

Country: NIGERIA

Project Document

Support to Early Recovery and Social Cohesion in the North East (SERSC)

UNDAF Outcome(s):

Outcome 4.2: by 2017 the occurrence and effects of conflicts and violence are reduced through institutionalized and coordinated prevention and management by the establishment of a peace architecture supporting negotiated solutions at federal, state and community level in partnership with civil society, informed by gender sensitive conflict analysis and other evidence based EW/EA methodologies and tolerant, peace loving and resilient communities.

Expected CP Outcome(s):

Strategic Result 4: By 2020 Nigeria is on a **peaceful, secure and sustainable development** path where disaster, environmental, climate and conflict risks and threats are mitigated by policies, laws and plans that are participatory, gender responsive, funded, monitored and enforced systematically at all levels of the federation with high levels of political will; relevant government institutions respond timely, effectively, efficiently and are well coordinated (vertically and horizontally) in effective partnership with empowered civil society and utilize evidence-based early warning systems; and where the population is rights-assertive and increasingly resilient through awareness and ability to participate in preparedness and mitigation and response to threats, crises and change.

Expected Output(s):

Output 1.1: Disrupted livelihoods, loss of income and productive capacity of at least 1,500 persons are restored and stabilized.

Output 1.2: Damaged community infrastructures rehabilitated and short-term employment opportunities created in Borno State.

Output 2.1: Capacity for dialogue, mediation and peace building established and strengthened

Output 2.2: Citizens sensitized to embrace core cultural and moral values and promote spirit of peaceful coexistence:

Output 2.3: Capacity of security personnel agencies in civilian protection and peacekeeping enhanced.

UNDP Strategic Plan Outcomes

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment

Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

Executing Entity: UNDP/Federal Government of Nigeria - Ministry of National Planning and Budget (MNPB)

Implementing Agencies: NEMA, Government of Adamawa, Borno and Yobe States; and the Nigerian Army and Peacekeeping Centre (NAPKC), Kaduna.

Brief Description

The Support to Early Recovery (ER) and social cohesion programme aims to contribute to the social stabilization and recovery of the most affected population/communities in Adamawa, Borno and Yobe States. In particular, project activities will contribute to create a stable and safe environment for the return of internally displaced persons (IDPs) and assist affected communities to recover from the socio-economic impact of the crisis. The project also aims to reduce drivers of (forced) migration and refugee flows into neighbouring countries. Against this background, the project is fully aligned to the Humanitarian Response Plan 2016 under the Early Recovery Sector Working Group and will support the building of resilience among individuals, communities and institutions across sectors in the three states.

Under this project, critical socio-economic needs of the most vulnerable population will be addressed, prioritizing women and youth, through livelihoods, restoration of community assets and support to peaceful co-existence through capacity building of local partners. The project will target the following key areas amongst others: i) Livelihoods stabilization of vulnerable community members and returning IDPs, through income generating activities and enhancement of productive capacities; ii) Rehabilitation of selected damaged public/community infrastructures and short term job creation; iii) Peace building and reconciliation; iv) Value re-orientation and civic responsibilities; and v) Protection of civilians.

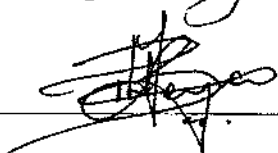
Programme Period:	12 months
Key Result Area (Strategic Plan)	Output 6.1, and Output 6.4
Atlas Award ID:	_____
Start date:	1 March 2016
End Date:	28 February 2017
PAC Meeting Date	_____
Management Arrangement:	NIM

Total resources required	USD 1,500,000
Total allocated resources:	_____
• Regular	_____
• Other:	_____
o Japan	USD 1,500,000
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government)



Agreed by (UNDP):



ACRONYMS

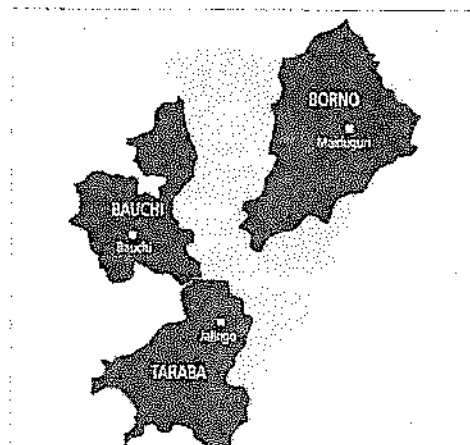
ADSG	-	Adamawa State Government
ACLED	-	Armed Conflict Location and Event Data
BH	-	Boko Haram
BNSG	-	Borno State Government
CRRR	-	Committee on Reconstruction, Rehabilitation and Resettlement
CAR	-	Central African Republic
CBOs	-	Community-Based Organizations
CIs	-	Community Infrastructures
DfID	-	Department for International Development
DIM	-	Direct Implementation Modality
ER	-	Early Recovery
ERRP	-	Early Recovery Resilience Programme
FAO	-	Food and Agricultural Organizations
GoJ	-	Government of Japan
HNO	-	Humanitarian Needs Overview
HRP	-	Humanitarian Response Plan
IDPs	-	Internally Displaced Persons
IOM/DTM	-	International Migration Office/Data Tracking Matrix
IPC	-	Integrated Food Security Phase Classification
ISP	-	Integrated Support Package
JICA	-	Japan International Co-operation Agency
LGAs	-	Local Government Areas
LM	-	Local Manpower
MBNP	-	Ministry of Budget and National Planning
MRRR	-	Ministry of Reconstruction, Rehabilitation and Resettlement
NAPKC	-	Nigerian Army Peacekeeping Centre
NEMA	-	National Emergency Management Agency
NGOs	-	Non-Governmental Organizations
NIM	-	National Implementation Modality
ONSA	-	Office of the National Security Adviser
PINE	-	Presidential Initiative for the North East
SEMA	-	State Emergency Management Agency
SERSC	-	Support to Early Recovery and Social Cohesion
UNDP	-	United Nations Development Programme
VSF	-	Victims Support Fund
YBSG	-	Yobe State Government

1. SITUATION ANALYSIS

General overview of the situation

The North East region of Nigeria, comprising Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe States, was one of the economically promising regions of the country from the 1960 to the late 1970s. At its peak, it was the bastion of commerce and trade with prominent local enterprises thriving in the region. Prior to the discovery of crude oil in Nigeria, cash crops from the zone contributed to the economic viability of the country, especially from the 1960 to the late 1970s. The region produces various cash crops among which are, groundnuts (peanuts), cotton and coffee. The production of these crops engages millions of small-scale farmers in productive agriculture with decent income in many states across the region. The abundant natural resource base of the region - agricultural produce, fisheries among others - drove the investment and industrial potentials in the region for several decades. In those decades, the region enjoyed religious, cultural and ethnic harmony, as well as, relative prosperity and peace. Over time, however, the fortunes of the region have been heavily affected, paving the way for idleness and radicalization through violent extremism and environmental degradation.

