



Country Programme Action Plan

between

The Federal Republic of Nigeria

and the

United Nations Development Programme – Nigeria

16 December 2008

The Framework

The Federal Government of the Federal Republic of Nigeria (FGN) and The United Nations Development Programme in Nigeria (UNDP-Nigeria) are in mutual agreement as to the content of this document and their responsibilities in the implementation of the Country Programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals (MDGs) and the United Nations Conventions and Summits to which the Federal Government of Nigeria and UNDP are committed;

Building upon the experience gained and progress made during the implementation of the 6th Country Programme (2004 to 2008);

Entering into a new period of cooperation (2009 to 2012);

Declare that these responsibilities will be fulfilled in a spirit of friendly cooperation and have agreed as follows:

Part I: Basis of the Relationship

1.1 WHEREAS the Government of the Federal Republic of Nigeria (hereinafter referred to as “the Government) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 12 April, 1988. This Country Programme Action Plan (CPAP) together with the Annual Work Plans (AWPs) concluded hereunder constitute the document referred to as the SBAA.

Part II: Situation Analysis

2.1 Since the emergence of democratic governance in 1999, Nigeria has made advances in national economic management and deepening democratic process. To provide an evidence-based national policy making, an integrated poverty reduction strategy document, called, the National Economic Empowerment and Development Strategy (NEEDS1) (2004-2007) was developed in 2004. This was followed by State level Economic Empowerment and Development Strategies (SEEDS) in 2005. The new democratic regime also ushered in the Seven-Point Agenda of the President which explicitly brought out the main areas of focus to his regime (critical infrastructure, food security, human capital development, land tenure and home ownership, national security and intelligence, the Niger Delta and wealth creation). A longer-term perspective has also been introduced into the country’s development management which led to the emergence of Vision 2020 that focuses on Nigeria becoming one of the leading twenty economies in the world by 2020. NEEDS2 and the Seven Point Agenda are being integrated into a National Development Plan to be the first medium term plan to implement the Vision 2020 agenda of government

2.2 The macroeconomic foundations for pro-poor growth in Nigeria are, in fact, better today than they have been for the past 20 years. Impressive progress has been made in meeting the targets of the National Economic Empowerment and Development Strategy, *NEEDS1* (2004-2007) [<http://www.nigerianeconomy.com/needs.html>]: economic growth has averaged about 6 per cent per annum during the period, budget balances are under control, inflation has declined to single digits, exchange rate stability has been achieved, and reserves have risen to about \$60 billion, the largest in Sub-Saharan Africa.

2.3 These results reflect a major shift in economic management at the Federal level, such as the adoption of the oil price-based fiscal rule, creation of an excess crude account, passage of landmark legislation on procurement reform and fiscal responsibility and the first sustained institutional effort to curb the misuse of public funds. Concurrently, the prospects for longer-term growth have been reinforced by the elimination of external debt, allocation of \$1 billion per annum of the gains from debt relief for the Millennium Development Goals, a successful bank consolidation process, and liberalization of the telecommunications and media sectors. Additionally there are signs of governance reform spreading to the States, increased investor confidence and buoyancy in oil prices.

2.4 Nevertheless, the country faces the formidable challenge of reducing poverty and inequality, for reasons arising mainly from the dominance of oil and gas in the economy. Firstly, productive activity in other sectors has been crowded-out, thus, stunting the development of a diversified, private-sector-driven economy, a tax-paying citizenry and strong and independent civic institutions. Second, a narrow revenue base has lent itself to 'elite capture' and rent-seeking. Third, the State has not yet realized its full potential for promoting social and economic transformation due to a lack of transparency and accountability in governance, resulting in poor returns from public expenditure. Nigeria has also to deal with the aftermath of the 2007 elections as well as handle a serious crisis in the Niger Delta.

2.5 The latest Millennium Development Goals Report (2006), which is available at http://www.ng.undp.org/reports/nigeria_mdg_report.pdf shows that Nigeria is making headway towards only three of the Millennium Development Goals – in basic education, HIV prevalence and the global partnership for development. Progress is either slow or static in other areas. Over half (54.4 per cent) of the population is living in poverty, up by 25 per cent compared to 1990; a Gini coefficient of 0.49 indicates high inequality; the under-five mortality rate is 197 per 1,000 live births; the maternal mortality rate, at 800 per 100,000 live births is among the highest in the world; the number of people living with HIV/AIDS is the second largest in the world despite a reduction in the national prevalence rate to 4.4 per cent; there has been limited progress in access to safe water and sanitation since 1990; and the high proportion of gas flared (40 per cent) imposes major economic, social and environmental costs. Those challenges are exacerbated by significant gender and regional disparities [<http://www.nigerianstat.gov.ng/cwiq/2006/survey>]. Reflecting these conditions, the human development index score for Nigeria stands at 0.448 (2007), showing only slow improvement over a 30-year period.

