and assistance in project assessment.

The UNDP Country Office may provide support services for assistance with reporting requirements and direct payments. In providing such support services, the UNDP country office shall ensure that the capacity of the implementing partners is strengthened to enable it to carry out such activities directly. When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the Universal Price List. The procurement of goods and services and the recruitment of project personnel by the UNDP country Office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the Country Office change during the life of the project, the list of UNDP country office support services is revised with the mutual agreement of the UNDP Resident Representative and ICPC.

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.

The Governance and Peacebuilding Team Leader shall provide the overall strategic management and quality assurances for the implementation of the project. The project shall be co-ordinated by the Project Analyst for Governance and Anti-Corruption, with the support of a project team made up Associates and National Experts/ Consultants, responsible for specifically defined outputs. The cost of managing the project by the respective project staff shall be directly charged to the project, using the UNDP direct project costing modality (DPC). The project will be audited annually alongside other UNDP programmes and the auditing cost shall as well be charged to the UNDP.

Financial Arrangements

UNDP Trac resources and Global Project funds shall be utilised as the seed fund to start-up the project implementation. Additional funding shall be mobilised from the implementing partners, Grant-making organizations and development partners at large. The project will have a total of USD8,058,600 Budget. UNDP will invest USD2,500,000 over a period of four years. The gap of USD5,558,600 Million will be mobilized from other development partners who are desirous of partnering to realise the objectives of the project, as it will be open to ODA Agencies who may wish to so contribute. In case more than one ODA agency is interested in partnership, the consent of the previous entrant will be sought before the acceptance of new partners.

Executive Arrangements

The Project will be carried out according to the modality that includes the following key players:

- Project Steering Committee (PSC);
- Technical Committee (TC);
- UNDP Nigeria as Implementing Agency (Governance & Peacebuilding Unit)
- Project Assurance

Project Steering Committee

The Project Steering Committee will be established with membership drawn from key partners including UNDP, Federal Ministry of Budget and National Planning (MBNP), representative of the Federal Ministry of Justice (FMOJ) and the Executive Secretary of the NHRC. The Project Steering Committee will provide policy direction for the overall management of the project and review progress of the implementation of the project.

It will provide direct project oversight, ensure the achievement of stated objectives, provide project quality assurance, and take responsibility for programmatic priorities and focus of annual workplan; overall allocation of resources across components; new strategic directions and implementation partnerships; coordination with

other national and international partners; and approve and review from time to time, the project communication and visibility plan, as prepared by the Governance and Peacebuilding Unit.

The Project Steering Committee meets twice a year for the overall management of the project and on addressing emergent issues critical to the performance as well as on its strategic result. The Governance and Peacebuilding Unit will serve as the Secretariat of the Steering Committee.

Project Technical Committee

Below the PSC is a Technical Committee (TC). The purpose of the TC will be to review the work of the various project outcomes and provide advice to the PMU on activity implementation. It will assure the quality of reporting and will make specific recommendations regarding ongoing support and the use of project funds to the PSC.

The Project Technical Committee is chaired by the Country Director (with delegated power to the Team Leader, Governance and Peacebuilding). It is made up of technical officials from UNDP, NHRC and all other contributing partners to the Project. The Technical Committee shall make recommendations to the Steering Committee for the effective operational implementation of the project. The Governance and Peacebuilding Unit will as well serve as the Committee's Secretariat, and will ensure that meetings are held at the appropriate time. The meeting of the TC shall be held on a quarterly basis.

The TC will be accountable to the PSC and the major decisions recommended by the TC or issues that are not resolved at this level shall be referred to the PSC.

Implementing Partner/Unit.

With regards to the organizational structure in UNDP, the Governance and Peacebuilding Team will be responsible for the overall management and implementation of the project.