Box 1 - The Boko Haram Insurgency



Box 1 - The Boko Haram Insurgency

The Boko Haram sect was founded in 2002 by Mohammed Yusuf in Maiduguri, Borno State and is the latest incarnation of Islamic radicalization in Nigeria. With its radical Islamic agenda and territorial ambition to create a state under the Sharia, the group claims that its puritanical doctrine of Islam is the only remedy for rampant government corruption, political exclusion, and social inequality in Nigeria. In addition, Boko Haram exploits ethno-religious tensions, especially in northern Nigeria, which is predominantly Muslim, and South, which is mainly Christian. The Boko Haram Islamic extremists carried out 85 percent of their attacks mainly in the North Eastern states of Adamawa, Borno and Yobe. Most of these attacks occurred in villages close to Nigeria's borders with Cameroon, Chad and Niger Republics. Despite the presence of the Nigeria military in this region, Boko Haram has continued to attack civilian population in the region. The insurgent group has waged unprecedented attacks on towns and villages. Adamawa State (Madagali and Michika), Borno State (including Bama and Gwoza), and Yobe State (including Buni Yadi and Gujba). The Islamic group is known to have invaded, maimed and killed thousands of people across the region. Prominent among these terrorist acts was the kidnapping of about 275 secondary school girls in Chibok, Borno State in April 14, 2014, which attracted global outcry and condemnation.

Following neglect in governance and decline in productive investment, the North East region has become the epitome of insecurity and terrorism in Nigeria. The beginning of 2015 has seen a substantial increase in violence related to the activities of the Boko Haram insurgency (see box 1). The insurgent group has conducted multiple attacks on towns and military bases and is reported to be in effective control of significant territory in Borno state, as well as, some Local Government Areas in Adamawa and Yobe states.¹

Pervasive violent extremism has diminished economic activities and severely destabilized the region. It is estimated that up to 24.5 million Nigerians (i.e. 22.8% of the overall population) have been affected by the insecurity² and well over 7,000 lives were lost in 2014 alone attributed to Boko Haram-related violence.³ The Armed Conflict Location and Event Data Project (ACLED) report issued in January 2015 found that Nigeria has more civilian casualties than any other African country facing conflict, including Somalia, CAR and South Sudan. Over one million people were reported to have fled their homes in

2014. (see Figure 1).

Displacement and socio-economic impacts

The prevailing violent extremism by Boko Haram, the government-led counterinsurgency operations against the group, ongoing inter-communal clashes and natural hazard-induced disasters together have led to the internal displacement of over 2.1 million⁴ people in six North Eastern states of Adamawa, Borno, Bauchi, Gombe, Taraba and Yobe, among which 1.8 million have been displaced as a consequence of the insurgency. It also led to a significant increase in cross border migration, including skilled workers and entrepreneurs, as well as, over 98,000 refugees.⁵ Most of the local businesses have closed down and what remains of the agriculture sector has stagnated.

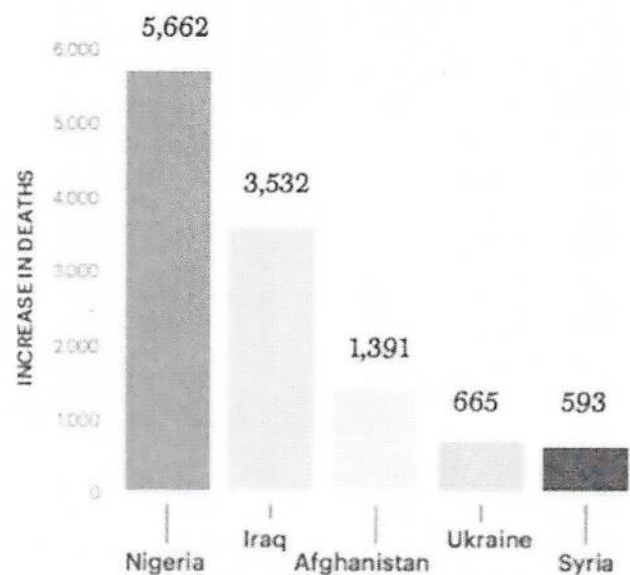
This displacement has created acute and largely unmet socio-economic needs at community levels. Also, IDPs are cut off from their homes and livelihoods, basic services, kinship and social ties. There are now over 150 known sites hosting IDPs, with only around 10 % of IDPs residing in camps or 'camp-like' settings.⁶ The large majority of IDPs are staying in host communities whose coping capacities are coming under severe strain. The IDPs mainly originate from Adamawa (5%), Borno (77 and Yobe (9%). The IDPs' population overall is composed of 53 % women and 47% men.⁷

In addition to massive conflict displacement and violations against civilians, food insecurity in the North East has reached crisis levels, access to basic services is severely constrained, host community resources exhausted and health and nutrition needs are acute.⁸ For instance, an estimated 4.6 million people are food insecure⁹ and an Integrated Food Security Phase Classification (IPC) Level 3 is expected in the North Eastern states previously under state of emergency and insecurity. At present, a number of health facilities in some affected Local Government Areas (LGAs) are considered non-functional while most schools are operating in highly restricted conditions. Power cuts are frequent and there is a large scale damage to critical socio-economic infrastructures. An estimated 72% of people in the north live in poverty, compared with 27% in the south and 35% in the Niger Delta.

Violence and conflicts

The North East has experienced increases in acts of violence, human rights abuses and gender based violence. The region has, historically, had a poor record of women's empowerment including low school enrollment and poor participation in public life. The conflict in the North East has exacerbated this and greatly increased insecurity for women and girls who are directly targeted.

Figure 1: Largest Increase in Terrorist Deaths (2013-2014)



Source: Institute of Economics and Peace (2015)
Global Terrorism Index.

⁴ <http://www.internal-displacement.org/sub-saharan-africa/nigeria/figures-analysis>. The International Organization for Migration (IOM) set up a Displacement Tracking Matrix (DTM) in July 2014 to support the government in collecting and disseminating data on IDPs. As of December 2015, DTM assessments identified 2,151,979 IDPs in the states of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe, among which the vast majority (1.4 million) has been identified in Borno.

⁵ https://www.humanitarianresponse.info/en/system/files/documents/files/NGA_SRP_150323_EN.pdf

⁶ https://www.humanitarianresponse.info/en/system/files/documents/files/NGA_SRP_150323_EN.pdf

⁷ https://www.humanitarianresponse.info/en/system/files/documents/files/NGA_SRP_150323_EN.pdf

⁸ https://www.humanitarianresponse.info/en/system/files/documents/files/NGA_SRP_150323_EN.pdf

Research and studies of the region indicate multiplicity of composite socio-religious and economic factors (especially unemployment and endemic poverty) as key drivers for the rise of terrorism in the North East. The key factors include low level of education, religious and cultural extremism, corruption in public sector and its impact on development, limited access to credit and finance for enterprise development, over-reliance on federal releases, and the perceived exclusion of the people in the way they are governed.

Ongoing response to the situation

In response to this myriad of complex issues in the North East, the formal administration constituted the Presidential Initiative for the North East (PINE) which worked with the Office of the National Security Adviser (ONSA) to launch the North East Economic Transformation Initiative funded by DFID. The government also launched Victims Support Fund (VSF) Chaired by Major General TY Danjuma to provide succour to victims of insurgency. On its part, the UN Country Team formulated an assistance framework – UN Integrated Support Package (ISP) - to complement government efforts for the North East. It has also conducted series of joint assessments with national and international partners to enable responses to the needs of the affected population.