Part III: Past Cooperation and Lessons Learned

3.1 The 6th Country Programme (2003-2007) focused on good governance and human rights, poverty reduction, energy and environment, and HIV/AIDS, with gender and information and communication technology as cross-cutting themes. UNDP assistance led to the groundwork being laid for an electoral cycle approach, supported strongly by a 'joint donor basket' fund; increased prospects for United Nations and donor re-engagement with the Niger Delta; work on the fundamentals of local governance; piloting of tools for economic governance relating to needs assessments and fiscal policy; formulation of national policies on microfinance and small and medium enterprises; capacity development of selected local microfinance institutions; piloting of the Millennium Village (MV) concept; policies for sustainable natural resource management, pilot projects in renewable energy and control of ozone depleting substances; and preparation of the first set of national and state strategic plans to combat HIV/AIDS. In addition, UNDP has demonstrated its ability to manage complex, large-scale operations, most notably through implementation of a \$135 million grant from the European Union and \$16 million from the Federal Government, for the national census conducted in 2006-2007.

3.2 The main lesson learned is that UNDP is most effective as a catalyst for policy and institutional reform, especially in sensitive areas that are challenging or off-limits to other partners. Together with

other lessons, learned, this calls for support to the deepening of democracy; doing more to address the Niger Delta crisis; tackling gender disparities; adopting a more systematic approach to capacity assessment, planning and evaluation; building in-depth technical capacity within the country office; and improving operational efficiency. In addition, an independent survey of the United Nations comparative advantage in Nigeria (2007) shows strengths in advocacy, assistance for social and economic reform, governance, human rights, gender equity, partnership-building and capacity development.

Part IV: Proposed Programme

Programme Component 1 - Economic Governance Programme (EGP): Prioritizing Resources for Development

4.1 The EGP is founded on the premise that the improved quality of expenditure planning and fiscal policy in Nigeria is the sine qua non for achieving the country's development priorities in the medium- to long-term. In responding to this challenge, the Programme builds upon the work supported by UNDP under the 6th CP through assistance for drafting NEEDS and SEEDS; support to the NPC and OSSAP-MDGs on MDGs-based development planning; a project on Fiscal Policy Capacity Building (FPCB) implemented in 5 States (Akwa-Ibom, Cross River, Lagos, Kano and Ondo); close cooperation with the FMF and development partners on support for the adoption of fiscal responsibility and public procurement legislation at State level; and provision of software and hardware to national and State statistical agencies. At the same time, the Programme incorporates key lessons learnt from the implementation of economic governance projects under the 6th CP which indicated that (i) such projects require a pragmatic and flexible approach to capacity development if they are to yield useful results, taking into account the dynamic of a changing policy and institutional framework; (ii) governance improvements take ownership, time, effort and resources so projects have to have critical mass and be sustained over the medium- to long-term; and (iii) that it is important not to take a rigid results-based approach but rather use monitoring and evaluation to ensure that meaningful outcomes and outputs, in line with the desired strategic direction, are being achieved through implementation.

4.2 The EGP will, therefore, focus on four main outcomes achieved in partnership with Government and other stakeholders: (i) major progress towards an evidence-based, technically sound and inclusive development planning system which is 'joined-up' horizontally across sectors at each tier of the federal structure (especially, national and State levels) as well as vertically between these tiers, to enable the coherent pursuit of strategic national development priorities; (ii) major progress towards the adoption and implementation of fiscal responsibility legislation at State level to provide the mechanisms for prudent and effective use of public resources to achieve desired development outcomes; (iii) the progressive availability and accessibility of timely, relevant and gender disaggregated data at Federal and State level to generate the data and analysis that can inform policy and planning as well as serve as a credible and transparent basis for monitoring development performance; and (iv) institutionalization of an architecture and system for aid coordination and management which assists Nigeria to meet its objectives with regard to the follow through on the Paris Declaration and the Accra Agenda for Action, not least better alignment of development assistance with national priorities, improved transparency, increased aid effectiveness and greater emphasis on mutual accountability.

