

Dear Dr. Usman,

**Agreement between UNDP and Government for the
Provision of Support Services**

1. Reference is made to consultations between officials of the Government of the National Planning Commission (hereinafter referred to as "the Government") and officials of United Nations Development Programme (UNDP) with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (c) Procurement of goods and services.
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP Resident Representative and the designated institution.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) of 12th April 1988, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

	Production of promotional materials and branded stationery			X		UNDP/NPC	TRAC	Procurement	\$30,000
	Breakfast meeting/dialogue with the media on 7 th CP and media development support		X			UNDP/NPC	TRAC	Event	\$3,000
	Media workshop with climate change theme		X			UNDP/NPC	TRAC	Workshop	\$30,000
TOTAL									\$420,000

V. MANAGEMENT ARRANGEMENTS

The project will follow national execution arrangements (NEX) and will be guided by Prince2 project management best practice and results-based management principles designed to improve the delivery of the project, strengthen management effectiveness, efficiency and accountability, and ensure a clear focus on achieving significant and measurable results.

The Federal Government of Nigeria will be the implementing agent under the designated coordination of the National Planning Commission and is therefore responsible for setting priorities for the project, recommending the allocation of project funds and ensuring that the project's management mechanism is on course.

While, NEX will remain the norm for implementation of the project, however based on the urgency of circumstances, "Country Office Support to NEX" implementation modality would be applied in close consultation and agreement with the Government. In order to facilitate this process, a letter of agreement will be determined and signed between the UNDP and Government at the time of signing of this project document.

Within the framework of this agreement, UNDP will provide both technical and administrative backstopping to ensure results-oriented management, proper administration of funds, facilitate staff recruitment and procurement processes as contemplated in project document. In providing such support services, the UNDP country office shall ensure that the capacity of the government designated institution is strengthened to enable it to carry out such activities directly.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on agreed quality criteria and methods
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.



**Dr. Shamsudeen Usman
Honourable Minister &
Deputy Chairman
National Planning Commission**



**Mr. Turhan Saleh
Resident Representative a.i
United Nations Development Programme**

5th November, 2009

Date

17/11/09

Date

United Nations Development Programme

Country: _____

Project Document

Project Title	Capacity Development Project for Successful CPAP Implementation
UNDAF Outcome(s):	All
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CP)</i>	All
Expected Output(s): <i>(Those that will result from the project)</i>	Capacity gap analysis, capacity support for selected implementing partners, workshops, advocacy and training
Executing Entity:	National Planning Commission
Implementing Agencies:	UNDP, NPC, other implementing partners including the states

Brief Description

The project is designed to provide capacity development support to CPAP implementing partners that is unlikely to be properly addressed and funded from individual UNDP-supported programmes and projects. The project focuses on programme quality assurance and effectiveness in the areas of advisory support for Government, strategic policy research and analysis, creation of on-the-ground capacity on gender issues and capacity development, programme development, monitoring and evaluation for mutual accountability and programme communication.

Programme Period:	2009-12	Total resources required:	\$2,500,000
Key Result Area:	All	Total allocated resources:	\$2,500,000
Atlas Award ID:	tbd	• Regular	\$2,500,000
Start date:	1 Aug 2009	• Other:	
End Date:	31 Dec 2012	○ Donor	_____
PAC Meeting Date	tbd	○ Donor	_____
Management Arr:	NIM	○ Donor	_____
		○ Government	_____
		Unfunded budget:	_____
		In-kind Contributions:	_____

Agreed by (Government) _____

Agreed by (Executing Entity): _____

Agreed by (UNDP): _____

I. SITUATION ANALYSIS

The Nigeria UNDAF (2009-12) mission statement envisages to enable Nigeria '....to secure a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.' This focus on up-stream policy and institutional work places a high responsibility on the Government of Nigeria at federal, state and local levels as an implementing partner of the UN as well as the target of the UNDAF's capacity development thrust. UNDP's CPAP (2009-12) reinforces this strong governance dimension where: 'in full coordination with the Government, UNDP will seek programmatic linkages to national development frameworks including the forthcoming National Development Plan, incorporating the 7-point agenda, and Vision 2020/20 document. ... Previous and existing partnership at all three tiers of the federal structure and between local authorities and civil society organizations will be enhanced.'