For immediate response to the humanitarian needs, the government (States and Federal) has provided some support to reduce the extent of food insecurity among the vulnerable in Borno, Yobe and Adamawa, mostly through releases from the strategic food reserves and distribution of food and non-food items including agricultural inputs.

The latest Humanitarian Needs Overview (HNO) for 2016 has been issued in December 2015 and targets 7 million people in need in the North East, among which are 2.2 million IDPs and 1.8 million host community members. The Humanitarian Response Plan (HRP) for 2016 is currently being finalized and includes a section on early recovery and livelihoods which intends to (i) Enhance the resilience of affected people and institutions through the rehabilitation of basic and social infrastructure; and (ii) Strengthen the coping mechanisms and enhance resilience of affected people through restoration of disrupted livelihoods. The evaluated financial requirements for the early recovery part of the HRP estimates US\$18.9 million.

Nigeria Early Recovery and Resilience Programme

The current project will contribute to UNDP's broader "Early Recovery and Resilience Programme in the North East" (ERRP) that was designed in the second half of 2015. The ERRP is aligned with the recently concluded HNO in December 2015, key national plans including the Vision 2020/20; the UNDAF (2014-2017) and UNDP CPD (2014-2017) with an overall objective of promoting social cohesion through improved institutional performance, responsiveness and reducing acute vulnerability and participation gaps. It builds on the support provided under the Integrated Support Package (ISP) and other initiatives currently on-going in the North East. The ERRP will be a critical component of the newly established ER cluster working group on Livelihoods, local service delivery, community security and justice programme.

The current project complements and enhances UNDP's on-going interventions in the North East and contributes to its broader Early Recovery and Resilience Programme in the area. Under the on-going initiatives, UNDP is implementing the following activities:

- Provision of livelihoods support to 500 women and youth victims of Boko Haram insurgency drawn from Adamawa, Borno and Yobe States;
- Provision of agro-processing equipment support to 1,400 IDPs' women households in Adamawa and Borno through FAO;
- Support to meet the immediate needs of IDPs and host communities in 7 Local Government Areas (LGAs) of Gombe State through the provision of farm inputs and agro-processing equipment to about 1,500 households; and

Additional support and scale up of these initiatives are critical and urgent, in order to have a significant and sustainable impact on the economic well-being and stability of the affected population in the North East. The large number of affected communities, as well as, volatility of the situation continues to increase the daily recovery needs which necessitate sourcing for additional resources from the Government of Japan and other donors to leverage results achieved and on-going activities from UNDP.

Past and On-going Partnership with Japanese Government in Nigeria

The Government of Japan in 2010 supported the National Defence College's African Centre for Strategic Research and Studies (NDC/ACSRs) through UNDP to strengthen its institutional capacity to contribute effectively to the success of global Peace Support Operations' (PSO) mission by training competent and qualified personnel at strategic level that can be deployed for missions from West Africa and Nigeria in particular. The Government of Japan provided a grant of US\$1,000,000. UNDP Nigeria provided an additional US\$200,000 to leverage on the Japanese support. The achievements included:

- ✓ Development of five trainers' manuals and five participants' manuals on five courses; and
- ✓ Construction of 30 en-suite rooms and 2 Executive suites in a 2-storey building plus facilities, such as, office accommodation, a shop, a dining space, laundry room, lounges on each floor and a gymnasium residential accommodation for course participants.

Further support was provided in 2014 to pilot three of the five trainer manuals and five participant manuals developed under the first phase of the project, supported by Japan. 150 beneficiaries were targeted under the project, however, the project has trained about 252 beneficiaries. The funding provided by the Government of Japan has not only helped to improve the quality of military intervention in peace missions, but also enhanced civil military co-operation and protection of civilians in the affected areas of North Eastern Nigeria.

The current project will build on the previous achievements and consolidate them by providing practical support to victims of violence which past initiatives sought to protect.

2. PROJECT OBJECTIVE, STRATEGY AND PARTNERSHIPS

The Support to Early Recovery and Social Cohesion (SERSC) project aims to contribute to the social stabilization and recovery of the most affected communities in Adamawa, Borno and Yobe States. In particular, the project activities will contribute to create a stable and safe environment for the return of internally displaced persons (IDPs) and assist affected communities to recover from the socio-economic impact of the crisis. The project also aims to reduce drivers of (forced) migration and refugee flows into neighbouring countries.

Critical socio-economic needs of the most vulnerable population will be addressed, prioritizing women and youth, through livelihoods, restoration of community assets and support to peaceful co-existence through capacity building of local partners. The project will target the following key areas: i) Livelihoods stabilization of vulnerable community members and returning IDPs, through income generating activities and enhancement of productive capacities; ii) Rehabilitation of selected damaged community infrastructures and short term job creation; iii) Peace building and reconciliation; iv) Value re-orientation and civic responsibilities; and v) Protection of civilians.

The project will complement ongoing humanitarian support and the radicalization project approved along with this project. The resilience based approach to be used under the project will complement but is distinct from humanitarian support by focusing, amongst others, on the need to: i) create the basis to transition towards sustainable development pathways and support self-reliance for women and youths; ii)

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iii) adopt a multi-sectoral approach to address the impact of the insurgency across different livelihoods assets (i.e. financial, social, human, physical, natural), as well as, improve conflict mitigation, social cohesion and security measures. This integrated programme approach will thereby strengthen the linkages and bridge the gap between humanitarian programming and development interventions.

UNDP will build on its current partnership with the Government of the three states, as well as, its current interventions and the activities implemented by its partners – FAO and the Gombe State Government – and other like-minded INGOs/NGOs in the area. Specifically, this project will work closely with the Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR), the Yobe State Committee on Reconstruction, Rehabilitation and Resettlement (CRRR), and the Adamawa State Emergency Management Agency (ADSEMA) to consolidate the current partnership. UNDP will collaborate with these authorities to identify project priorities, design appropriate approach and jointly implement the project to foster national ownership and build national capacity. It will also leverage on its relationship with relevant local INGOs/NGOs working in the area to ensure that the most vulnerable and the needy communities are identified dispassionately and benefit from the project. The Nigerian Army Peacekeeping Centre (NAPKC), Kaduna will support the implementation of the Protection of Civilian Course.

The project will use National Implementation Modality (NIM) whereby government through the Federal Ministry for Budget and National Planning (MBNP) and the National Emergency Management Agency (NEMA) and will lead implementation with close interaction and engagement with UNDP and Japanese Embassy, Abuja. This strategic implementation arrangement helped in the success of the past interventions and will be consolidated upon under this project.

3. JUSTIFICATION AND THEORY OF CHANGE

Since the Boko Haram violent activities began in the North East in 2009, the declaration of a state of emergency in Adamawa, Borno and Yobe States in May 2013, and the deployment of military forces to the area, the crisis has continued to escalate resulting in mass displacement of over 2.1 million people mostly women and children as at November 2015. Stabilization and recovery needs are rising and urgently need to be addressed in order to: i) prevent further socio-economic destabilization of affected communities; ii) support safe return of the displaced to their communities and thereby prevent further forced, outward migration to other countries in the region and reduce the strain on current host communities; and iii) increase resilience of affected communities to radicalization of youth and possible recruitment by armed groups.