Advocacy and Visibility of Donors/ Partners

UNDP shall take all necessary measures to ensure the visibility of the activities financed by the partners/ donors in line with the UNDP and the donors' rules and procedures. All of the information received by the press, advertising materials, official notices, reports, publications and public relations in the social media will acknowledge that the project action has been performed 'with the financial support of XYZ Government/ Agency' and visibly show the logo/emblem of the donor. UNDP is committed to ensuring the visibility of all donors equally in the course of project implementation.

V. RESULTS FRAMEWORK¹²

¹² 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: Output 1.1.1: 'Capacity at Federal and State level for coordination, law reforms, and service delivery for justice sector institutions to provide inclusive, age and gender-responsive, equitable and timely access to justice...is strengthened'.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: % of population satisfied with the justice system; % of children in contact with the law who are treated in line with international standards on access to justice for children.

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹³	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: Justice and Security Institutions re-established to increase service delivery in accessible areas	1.1 Number of communities benefiting from core justice and security services	NHRC Justice/Security Institutions	0	2016	4	8	8			20	Project report
	1.2 Number of trained justice, security, human rights and health personnel deployed to communities and applying skills	NIALS/ NHRC	n/a	2016	50	150	200			400	Project report
	1.3 Number of cases resolved through mobile courts and legal services and ADR Centres	LAC	n/a	2016	-	2,500	2,500			5,000	Project report
	1.4 Number of prisoners benefiting from support system	NPS	0	2016	-	5,000	10,000			15,000	Project report
Output 2: Comprehensive Community security approach developed and promoted	2.1 Number of communities or IDP camps that have adopted and are using community policing strategies	NPF	0	2016	4	8	8			20	Project report
	2.2 Number of community early warning and ADR system operationalised and number of serious incidences averted	NPF	0	2016	4	8	8			20	Project report
	2.3 Number of people trained to operationalise community security	NIALS/ NPF	0	2016	10,000	20,000	20,000			50,000	Project report

¹³ 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.

	2.4 Number of Cases reported to and successfully resolved by Community ADR Structures	NHRC	0	2016	1,000	2,000	3,000			6,000	Project Report
Output 3: Access to Justice at Community level increased for women, girls and boys	3.1 Number of survivors benefiting from victims and witness support for SGBV by location	LAC	0	2016	-	2,500	2,500			5,000	Project report
	3.2 Number of people benefiting from Capacity Building Programme	NIALS/ LAC	0	2016	1,000	5,000	5,000			11,000	Project report
	3.3 Number of communities and people benefiting from Free Legal Aid Services disaggregated by type of case and legal claim 3.4. Number of cases/SGBV cases reported to and concluded through the courts (mobile courts)	LAC	0	2016	-	75	75			150	Project report
Output 4: Government and civil society capacity is strengthened for more effective human rights oversight and promotion	4.1 No. of report prepared/ Percentage of Human Rights Report whose follow-up actions are implemented.	NHRC	0	2016	-	50%	75%			62.5%	Project report
	4.2 Number of human rights cases lodged and conclusively processed by information and complaint hub.	NHRC	0	2016	50	5,000	5,000			10,050	Project report
	4.3 Percentage increase in prisons cases referred for further action.	NHRC/LAC /FMoJ	0	2016	-	50%	75%			62.5%	Project report
	4.4 Number of persons reached by monitors and with advocacy tool.	NIALS/ NHRC	0	2016	-	60,000	60,000			120,000	Project report

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	UNDP, MBNP,	\$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, MBNP,	\$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.	UNDP, MBNP,	\$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.	UNDP, MBNP,	\$2,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the 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, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP, MBNP	\$500
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	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.		\$3000

	socialize project results and lessons learned with relevant audiences.				
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Evaluation Plan¹⁴

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	UNDP, MBNP	All	UNDAF 1.1	Jan 2019	FMOJ & UNDP	10,000
Final Evaluation	UNDP, MBNP	All	UNDAF 1.1	Dec 2020	Federal Government, CSOs & UNDP	40,000

¹⁴ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹⁵¹⁶

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				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019			Funding Source	Budget Description	Amount
Output 1: Justice and Security Institutions re-established to increase service delivery in accessible areas	1.1 Activity: Community Based Mapping Exercise of presence of core justice and security institution and availability of services	X				UNDP/NHRC	Trac/CS	Consultancy, Transport, DSA, Accommodation, Logistics, Training Aids, Printing and Publishing, Workshop, Courier Service, Toolkits Development.	30,000
	1.2 Activity: Advocacy in IDP Camps and Returnee Communities on Access to Justice	X	X	X		UNDP/All Parties	Trac/CS	"	260,000

¹⁵ 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

¹⁶ 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.