4.3 The EGP will pursue these outcomes using a five-pronged approach: (i) continuation of the dialogue which has already begun with Federal and State partners to achieve a shared vision of challenges, needs, priorities and necessary interventions so that there is entrenched ownership of the programming process and products; (ii) a focus on capacity development that is pragmatically aligned with the constraints and opportunities that are present in the overall institutional environment rather than

based on the application of technical solutions that have not been contextualized; (iii) an incremental approach that reflects the practical necessity of acquiring increased capacity in phases at the individual and institutional levels; (iv) reliance upon all parties invested in the capacity development process to make the commitments and provide the resources without which there cannot be any progress; and (v) providing access to relevant experience and global good practice, especially through South-South linkages with other developing countries that face similar challenges such as Brazil, India, Indonesia and South Africa.

4.4 The EGP will be pursued through 3 sub-components:

Development Planning and Statistics

The focus at the Federal level will be on six major outputs:

- (a) Successful advocacy with the National Economic Council (NEC) for a qualitative step forward in Nigeria's development planning and aid coordination systems.
- (b) Redesign and/or reinforcement, upon request, of the processes and institutions that can secure horizontal and vertical integration of planning such as institutional links between the FMF/NPC/SPCs, MDAs and LGAs and the work of the Joint Planning Board (JPB).
- (c) Institutionalization of key tools such as development and poverty assessments, a workable and inclusive macroeconomic model for MDG-based planning and sector needs assessments.
- (d) A medium-term capacity development strategy and programme for NPC and SPCs to enable them to perform their mandated role as the principal resource and coordination point on planning issues and economic adviser to Federal and State Governments.
- (e) As a complement to the development of governmental bodies, creation of a national network of expert practitioners who can assist with the formulation of medium-term development and sector strategies/plans as well as apply tools and techniques for fiscal policy analysis and planning, thus, ensuring that expertise and skills are present in-country to manage or support a stronger development planning system.
- (f) A major capacity development programme in place for institutionalization of survey programmes and better warehousing, analysis and dissemination of development data, within the framework of the National and State Statistics Master Plans, and with emphasis on: availability of analysis based on the latest data to contribute to evidence-based policy- and decision-making, creating a programme of analysis that ties together National Human Development Reports, MDGRs, Poverty Assessments and specialized policy research series; development of a programme of harmonized and regular national and State surveys to ensure timely and consistent social and economic data that are comprehensive enough to plan and monitor development performance, capture key disparities and close major gaps such as estimates of State GDP, information on the labour market and detailed data on output; capacity development of the 'software' aspects of managing survey programmes at Federal and State level (mostly skills for survey planning, design, execution, analysis and reporting); and improved accessibility of data through web accessible warehousing, regular publication of data and greater access to primary data for analysts and academics.

Fiscal Policy Reform

The EGP will focus on entrenching and institutionalising the mechanisms necessary for fiscal policy in a Federal structure given the intricacies of fiscal federalism in a burgeoning economy. Assistance from UNDP will aim for the achievement of three major outputs: (a) reinforcement and/or development of the institutionalised processes and skills at Federal and State level to achieve a tighter fit between multi-year development or poverty reductions strategies and plans and MTSS, MTEF, medium-term fiscal frameworks and annual budgets so that resource allocation and actual expenditure begin to align much

more closely to the achievement of planned goals and targets (thus, also complementing improvements in development planning); (b) further sharing of good practice and development of awareness and skills in the application of fiscal rules, assessment of the tax base, revenue forecasting, appraisal of projects and monitoring of performance (for instance, through public expenditure reviews/PERs and public expenditure and financial accountability assessments/PEFAs); and (c) advocacy and timely assistance to enable the drafting and, if requested, passage of fiscal responsibility legislation at State level as well as any follow-up action on capacity assessments and capacity development interventions to ensure timely implementation of such legislation.

Aid Coordination

This sub-component of the EGP will focus on promoting coherence and effectiveness of development assistance in line with Nigeria's development priorities and ODA policy. Major outputs will be: (a) preparation of proposals on the aid architecture and management systems that best match the country conditions, including its Federal character, and policy priorities for development assistance; (b) design, installation (where relevant) and rollout of procedures and systems for aid coordination and management at Federal level (including regular publication of data and analysis); (c) piloting of aid coordination frameworks and systems in selected States; and (d) continued UNDP support to aid coordination based on advocacy, participation and, where appropriate, leadership in various donor country coordination groups.