A recent screening exercise conducted by UNDP (*Screening for livelihoods scheme Mission Report, July 2015*) of women and youths in Adamawa, Borno and Yobe States, revealed differential needs of the displaced population. Also, a critical mass of the surveyed population indicates the need for support to recover their damaged business assets and rebuild socio-economic community infrastructures destroyed by the insurgency. Skilled population groups are looking for means of economic engagement to cater for their families while a lot of others indicated to be in need of skills acquisition in various trades in order to access income generating opportunities. The exigency to strengthen social interaction and integration, promote peaceful co-existence, value reorientation and stability was highlighted by those surveyed, as well.

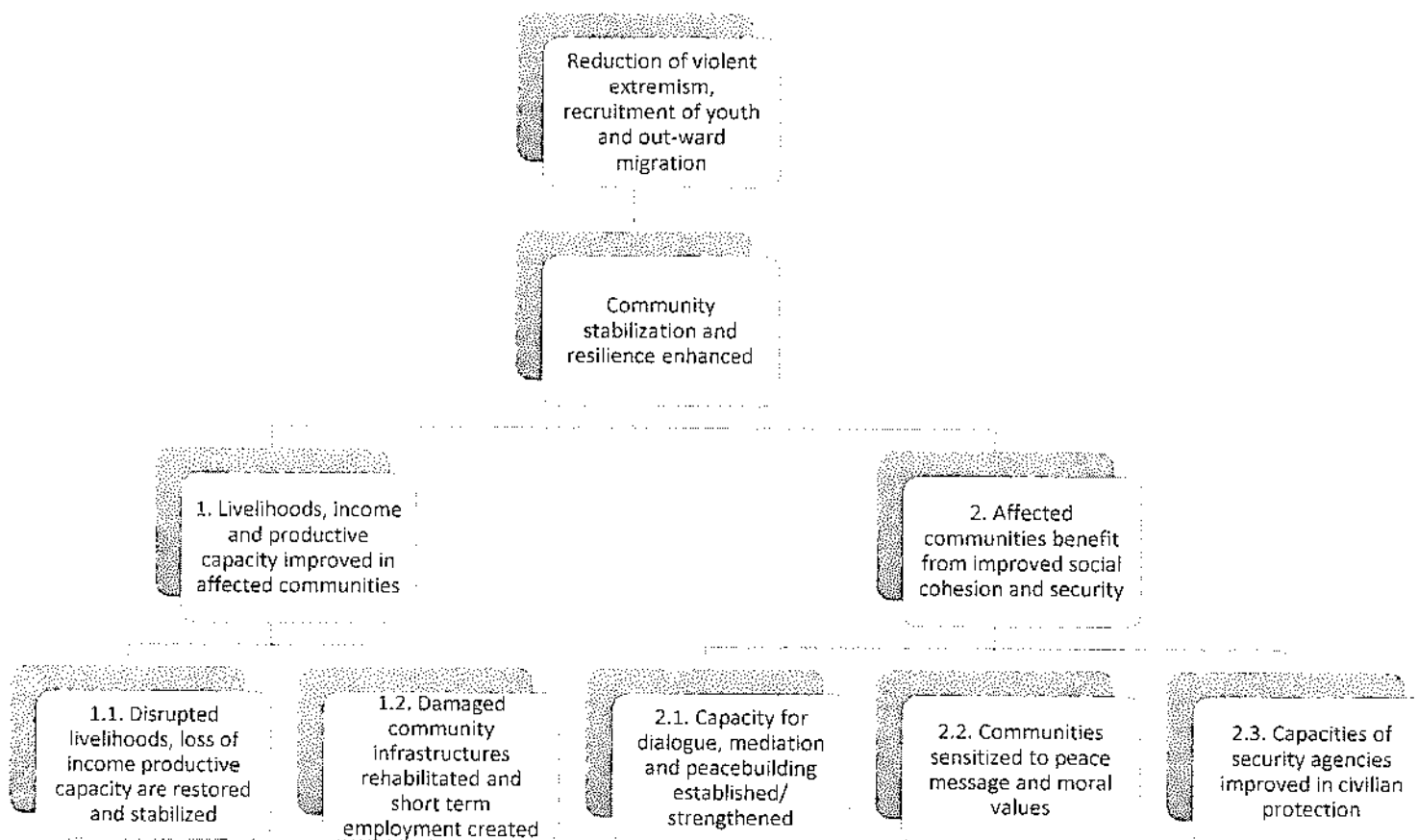
The theory of change for the project is presented in Box 2, and can be also be visualized in Figure 1.

Box 2 – Theory of change for the project - Narrative

If the most affected areas in the North East of Nigeria, including vulnerable community members and returning IDPs, benefit from increased capacities to foster socio-economic stability through the creation of livelihoods opportunities, enterprise recovery, value re-orientation and civic responsibilities, rehabilitation of community infrastructures and conflict mitigation, Resulting in improved livelihoods, income and

socio-economic and security challenges (i.e. violent extremism, recruitment of youth, access to basic services). A more stable socio-economic environment will also allow for the safe return of IDPs and reduce further forced out-ward migration into the region.

Figure 1 – Theory of change for the project - Chart



Target Beneficiaries and geographical areas

The project will target the 3 states most critically affected by the Boko Harman Insurgency. Specifically it will target, at least, 1,500 IDPs mostly affected by violent insurgency in the three states including the returning IDPs for the restoration and stabilization of disrupted livelihoods; at least, two public infrastructures will be identified in Borno for reconstruction and/or rehabilitation; 200 persons will benefit in the capacity for dialogue, mediation and peace building; 100 persons targeted as peace champions and moral ambassadors; and 80 serving security officials will benefit from the protection of civilian course. The selection of beneficiaries from the 3 states will be based on ratio 3:1:1 in favour of Borno, Adamawa and Yobe respectively. The project will target vulnerable community members and IDPs particularly women and youth, who have been disproportionately impacted by the violence and who lost their means of livelihoods. The project will follow gender-responsive strategies that address the specific needs of both men and women, based on gender-sensitive assessments. No less than 20% women participation will be guaranteed in relevant activities. The security personnel who are targeted under the project for deployment to crisis environments are equally direct project beneficiaries. The federal, state and local government are indirect beneficiaries.

4. PROJECT OUTPUTS AND ACTIVITIES

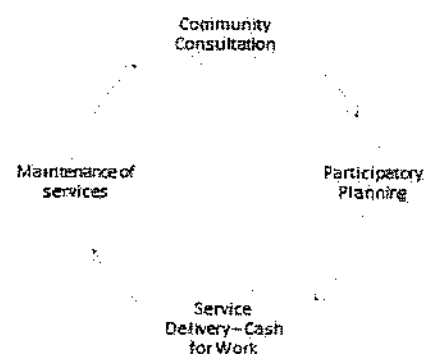
The project objective outlined above will be achieved through two outcomes and five outputs. All the Outputs have been carefully designed to consolidate and complement on the past and on-going supports geared at providing succour to IDPs and the people of Adamawa, Borno and Yobe States mostly affected by the BH insurgency.