The federal nature of the country poses very specific challenges on the way in which the UN can collaborate with and operate in 13 states out of the 36-state Federation; requiring high levels of capacity in those states, high transaction costs for the UN and elevated programmatic and financial risks. Therefore, the capacities of implementing partners of UNDP's CPAP will be the determining factor for the success of programme implementation and, as such, all UNDP programmes and projects have and will have capacity development at its very heart. Nevertheless it is expected that, unless specifically catered for and funded, a number of essential capacity development initiatives would not receive sufficient attention because individual programmes and projects would be rather sectoral in nature or focus primarily on specific implementing partners.

II. STRATEGY

In view of the above, the Federal Government of Nigeria and the UNDP have embarked on formulating a dedicated Capacity Development for Successful CPAP Implementation project that would enable the partners to specifically address and fund activities mitigating most of these challenges and risks. The project is valued at 5% of the expected TRAC1 and TRAC2 allocations for the CPAP cycle. In paragraph 6.11 on page 20 the CPAP states:

"As a further measure to boost support for programme quality assurance and effectiveness, and in keeping with norms set in corporate guidelines, around 5% of programme resources will be set for rapid response to requests for advisory support for Government, as well as for strategic policy research and analysis, creation of on ground capacity on gender issues and capacity development, programme development, monitoring and evaluation for mutual accountability and for programme communications."

The project intends to focus on those actions that are beyond the boundaries of specific programmes and projects which are crucial to the strategic positioning of UNDP. UNDP's strategic positioning, as noted repeatedly in global, regional and country evaluations and assessments (UNDP, donor, and partner country) depends on several critical elements – providing high quality advice at short notice to take advantage of unexpected opportunities for policy breakthroughs, converting these breakthroughs into programmatic responses to 'hold the ground' for reform and change while focusing on what it does best (capacity development!), gathering the evidence to demonstrate strategic results and capturing these in reports back to partner governments and donors, and systematically communicating a narrative or story about UNDP's work and relevance in a way which resonates with our stakeholders. This requires skills within the Country Office together with effective sharing of such skills with counterparts. In turn this also demands a high degree of flexibility, hence, access to funding that is not totally tied down.

As such the project will support the following:

- The provision of high-quality national and international expertise in support of national and state development frameworks as well as for unexpectedly occurring situations for which federal and state Governments would naturally call on UNDP but no projects and appropriate budgets are in place. Examples would be the unpredictable situation in the Niger Delta and the increasing risks related to climate change and regional vulnerabilities;

- The provision of appropriate technical expertise on issues of gender and capacity development, two cross-cutting themes that will unlikely be sufficiently addressed through individual projects and programmes. The recent UN gender audit clearly pointed to a number of gaps in UNDP's programmatic capabilities as well as those of key counterparts. Working closely with programme units, developing their skills through formal and on-the-job training, and through them with key constituencies in the area of gender is expected to provide the necessary focus on gender and the linkages between programmes and partners that are required. Capacity assessment, capacity development plans as well as capacity monitoring are increasingly fundamental elements of UNDP's programmatic as well as implementation approaches. This will enable UNDP to make full use of new capacity development approaches and tools and it is expected to provide new impetus to capacity development of implementing partners for project implementation through the Harmonized Approach to Cash Transfers (HACT);
- As is the case in many other countries, the UNDP programme for Nigeria is still overly focussed on programme and project conception, development and formulation. Therefore, the actual pursuit of results at outcome and output levels through rigorous follow-up with and support to implementing and other partners through field visits, studies, events, evaluations and lessons-learnt exercises needs a special stimulus that this project intends to provide. It will be this proof of actual accomplishments of the programme and eventual impacts on the development situation in Nigeria that will need to be turned into improved quality of programmes and projects, energetic communication of these results to partners and wider audiences and into increased resource levels from Government at federal and state levels, international donors, and from the private sector;
- In order for the UNDP programme to be successful, the results and impacts of the interventions will need to be studied, measured and communicated in a sophisticated and credible manner. Different approaches will be used: the range of paper and electronic media, advocacy networks, field visits and road shows, signature publications like NHDR's and MDG reports. Key audiences are expected to be federal and state Government partners, international donors, private sector partners and the wider public.