Programme Component 2 - Capacity for Governance Programme (CGP): Accountability and Oversight in Resource Management

4.5 The CGP is based on the premise that improved use of public resources for development and equity not only calls for higher quality planning, fiscal management and monitoring but also more effective and institutionalized standards and mechanisms for accountability within government itself but also of government to the people. This is as true for Nigeria as it is for other countries, both developed and developing, especially those with only a recent history of interrupted democratic development. This premise also corresponds with the broadly held view in the country that there is a major discrepancy between stocks and flows of national wealth and income, respectively, and the scope, inclusiveness and effects of development outcomes. To respond to this challenge, the CGP will take forward key aspects of work undertaken under the 6th CP: electoral management, public integrity (anti-corruption), protection of human rights and local governance. Furthermore, the CGP acknowledges the main lessons learnt during the 6th CP and from the experience of other partners which point to the need for more effective accountability through electoral democracy as an essential element of responsive government; the necessity, however, of going beyond a focus on elections to addressing challenges in the wider political system that are crucial to the quality of the democratic experience; overcoming or at least minimizing the disengagement of citizens from government which is particularly acute at local level; and maintaining the hard won gains and momentum achieved by Nigeria over the past 4-5 years in its fight against corruption, fraud and mismanagement of public resources.

4.6 In keeping with this analysis, the CGP will focus on electoral reform and deepening of democracy, local governance, public and business integrity and development of civil society. These areas of focus also have the added advantage of providing an almost seamless transition from the 6th CP in which UNDP, often working with other development and UN partners, has supported election management (through the Joint Donor Basket Fund or JDBF), anti-corruption and local governance (through the Local Development Programme or LDP).

4.7 The CGP will, therefore, focus on four main outcomes achieved in partnership with Government and other stakeholders: (i) ability of national and state independent electoral commissions (IECs) to successfully conduct free and fair elections; (ii) more open and responsive public institutions and greater citizen engagement in the political process and decision-making for a successful democracy (of institutions such as political parties and legislatures, groups such as women and youth, and key actors such as civil society and the mass media); (iii) further integration of anti-corruption measures and procurement reform in public sector management (Federal level and in selected States), backed by institutional arrangements that facilitate stronger public scrutiny and constructive activism; and (iv) functioning local governance systems in selected States that are responsive to public demands and are able to provide improved coverage and quality of basic services.

4.8 The CGP will rely on six main approaches to help achieve these outcomes: (i) adoption of a systems approach that recognizes and addresses the inter-linkages between political, economic, social and cultural factors and designs and implements specific interventions accordingly; (ii) as a complementary measure, application of the UN Common Understanding on a Human Rights-Based Approach (2003), which stipulates that all programmes of development co-operation, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments; (iii) an emphasis on constructive citizen 'voice' and participation in the political process, especially of those often excluded such as women and youth; (iv) patient long-term investment in capacity development, tailored to the particular requirements of each beneficiary rather than following a generic model, as well as predicated on the understanding that political governance is a particularly challenging area in which to obtain results within the short- to even the medium-term; (v) built-in flexibility within projects to cope with the fluid nature of political issues and, thus, the need for rapid adjustments to unforeseen opportunities and bottlenecks; and (vi) scrupulous adherence to impartial engagement, advice and assistance – including in the coordination of development partners - in keeping with the role and mission of the UN.

4.9 The CGP will be pursued through 3 sub-components:

Electoral Reform and Deepening of Democracy

Work under this component will be based on two major legs. The first leg will be focused on building-up national election management capacity and promoting sustainable electoral processes, keeping in mind the strategic approach to the electoral cycle and focusing on the period in-between elections. Specifically, the emphasis will be on improving democratic accountability through the electoral process by strengthening technical capacity for election administration, that is, to plan, prepare and conduct future elections and supporting the engagement of key actors for change in the electoral process in Nigeria. A complementary approach will be to boost civic responsibility by increasing civil society participation in the electoral process; and improving public awareness and confidence in the elections including through an increased engagement with media. Major outputs will aim at: (a) capacity development of the INEC, including its Electoral Institute, as well as SIECs in key areas of election management; (b) creation of a trained base of staff who can assist with electoral management; (c) expanded capacity of CSOs to provide electoral services, not least to enable women to be more actively involved in the electoral process; and (d) the design and implementation of a large, multi-year voter advocacy and education campaign.