Outcome 1: Restoration and stabilization of disrupted livelihoods in affected communities.

The main focus of this component is enterprise recovery whereby 200 individuals including 20% women whose businesses are destroyed by insurgency are assisted to restart their businesses through provision of small grants, as well as, 1,300 farmers (20% women) (Output 1.1). Rehabilitation of community infrastructures in two selected cities in Borno State through labour intensive, locally acceptable and disaster-resilient building techniques and provision of short term employment (Cash for Work) for the affected population (Output 1.2). The livelihoods restoration and stabilization activities contribute to social cohesion and stability within returned communities.

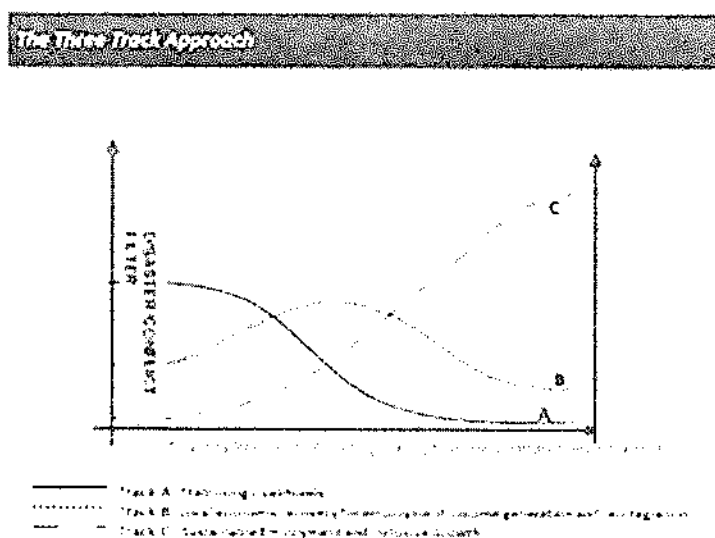
Overall, the livelihoods activities will be implemented using UNDP's three track approach, as presented in Figure 3.¹⁰ All tracks are started, as early as, possible in an immediate post crisis phases, but implemented with different intensities.

Figure 2- Service Delivery Cycle



The main focus for the current programme is on Track A and B activities.

Figure 3 – UNDP's 3-Track Approach for Livelihoods and Economic Recovery



- Livelihoods stabilization, through Emergency employment and/or enterprise recovery Track A
- Enterprise development and support in rebuilding enterprises Track B
- Policy level support and development Track C

The detailed formulation of outputs and envisioned activities is stated as below:

Output 1.1: Disrupted livelihoods, loss of income and productive capacity of at least 1,500 persons are restored and stabilized.

Grants will be advanced to small business holders as well as, crop and animal farmers for recapitalization of their economic livelihoods.

¹⁰

Description of activities:

- 1.1.1 Recruit two expert consultants;
- 1.1.2 Conduct gender-sensitive assessments of affected local small scale businesses;
- 1.1.3 Create a database of owners and identity of destroyed or burnt businesses;
- 1.1.4 Identify needs/requirements of each accredited business holders, taking into account respective needs of women and men business owners;
- 1.1.5 Provide grants to the accredited business owners for asset recovery (min 20% women);
- 1.1.6 Provide advisory support services to the grant beneficiaries;
- 1.1.7 Provide support to 1,300 farmers (min 20% women) - farm inputs, farm implements and operating cash; and
- 1.1.8 Conduct quarterly monitoring and evaluation of the grant support.

Output 1.2: Damaged community infrastructures rehabilitated and short-term employment opportunities created in Borno

This includes basic physical infrastructures that are critically needed to support the process of immediate livelihoods recovery, health and social cohesion of the affected communities.

Description of activities:

- 1.2.1 Recruit two national technical experts;
- 1.2.2 Select 2 cities in Borno State;
- 1.2.3 Conduct assessments of public/community infrastructure damages and losses in Borno State; Enumerate the destroyed or burnt public/community infrastructure and identify, at least, two to be rehabilitated through participative processes involving local government structures and community development committees, and Borno State MRRR;
- 1.2.4 Prepare bill of quantities for the selected Infrastructure to be rehabilitated following labour intensive, locally acceptable and disaster-resilient building techniques;
- 1.2.5 Conduct scoping and create database of local manpower existing at project site;
- 1.2.6 Identify, recruit and train local workers (min 15% women), as well as, manpower that is non-existent at project site;
- 1.2.7 Rehabilitate selected infrastructure, provide temporary employment to the targeted population and pay project workers;
- 1.2.8 Build capacities of the community members and officials to properly maintain the rehabilitated infrastructure; and
- 1.2.9 Conduct regular monitoring of project and write reports.

Outcome 2: Communities benefit from improved security and social cohesion

This component focuses on strengthening the physical and social security of the IDPs and the host communities. It enhances deepening of culture of peace and social tolerance among the inhabitants of the targeted population. Key stakeholders including the traditional and religious leaders, women and youth groups will be trained on conflict transformation, dialogue, peaceful co-existence, as well as, religious harmony and tolerance. Part of the activities will centre on sensitization of citizens to embrace core cultural and moral values which are the fabrics of the resilient society. Media organizations, particularly the radio will be engaged to air messages on peace, value re-orientation. 100 women, youth, media organizations and community based organisations will be trained and mentored to be peace champions and moral ambassadors to propagate tenets of value re-orientation and civic responsibilities. Minimum of 80 Security personnel serving and/or slated for deployment to the North East will be trained on protection of civilian.

Output 2.1: Capacity for dialogue, mediation and peace building established and strengthened

Building resilient communities and preventing breakout of tensions into violent manifestations demand the use of insider mediators and key stakeholders to resolve

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Description of activities:

- 2.1.1 Conduct two trainings for 80 stakeholders including women groups and youth (min 20% women) on dialogue, mediation and conflict transformation for effective reconciliation at the community level;
- 2.1.2 Workshop for 80 religious leaders on dialogue, peaceful co-existence, religious harmony and tolerance; and
- 2.1.3 Support the establishment of broad-based platforms for dialogue and mediation network framework.

Output 2.2: Citizens sensitized to embrace core cultural and moral values:

This will be geared towards the promotion of indigenous cultural and moral values and civic responsibilities which are the basis for peaceful co-existence, stability and resilient communities previously, sensitization on cultural diversity and fostering intercultural dialogue. It will also explore and propagate shared common values and cultural interests.

Description of activities:

- 2.2.1 Engage two experts to develop manual and key messages on value re-orientation and civic responsibility;
- 2.2.2 Train 100 women, youth, media organizations and CBOs as peace champions and moral ambassadors to propagate tenets of value re-orientation and civic responsibilities in the North East;;
- 2.2.3 Engage media houses to air value re-orientation and civics messages; and
- 2.2.4 Monitor and evaluate the impact of the project and prepare report.

Output 2.3: Capacity of security personnel agencies in civilian protection and peacekeeping enhanced.

This activity builds on the current intervention on strengthening the capacity of West Africa's Peace Support Operations in Nigeria implemented by the Nigerian Army Peace Keeping Centre, Kaduna and funded by the Government of Japan.