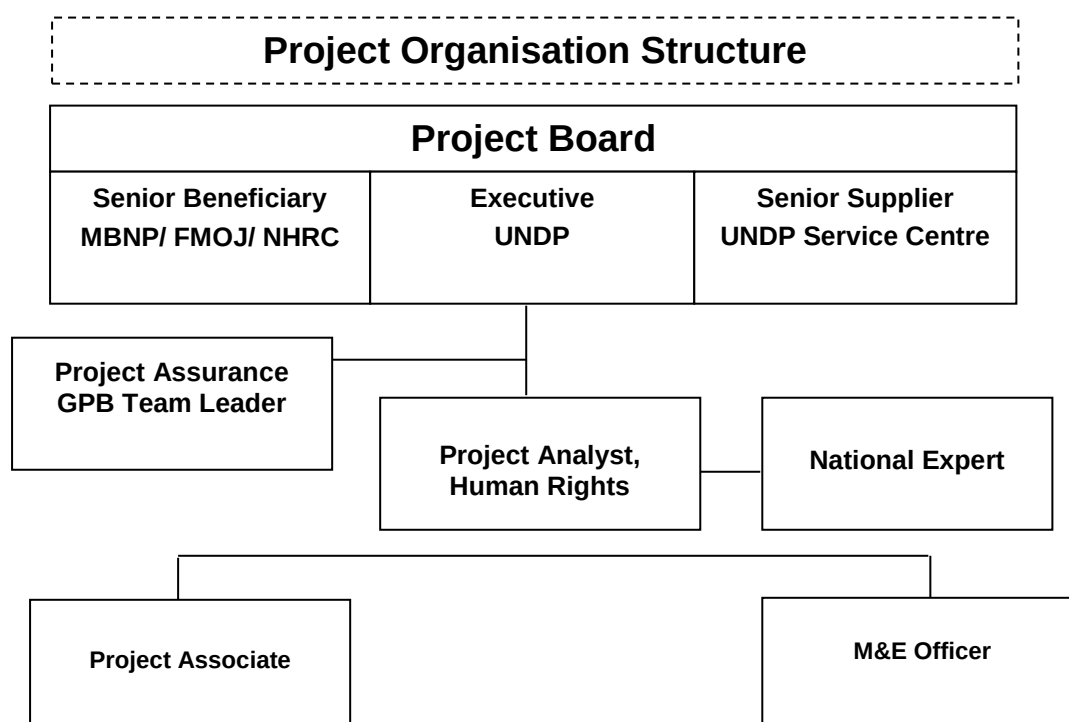
	1.3 Activity: Workshops for ROL Institutions and Communities on integrated approaches to Legal Legal Services Delivery	X	X	X		UNDP/NIALS/NHRC	Trac/CS	“	200,000
	1.4 Activity: Recurit, Trainand or deploy of justice, security and health specialists at LGA Level		X	X		UNDP/NIALS	Trac/CS	“	250,000
	1.5 Activity: Mobile Courts and ADR Structures Supported with roll-out		X	X		UNDP/LAC/NHRC	Trac/CS	“	300,000
	1.6 Activity: IT, Admin and logistics support for case management process across the justice continuum		X	X		UNDP/NBA/LAC	Trac/CS	“	150,000
	1.7 Activity: Training for Prisons Staff on Rehabilitation and human rights standards for prisoners		X	X		UNDP/NPS	Trac/ CS	“	100,000
	1.8 Activity: Support provision of Pro-Bono Service for Prisons De-Congestion		X	X		UNDP/NBA/NPS/LAC	Trac/CS	“	200,000
	1.9 Activity: Support with Sexual Assault Kit for SGBV Victims		X	X		UNDP/NHRC	Trac/CS	“	200,000
	1.9.1 Activity: Publication and Communication	X	X	X		UNDP/All Parties			20,000
Sub-Total for Output 1									1,710,000
Output 2: Comprehensive Community security approach is developed and promoted	2.1 Activity: Setting up of Community Policing Platforms/ Strategy Development	X	X	X		UNDP/NIALS/NPF	Trac/CS	Consultancy, Transport, DSA, Accommodation, Logistics, Training Aids, Printing and Publishing, Workshop, Courier Service, Toolkits Development.	350,000
	2.2 Activity: ICT and Admin Support for deployment of early warning system		X	X		UNDP/NHRC/NPF	Trac/CS	“	250,000
	2.3 Activity: Joint Police-Community Training for Communities on security		X	X		UNDP/NIALS/NHRC	Trac/CS	“	250,000