III. RESULTS AND RESOURCES FRAMEWORK

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Policy research and analysis</p> <p>Baseline: Numerous national planning frameworks, complex coordination structure, considerable gap between federation and states, high programmatic and financial risk for the UN, significant programmatic volatility</p> <p>Indicators: Responsiveness to requests, speed of response, quality of advisory services</p> <p>Mainstreaming of gender and capacity development</p> <p>Baseline: Gender audit pointed challenges, capacity development approaches and tools in high demand by partners, UNDP and Government capacities and experience relatively weak</p> <p>Indicators: Gender and capacity development appropriately attended to in programme and project documentation as well as signature products, increased confidence of UNDP staff in these matters, gender advocacy and communications increased</p> <p>Capacity for results orientation and monitoring and evaluation</p> <p>Baseline: Focus on programme development does reflect an inadequate results orientation, staff trained on Prince2 and the Programme and Operational Policies and Procedures (POPP) but not proficient in its use, knowledge not sufficiently generated and harvested from programme portfolio</p> <p>Indicators: Number of field visits, lessons learnt documents, events and networks, ATLAS used for financial and implementation management, maintenance of issues, risks and lessons learnt</p>	<ul style="list-style-type: none"> ▪ Development of analytical papers in support of policy development; ▪ Development of programme and project documents; ▪ Rapid responses to unexpected sudden events; ▪ Coordination and multi-stakeholder meetings at federal and state levels ▪ Recruitment of gender and capacity development specialists ▪ Development of gender-sensitive programme and project documents as well as signature products; ▪ Trainings and advocacy events around gender and capacity development issues; ▪ Active national networking around the theme of gender ▪ Field visits to and board meetings with federal implementing partners and in states; ▪ Prince2, POPP and HACT trainings for UNDP staff followed by step-down training to implementing partners; ▪ HACT assessments and audits; ▪ Documentation of lessons learnt; ▪ Substantive programme and project documentation that feeds into the communications and advocacy effort (below) 	<p>NPC and relevant implementing partners</p> <p>NPC and relevant implementing partners</p> <p>NPC and relevant implementing partners</p>	<p>\$750,000</p> <p>\$500,000</p> <p>\$750,000</p>

<p>logs, project implementation success, delivery rates</p>	<p>Programme communications, advocacy and resource mobilization</p>	<p>Baseline: Programme communications not well informed by results on the ground, signature projects and services not well distinguished, limited networking with partners, donors not systematically reported to and informed, ad-hoc approach to partnerships</p> <p>Indicators: Number of programme communications on signature products, number of partner networks that UNDP leads, donors systematically reported</p>	<ul style="list-style-type: none"> ▪ Publication of UNDP-related materials in all media; ▪ Organization of media trainings and events for UNDP staff and implementing partners as well as key media carriers; ▪ Organization of a number of advocacy networks; ▪ Establishment of a partnership database; ▪ Training of partnership oriented staff; ▪ Training of staff on effective partnership approaches for step-down to implementing partners 	<p>NPC and relevant implementing partners</p>	<p>\$500K</p>
---	--	---	--	---	---------------

IV. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Policy research and analysis	Contingency support to Niger Delta amnesty			X	X	UNDP/NPC	TRAC	Consultancy	\$40,000
	Capacity building study for GF HIV/AIDS			X	X	UNDP/NPC	TRAC	Consultancy	\$20,000
Mainstreaming of gender and capacity development	Recruitment of gender expert			X	X	UNDP/NPC	TRAC	Consultancy	\$40,000
	Recruitment of capacity development expert			X	X	UNDP/NPC	TRAC	Consultancy	\$40,000
	Capacity development training				X	UNDP/NPC	TRAC	Workshop	\$30,000
Capacity for results orientation and monitoring and evaluation	HACT micro-assessments (2 nd wave)		X	X		UNDP/NPC	TRAC	Contract for services	\$67,000
	IP monitoring visits		X	X	X	UNDP/NPC	TRAC	Travel	\$30,000
	End year review board meetings				X	UNDP/NPC	TRAC	Workshop	\$20,000
Programme communications, advocacy and resource mobilization	Resource mobilization /partnership support mission			X		UNDP/NPC	TRAC	Consultancy	\$20,000
	Partnership database developed				X	UNDP/NPC	TRAC	Consultancy	\$10,000
	Production & dissemination of 6 th CP report			X		UNDP/NPC	TRAC	Printing	\$25,000
	National dialogue on media, development and the global economic crisis			X		UNDP/NPC	TRAC	Mission, workshop	15,000