Description of activities:

- 2.3.1 Identify and conduct 1-week training for 80 security personnel to be deployed to crisis locations in Nigeria on protection of civilians;
- 2.3.2 Monitoring and evaluation of training; and
- 2.3.3 Prepare activity report.

F RESULTS AND RESOURCES FRAMEWORK

F Outcome: By 2017 the occurrence and effects of conflicts and violence are reduced by the establishment of a peace architecture informed by evidence based methodologies and tolerant, peace loving and resilient communities.

Key Result Area UNDP Strategic Plan 2014-2017

- a) 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment
- a) 6: Early recovery and rapid return to sustainable development pathways achieved in post conflict and post disaster settings
- d CP Outcome(s):

Key Result 4: By 2020 Nigeria is on a **peaceful, secure and sustainable development** path where disaster, environmental, climate and conflict risks are mitigated by policies, laws and plans that are participatory, gender responsive, funded, monitored and enforced systematically at all levels of the federation with high levels of political will; relevant government institutions respond timely, effectively, efficiently and are well coordinated nationally and horizontally) in effective partnership with empowered civil society and utilize evidence-based early warning systems; and where the nation is rights-assertive and increasingly resilient through awareness and ability to participate in preparedness and mitigation and response to crises and change.

Key Strategy: The project will use National Implementation Modality (NIM) whereby government through the National Emergency Management Agency (NEMA) and the Ministry for National Planning and Budget (MNPB) will lead implementation with closer interaction with UNDP. The strategic implementation arrangement helped in the past interventions and will be consolidated upon under this project.

title and ID (ATLAS Award ID):

ENDED OUTPUTS	OUTPUT TARGETS FOR 12 MONTHS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
1.1: Restoration and stabilization of disrupted livelihoods in affected communities				
1.1.1: Disrupted income and capacity of at least 200 persons are restored and	Targets after 12 months: - 200 affected accredited entrepreneurs (min 20% women) restarted their businesses through cash grants.	1.1.1 Recruit two expert consultants; 1.1.2 Conduct gender-sensitive assessments of affected local small scale businesses; 1.1.3 Create a database of owners and identity of destroyed or burnt businesses; 1.1.4 Identify needs/requirements of each accredited business holders, taking into account respective needs of women and men business owners; 1.1.5 Provide grants to the accredited business owners for asset recovery (min 20% women);	UNDP, NEMA, MNPB, BNSG, AD5G, YBSG,	Consultant x 2: 25,000 One baseline survey and assessment: 15,000 Grants to 200 beneficiaries: 200,000 One month

1. The displacement has acute and largely unmet economic needs at primary levels. IDPs are cut off their homes and assets, basic services, and social ties. 2. 20% of affected men & women accredited entrepreneurs that have started their businesses through cash grants. 3. 50% of farmers (men and women) that restarted their farming activities. 4. 50% of persons (men and women) benefitting from training and/or business support services.	women) benefitted from skills training or business support services.	1.1.6 Provide advisory support services to the grant beneficiaries; 1.1.7 Provide support to 1,300 farmers (min 20% women) - farm inputs, farm implements and operating cash; and 1.1.8 Conduct quarterly monitoring and evaluation of the grant support.	advisory support/training: 20,000 - Agro-inputs to 1,300 farmers – 130,000 - M&E: 10,000 Total: 400,000
1.2. Damaged primary infrastructures destroyed and short term and long term opportunities 2. 20% of affected men & women accredited entrepreneurs that have started their businesses through cash grants. 3. 50% of farmers (men and women) that restarted their farming activities. 4. 50% of persons (men and women) benefitting from training and/or business support services.	Targets after 12 months: - 2 cities supported for CI's repair and rehabilitation; - 2 public/community infrastructure in 2 cities. - 100,000 affected people (50% women) benefitting from restored or improved access to rehabilitated public/community infrastructure. - 500 persons benefitting from emergency jobs (disaggregated by sex – min 20% women) - 20% gender-balanced maintenance committees established and functional	1.2.1 Recruit 2 national technical experts; 1.2.2 Select 2 cities in Borno State; 1.2.3 Conduct assessments of public/community infrastructure damages and losses in Borno State; Enumerate the destroyed or burnt public/community infrastructure and identify, at least, two to be rehabilitated through participative processes involving local government structures and community development committees, and Borno State MRRR; 1.2.4 Prepare bill of quantities for the selected infrastructure to be rehabilitated following labour intensive, locally acceptable and disaster-resilient building techniques; 1.2.5 Conduct scoping and create database of local manpower existing at project site; 1.2.6 Identify, recruit and train local workers (min 15% women), as well as, manpower that is non-	UNDP, NEMA, MNPB, BNSG, AD5G, YBSG, CBOs/CSOs. Consultant X 2: 30,000 One baseline survey/assessment : 25,000 Bill of Quantities: 15,000; Scoping of Local Manpower – 10,000 Database: 10,000 Contract consultant x 2- 30,000; Rehabilitation inputs and cash-for-work for 500 labourers: 320,000

of affected people if from restored or access to rehabilitated infrastructure. Persons benefiting from by jobs (disaggregated age, vulnerability, created. of gender-balanced ice committees led and functional (with 20% women ration) centage of monetary from emergency ment for women and		existent at project site; 1.2.7 Rehabilitate selected infrastructure, provide temporary employment to the targeted population and pay project workers; 1.2.8 Build capacities of the community members and officials to properly maintain the rehabilitated infrastructure; 1.2.9 Conduct regular monitoring of project and write reports.		M&E: 10,000 Total: 450,000
a. 2. Communities benefit from improved security and social cohesion				
2.1: Capacity for mediation and peace established and hined. acts of violence, rights abuses and based violence. insecurity for women ited al/community conflicts	Targets after 12 months: - 80 men and women (min 20% women), and 80 religious leaders with improved social skills and engaged in local peace building/conflict transformation initiatives. - 10 communities/villages benefiting from an operational platform/mechanism for dialogue. - Positive trend in the identified conflicts that have been resolved through mediation/prevention by the local platforms/mechanisms. - 4 network of mediators established.	2.1.1 Conduct two trainings for 80 stakeholders including women groups and youth (min 20% women) on dialogue, mediation and conflict transformation for effective reconciliation at the community level; 2.1.2 Workshop for 80 religious leaders on dialogue, peaceful co-existence, religious harmony and tolerance; 2.1.3 Support the establishment of broad-based platforms for dialogue and mediation network framework;	UNDP, NEMA, MNPB, BNSG, AD SG, YBSG, CBOs/CSOs, Traditional/Religious Leaders, Women and Youth Groups	- Training x 2: 60,000 - Workshop x 2: 40,000 - Consultant x 4: 20,000 Total: 120,000

1	Availability;				
2	Information messages on				
3	Education, cultural values				
4	Gender responsibilities				
5	2.3: Capacity of security				
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K MANAGEMENT AND RISK LOG

- intensified and multiplied with the escalation of conflict and economic systems, cutting across security, political, fiduciary, operational and reputational. Regular assessment and monitoring of risks will be necessary to manage the various risks in the fluid and highly conflictual environment. The programme will be executed by UNDP and the Federal MNPB as mandated NEMA, the Government of Adamawa, Borno and Yobe States. Security risks will be managed through appropriate mitigation measures including negotiations with armed groups.
- Informal authorities and community leaders to secure a safe environment for implementing partners and beneficiary communities.
- All risks include availability of procurement channels, transparency in procurement and recruitments, payment mechanisms, transport, power/ electricity, telecommunications and to be assessed at the project sites to identify alternative methods. Reputational risk include association (real or perceived) with parties to the conflict, political actors, rights and need to be managed through wide stakeholder engagement, communication, coordination with human rights and political arms of the of the government. Donors and other stakeholders (including communities) need to be informed of risks and to be part of consultations and decision making on risk acceptability levels for risk-sharing.