	2.4 Activity: Support to Police Database development	X	X	X		UNDP/NPF	Trac/CS	"	200,000
	2.5 Activity: Periodic Training for CSOs on Early Warning System and ADR at the community Level	X	X	X		UNDP/NIALS	Trac/CS	"	400,000
	2.6: Support to Data Management and ICT Support	X	X	X		UNDP/NHRC/NIALS	Trac/CS	"	200,000
	2.7 Activity: Publication and Communication	X	X	X		UNDP/All Parties	Trac/CS	"	20,000
	Sub-Total for Output 2								1,670,000
Output 3: Access to Justice at Community level increased for women, girls and boys	3.1 Activity: Outreach and awareness creation at the community-level on legal and human rights protection targeting women, youth and traditional, religions and other local leaders. Public campaigns against stigma and discrimination against SGBV and Boko Haram captivity returnees (see below under 3.6 also and place appropriately)	X	X	X		UNDP/NHRC	Trac/CS	Consultancy, Transport, DSA, Accommodation, Logistics, Training Aids, Printing and Publishing, Workshop, Courier Service, Toolkits Development.	250,000
	3.2 Activity: Joint Training on Victims and Witnesses Protection		X	X		UNDP/NIALS	Trac/CS	"	200,000
	3.3 Activity: Support Coordinated legal aid provision by Local Legal Aid Provider for all civil and administrative claims, and criminal cases	X	X	X		UNDP/ NBA/LAC	Trac/CS	"	50,000
	3.4 Activity: Pro-Bono Legal Services and representation in court for SGBV Victims		X	X		UNDP/LAC/NBA	Trac/CS	"	150,000
	3.5 Activity: Development and Deployment of Easy to use SGBV reporting system in communities		X	X		UNDP/LAC/NBA	Trac/CS	"	100,000
	3.6 Activity: Community Awareness/ Advocacy on SGBV and campaigns against stigma and discrimination		X	X		UNDP/NHRC	Trac/CS	"	300,000
	3.7 Activity: Train traditional, religions and other local leaders on rights based dispute resolution and Grievance Management		X	X		UNDP/NIALS	Trac/CS	"	250,000
	Sub-Total for Output 3								1,300,000