The second leg will be broader in scope with the objective of deepening democracy in Nigeria. The aim would be to help develop the capacity of national and sub-national institutions, networks and processes, whether governmental or non-governmental, as a contribution to the further entrenchment of democratic governance based on the understanding that an effective system of democratic governance is one which is founded upon representative, equitable (across gender and other categories), transparent, accountable and inclusive institutions; a vibrant, responsible and capable media; and a dynamic civil society which is

engaged constructively in the political process. Major outputs will be: (a) expanded capacity in the National Assembly to manage its legislative business (functional organization, awareness and knowledge among members, access to substantive information and analysis and staff skills); (b) broad consensus around key steps towards improved internal democracy, citizen outreach, transparent financing and gender equity in major political parties; (c) a combination of capacity development and grant facilities in place to enable civil society to do much more in a range of areas such as research, publication and outreach, budget tracking, establishment of platforms for citizen engagement with policy-makers, civic education, community organization and legal aid and advice; (d) expansion of media engagement in civic awareness-raising and mobilization (community and educational radio, expansion of innovative media programmes and increased professionalisation of media staff); and (f) the institutional space expanded for voicing the concerns, needs and contributions of women and youth in the political process based on action by organizations representing their interests and views.

Public Accountability

This sub-component of the PGP seeks to strengthen citizen voice and action in the fight for improved public integrity and to strengthen more transparent monitoring of governmental operations for public integrity through better management of information. This will be achieved through a two-track approach, on the one hand, working with institutions such as the EFCC and ICPC and, on the other hand, finding systematic ways in which citizens can access information about government and engage constructively with their elected representative and government service providers. Five outputs are envisaged under this sub-component:

- (a) ICPC enabled to carry out its functions in monitoring government operations through the development and utilisation of tool(s) to assess M&E systems in MDAs at Federal level and in States and selected LGAs. The assessment will provide particular attention to the quality and accessibility of reporting that is available to the general public. The goal would be to have reporting or disclosure, in line with existing laws and policies, that enable the public to track performance over time and to make comparisons among MDAs, States and LGCs, including on revenues and expenditures.
- (b) EFCC and ICPC enabled to provide outreach at State and LGA level in participating States based on tool(s) for tracking and reporting revenues, federal transfers and expenditures of States and LGAs, possibly in partnership with NEITI. EFCC's planned programme to support community-based anti-corruption volunteers will also be supported in participating States and supportive links established with the community information centres (see below). In a similar manner, ICPC will be assisted in their planned conduct of town hall meetings/public hearings and linked with the activities.
- (c) Community information centres established at the local government level to serve citizens by assisting them to access information and to provide feed-back on needs and opportunities. The centres would be run by locally-rooted organisations and enable information on public finance and service delivery to be collected in one place and made accessible. Complementary efforts would be made to use the full range of communications tools to help citizens and citizens organizations to record and disseminate their experiences and present perspectives on pressing local issues. The centres would be established in four LGAs in each participating State.
- (d) A national information centre established to serve as a referral point and hub for community centres. This centre would function as a one-stop information centre for information relevant to accountability issues in Nigeria. It will actively collate, store and make available information on service delivery and public finance; assist community centres with data collection and dissemination, documentation of experience and targeted training of members; and act as a catalyst for informed debate at the national level through issuance of published analysis, rankings and through participation in radio and TV programmes.

- (e) Timely technical assistance and other institutional support in place to facilitate the drafting and, if requested, passage of public procurement legislation at State level as well as for follow-up capacity assessments and capacity development interventions to ensure implementation of such legislation.

Local Governance

This sub-component of CGP will focus on scaling-up assistance for the development of local governance. It provides the final piece that helps to pull together the combined efforts of the other sub-components under EGP and PGP to help create better conditions for the use of public resources for development: stronger linkages and positive interaction between citizens and the first tier of government, that is, LGAs for improved service quality and delivery and development outcomes. The sub-component will also benefit from experience gained over the past 3 years with the Millennium Villages (MV) concept and associated lessons learned which point clearly towards much closer integration of the development approach with the mainline functions of the governance structure at local and State levels. Four outputs are planned: (i) options and proposals prepared to help forge a more favourable policy, legislative and financial environment at State level for the operation of LGAs; (ii) practical systems and skills developed to enable LGA to carry out essential functions, especially citizen consultation, planning and budgeting; (iii) tools piloted to bring communities and local government councils (LGC) closer through local development funds (LDF) which are already being pioneered in Baylesa and Ondo States; and (iv) active steps taken on animation and mobilization so that communities can be organized to play their part in a productive partnership with LGCs.