See below.

Description	Category	Impact & Probability	Counter measures / Management response	Owner	Date Identified	Status
Lack of trust in local authorities and/or LGA capacities	Political/ capacity	The lack of trust in LGAs could severely limit national ownership of the overall programme and delay overall implementation. Social contract or confidence building between citizen and the state could be challenging. Impact: 4 Probability: 3	- Programme implementation through non state actors where required. - Flexibility to select governorates that have trusted/ known local authorities to engage with and/or use existing local implementation structures. - Programme to build on or scale up existing structures which have proven to function. - Additional capacity development of local NGOs which could support resource mobilization for development plans. - Close monitoring the situation. - Identification of actions based on scenarios as mitigating measures.	RR/RC/ CD	June 2015	

Description	Category	Impact & Probability	Counter measures / Management response	Owner	Date Identified	Status
Reduced human mobility due to fuel scarcity in the country.	Economic/social	- The incessant scarcity of fuel makes transportation difficult. - High inflation rate resulting from lack of adequate petrol for transportation in the region. Impact – 4 Probability - 4	- Increased supply of petrol by local marketers - The state and local government can give priority to remote areas in fuel distribution to ensure a rapid economic recovery in those communities.			
Risk of theft, sexual and gender-based violence.	Economic/Social	- The target can be female beneficiaries in the recapitalization grant, especially those who do not have bank accounts. Impact – 3 Probability - 3	- Cultural sensitization programs in local communities can help change long-existing social values of violence against women. - Opening of bank accounts can be made mandatory for participation in any cash-related program of the project.			
Risk of politicization and corruption.	Social/Economic	- Misuse of cash payments - Issuing fraudulent wage/grant payments	- Financial literacy training for recipients - Close monitoring by UNDP			
Collapsed security situation resulting in significant implementation constraints, including limited or no access to target areas, in particular those areas currently under Boko Haram	Security	A relapsed security and humanitarian situation, amongst others resulting from renewed insurgency attacks, would impact on the agencies' capacity and ability to implement the programme (access) Impact 4 Probability 4	- Use of implementation modalities that are less sensitive to be impacted by security incidents e.g. partnerships with local entities; - Continuous monitoring of political and security situation by programme staff and senior management. - Regular community security assessments and inclusive dialogue processes to reduce risks, and take early programme mitigation measures if required.	Programme Manager (PM)	December 2015	

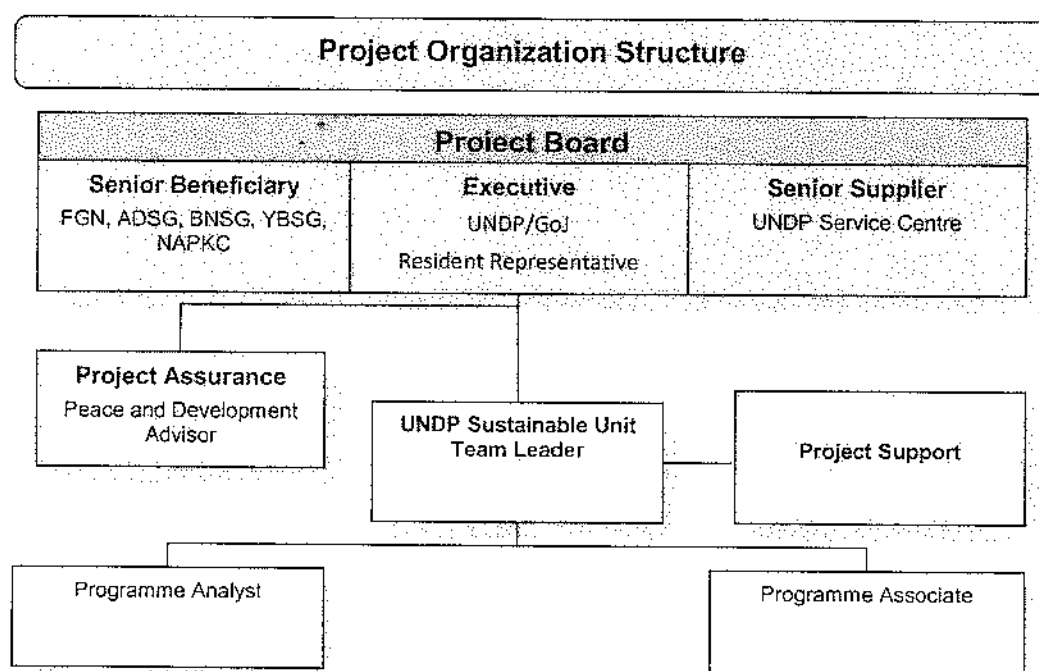
Description	Category	Impact & Probability	Counter measures / Management response	Owner	Date Identified	Status
Limited capacity of implementing partners	Capacity	Capacity of local implementing partners in the North East is limited, both with respect to technical expertise, as well as, capacity to support large groups of programme participants. Impact 4 Probability 3	- Monitoring mechanisms to identify weaknesses and provide timely support. - Project investment in training of local partners, through current programme, as well as, other UNCT projects. - Project to work with local partners that have requisite capacity for programming where possible. - Support training initiatives (ToT) for local partners to train one another.	PM	June 2015	
Perception that international/ national interventions are not impartial	Political/ Organizational	Security challenges are targeted at Government associates and its (international) partners. Currently there is no evidence in Nigeria that international support is transferring this risk to communities and programme participants, but this is possible if not carefully managed. Impact 4 Probability 2	- Continuous engagement and monitoring of perceptions at the community level. - Working through local, neutral and socially accepted partners. - Continuous involvement of the local staff in the design and planning of activities. - Ensure ownership of programme and programme activities by the Local counterparts. - Flexibility of selection of beneficiary communities to mitigate risks if necessary. - Programme to invest in careful selection of beneficiaries, with strong involvement of local partners and community members with different affiliations.	PM	June 2015	
Various allegations of human rights abuses by security agencies	Political, organisational	Disenfranchised with justice and security providers; UNDP associated with violations of human rights and programme discredited Impact: 5 Probability: 4	Enhance human rights monitoring; regular meetings with UN agencies to share information and follow-up on reports of abuse; political dialogue with government counterparts; clear red lines outlined in project documents	PM	June 2015	