Output 4: Government and civil society capacity is strengthened for more effective human rights oversight and promotion	4.1 Activity: Recruit, Train and Deploy Community-Based human rights monitors.	X	X	X		UNDP/ NHRC	NIALS/	Trac/CS	Consultancy, Transport, DSA, Accommodation, Logistics, Training Aids, Printing and Publishing, Workshop, Courier Service, Toolkits Development.	800,000
	4.2 Activity Support to the preparation, dissemination and advocacy on the human rights reports		X	X		UNDP/ NHRC	NIALS/	Trac/CS	"	100,000
	4.2 Activity: ICT & Admin Support for Information Management at NHRC	X	X	X		UNDP/ NHRC		Trac/CS	"	100,000
	4.3 Activity: Jointly establish and operationalise an effective case/complaints referral system between key dispute resolution mechanisms in the human rights commission and the Justice Sector		X	X		UNDP/ FMOJ	NIALS/	Trac/CS	"	200,000
	4.5 Activity: Training for Staff of Justice Administration Institutions & Stakeholders		X	X		UNDP/ NIALS		Trac/CS	"	350,000
	4.6 Activity: Monitoring of Project Activities		X	X		UNDP/ FMOJ		Trac/CS	"	100,000
	4.7 Activity: Support to Consultative Meetings between NHRC and Response Institutions & NA Human Rights Desk		X	X		UNDP/NHRC		Trac/CS	"	150,000
	4.8 Activity: Publication and Communication		X	X		UNDP/NHRC		Trac/CS	"	100,000
	4.9: Coordination Meetings with Partners	X	X	X		UNDP/FMOJ		Trac/ CS	"	100,000
	Sub-Total for Output 4									2,000,000
Staffing Costs (2 Staff)	Specialists Access to Justice & Community Security (x2)	X	X	X						290,000
	Operations Associate (x1)	X	X	X						70,000
Evaluation (as relevant)	EVALUATION		X	X						70,000

Gross (Programme + Personnel)									7,110,000
General Management Support (8%)									568,800
TOTAL									8,058,600

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be executed using Direct Implementation (DIM) modality. The UNDP shall serve as the implementing partner. However, other responsible partners shall exist for the implementation of the project as follows: FMOJ, NHRC, NPF, LAC, NIALS, NBA, NPS, Judiciary and civil society organizations (CSOs). The UNDP Country Office will be held accountable for the financial management and overall reporting aspects of the project. However, execution will take place through direct support to Government and Non-Governmental Agencies as the case may be.

Project Assurance

Project Assurance is the responsibility of each member of the Steering Committee, which is delegated to the UNDP Country Office (and performed by the Governance and Peacebuilding Team Leader). The project assurance role supports the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Governance Team leader ensures appropriate project management milestones are managed and completed; identifies matters under the jurisdiction of the PSC, UNDP Senior Management and PMU and refer them accordingly; and provides policy guidance to the PSC and TC.

The main responsibility of the Project Assurance include the maintenance of effective liaison and communication between the PSC and other project structures; beneficiary needs and expectations are effectively managed; risks are controlled; the project remains viable; internal and external communication are working; applicable UNDP rules and regulations are being observed; monitoring and reporting requirements and standards are adhered to; quality management procedures are properly followed; and PSC decisions are followed and revisions are managed in line with the required procedures.

Project Reporting Schedule

The following reporting schedule will apply:

- **Quarterly Progress (Activity) Report to the TC**
 - Activities carried out during the reporting period;
 - Difficulties encountered and measures taken to overcome;
 - Risk mitigation measures taken and identification of emerging risks;
 - Changes introduced in implementation;
 - Progress towards achievements of the expected results
 - Workplan for the next quarter

- Financial Update
 - Actual expenditures;
 - Disbursements.
- **Annual Progress Report to the Steering Committee**
- Summary and Context of the Report;
 - Difficulties, Challenges and Risk Mitigation Measures;
 - Recommendations for revisions in the scope and focus of the project activities, with budget implications;
 - Financial reports submitted;
 - Contributions received
 - Estimates and actual expenditure.

Project Lessons Learned Exercise

UNDP will commission and participate in a Lessons Learned Exercise at the end of the project. The exercise, to be facilitated by an independent consultant, will be funded by the project.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Nigeria and UNDP, signed on **12th April, 1998**. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP.

RISK MANAGEMENT STANDARD CLAUSES

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]¹⁷.
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

¹⁷ Use bracketed text only when IP is an NGO/IGO

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.