Description	Category	Impact & Probability	Counter measures / Management response	Owner	Date Identified	Status
Perception of inequity of benefits among regions, communities Project participants. This includes real or perceived affiliation withoko Haram insurgents amongst returnees	Conflict	There is a risk of inequity among individuals, groups or communities if targeting is not carefully managed, based on clear criteria that is well communicated and understood at local level. Impact 4 Probability 3	- Geographical areas are selected on the basis of clear criteria, including levels impact such as return of IDPs, damage to community infrastructure, levels of unemployment, poverty, food insecurity and 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, including levels of poverty, food insecurity and unemployment and where possible affiliation. - Awareness raising and communication campaigns will be a core area under the project to mitigate risks.	PM	June 2015	

7. MANAGEMENT ARRANGEMENTS

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

For purposes of implementation of this project, the implementing partners will secure the services of the consultants (local and international) in accordance with international best practices. A Project Steering Committee will be established with membership drawn from key partners including UNDP, National Emergency Management Agency (NEMA), Federal Ministry of Budget and National Planning (MBNP), Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR), Yobe State Committee on Reconstruction, Rehabilitation and Resettlement (CRRR), Adamawa State Emergency Management Agency (ADSEMA), Nigerian Army Peacekeeping Centre (NAPKC), the Japanese Embassy, Japan International Co-operation Agency (JICA) and representative of relevant NGOs/partners. The Project Steering Committee will provide policy direction for the overall management of the project and review progress of the implementation of the project.



7.1 Financial Arrangements:

The project will be executed using National Implementation (NIM) modality. A management fee of 8% will be charged by UNDP to the value of the contribution, pursuant to the UNDP Board-endorsed policy on the recovery of General Management Support (GMS) costs for managing this project on behalf of the Japanese Government.

UNDP will submit an interim (mid-term) report, as well as, a final report upon project closure, including a financial report.

If there is a necessity to change the period, the content or the project budget, MNPB and UNDP will consult with the Embassy of Japan in Nigeria in advance. UNDP will submit a written request to the Government of Japan for prior approval in case (i) the extension of the project is required, and/or (ii) the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.

7.2 Equipment:

The general policies and procedures governing procurement, recruitment and contracting of inputs as set out by the UNDP shall be used for project implementation. Where the procurement, recruitment and utilization of inputs involve complex and/or technically sophisticated issues of a specialized nature, the executing agent may request the assistance of an implementing agent such as a United Nations agency. Such agent(s) may apply the procedures, rules and conditions of their respective organizations in rendering the assistance.

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

7.3 Audit:

In compliance with the UNDP Country Office's support to NEX auditing rules, UNDP will contract an auditor to undertake annual review of the project and its finances. This will include a review of the effectiveness of the activities undertaken in relation to the funds expended and commitment to the principle of transparency and accountability to the stakeholders in general and the donors in particular.

7.4 Monitoring and Evaluations

The project will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project objective(s). The monitoring of the project implementation to provide early indications of progress, or lack thereof, will be done regularly by all the parties involved in the project implementation through field visits, systematic reporting, quarterly meetings of the Steering Committee, on time annual review meeting and report of study on knowledge and experience gained. Reports of field visits, quarterly progress reports, an annual project performance report and a terminal report will be produced and will be disseminated to all the stakeholders.

The UNDP Nigeria Country Office through the Governance and Peace Building Programme Unit will provide Project Assurance based on the project execution modality agreed upon, and specifically on the following:

- Adherence to the business case (on behalf of the Executive);
- Monitoring of the compliance with user needs and expectations (on behalf of Senior User);
- Supplier Assurance carried out by spot-checks of deliverables and outputs; and,
- Review of Deliverables via Quality Reviews.

The Project Steering Committee will meet quarterly to review project implementation and advice accordingly.

UNDP will be responsible for submitting an annual financial and progress report to the Government of Japan on the implementation of the project. Besides the narrative report, UNDP will share and update progress of the project implementation with the Government of Japan at regular basis through the Embassy of Japan in Nigeria. Results and lessons learned from the project will be widely disseminated among the relevant governmental organisations, training institutions, UN agencies, as well as, civil society organisations and donors.

The Adamawa, Borno and Yobe State Governments, as well as, the Nigerian Army Peacekeeping Centre will appoint a focal point each who would serve as Project Managers and be responsible for the day-to-day project implementation and monitoring and devising corrective actions if required. In order to facilitate implementation, the National Implementing partners will set up a Project Implementation Team comprising both technical and administrative staff of the three state governments, NAPKC, MNPB and UNDP. One joint quarterly monitoring progress reports shall be submitted by the Project Managers to the UNDP country office, and annual and mid-term evaluation exercises will be undertaken by the Project Implementation Team and partners of the project. The reports of the monitoring and evaluation will be shared with partners and fed into the implementation of the next term of the year.

Within the project cycle, the following monitoring tools shall be used:

- Quarterly monitoring progress reports shall be submitted by the Project Managers to the Project Steering Committee;
- An Issue Log shall be updated regularly to facilitate tracking and resolution of potential problems or requests for changes;
- The Risk Log shall be regularly updated by reviewing the external environment that may affect the project implementation;
- A Lessons Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the programme; and,
- A Quality Log shall record progress towards the completion of activities.

The data above will be entered into the relevant ATLAS M&E modules. To complement this, an annual project review will be conducted by the Project Steering Committee during the fourth quarter of the year as a basis for assessing the performance of the project. This review will involve all key project stakeholders and will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The review will be structured by a set of common standards, and will be subject to spot external quality assurance assessments. This review should update output targets and results achieved in ATLAS.

7.5 Risk Management:

Anticipation of risks, probability of their occurrence and their impact on project implementation serve as a guide for developing contingencies and/or alternatives. Some project risks are:

- Sudden breakout of violence in Nigeria at a mass scale that will undermine the security implementation environment under the project; and
- Disagreement among management teams and participating government agencies thus causing delay in implementation.

The Nigeria government is committed to the project and would deploy resources to ensure that the project is implemented as designed. The government is determined to prevent any occurrence of breakdown of law and order in such a scale that would hamper the implementation of the project. That commitment has been extended and expressed in the readiness of participating agencies to identify and release course participants.

The project will take all appropriate measures to publicise the initiatives by the Japan/UNDP partnership in supporting achievement of the project outputs, related activities and other activities of the three state governments and NAPKC. All communications relating to the project in UNDP's website, information given to the press and project beneficiaries, all related publicity materials, official notices reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan, and shall display the logos of Government of Japan and UNDP.

The project will also organise a launch event upon commencement of implementation of the project in order to publicise the role of the Government of Japan and the UNDP in supporting early recovery and social stabilization efforts in the North East.

8 Legal Context

This Programme Support Document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement between the Government of Nigeria and the United Nations Development Programme, signed by the parties on 12 April 1988. The host country, Nigeria, executing and implementing agencies shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating Agency described in that Agreement.

In the event that significant changes are encountered in the timing, scope of the work and budget utilization, UNDP will consult with the Government of Japan prior to such changes. However, the following types of revisions may be made to the project document with the signature of the UNDP Resident Representative provided that he/she is assured that the other signatories of the project document have no objections to the proposed changes:

- i) Revisions in, or additions to, any of the annexes of the project document;
- ii) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and
- iii) Mandatory annual revisions, which rephase the delivery of agreed, project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.