Programme Component 3 - Private Sector Development Programme (PSDP): Growing the Non-Oil Resource Base and Promoting Inclusive Markets

4.10 The PSDP is based on the concept of ‘inclusive markets’, essentially an approach designed to make markets work better for the poor – particularly, the so-called ‘bottom billion’ - as entrepreneurs, wage employees and consumers of goods and services with the aim of boosting employment, value added production and incomes. This will entail a focused effort to tackle key constraints holding back the development of the private sector, the productivity, range and quality of non-oil production, especially in agriculture and agro-industry, and the formation of viable and economically productive small and micro-enterprises particularly led or managed by core groups such as women and youth entrepreneurs. In this sense, the PSDP builds upon assistance in the 6th CP in areas such as microfinance policy, technical support to MFIs, and SME development but narrows the focus strategically while substantially raising the level of ambition. This shift has also been influenced by the recently conducted CGAP review of microfinance in Nigeria, and the need to develop and implement a national microfinance framework and action plan to promote policy coherence and increased efficiency in government and donor supported microfinance initiatives.

4.11 Moreover, the PSDP reflects the gap that exists between the unmet needs of the productive sectors – not least for reliable and affordable credit and energy – and the substantial liquidity that has been built-up in the domestic financial sector due to the successful bank consolidation process. In other words, there is a challenge in matching available capital with socially responsible and economically productive investments that provides a major opportunity for leverage. In focusing on what these opportunities might be, the Programme also takes into account lessons learned from existing value chain projects, including the need to avoid any duplication of work.

4.12 The PSDP will, therefore, be organized around 4 major outcomes: (i) scaled-up access to affordable and reliable sources of renewable energy, based on tested technologies and institutional models as well as lines of financing, to offer off-grid power to SMEs and, potentially, small rural and urban

settlements (linking with the sub-component under SRMP in Management of Environmental Resources and Risks); (ii) developed and/or expanded value chains in agriculture and agro-industry to meet demand in domestic, regional or international markets whilst boosting productivity, value addition, employment and incomes especially in rural and peri-urban areas; (iii) an expanded base of private sector-based service providers targeting business and market development for SMEs, particularly through inclusive finance and entrepreneurship training; and (iv) application of updated models of corporate social responsibility (CSR) that integrate SMEs with the core business of large- and medium-sized domestic and multinational companies, thus, moving away from a model of corporate philanthropy to one based on viable business propositions.

4.13 The approach in the PSDP would be to tie interventions systematically to the desired outcomes of increased productivity, employment and income to reduce poverty and close gender and other disparities; provide the cutting-edge technical support leaving open the possibility of not engaging in an area if this threshold expectation cannot be met (for instance, create a national centre of excellence for support to SMEs; focus on opportunities arising in the national economy that have not yet been tapped fully such as the increased financing capacity of Nigerian banks; look for gaps that play well to UNDP's capabilities and CP priorities but are not duplicative of the work of other partners such as off-grid power generation using renewable energy; aim primarily for demonstration of viable technical, institutional and business models, backed by high quality analysis, to independently attract additional investment flows in the relevant sub-sectors; and forge public-private partnerships so that the full range of actions – policy, regulatory, institutional and financing – can be pursued for maximum effectiveness.

4.14 The sub-components of the PSDP to help achieve these outcomes will be developed further during an initiation phase during Q1-2 2009.

Programme Component 4 - Sustainability and Risk Management Programme (SRMP): Protection of the Resource Base

4.15 The SRMP is based on the proposition that the wealth of a nation does not rest solely in its financial health or economic wealth but also on the smart development and protection of its people and natural resources as well as the avoidance of crises that can seriously interrupt or delay the development process. This implies that the investments made through the other components and sub-components of the CPAP may generate diminished or even no social and economic returns if risks threatening the health of people and of the natural environment and also fostering conditions contributing to man-made crises are not managed actively and ahead of time if not prevented entirely. UNDP has been engaged in some key areas related to these risks under the 6th Country Programme: environmental planning, climate change, prevention and management of the HIV/AIDS pandemic and assistance to help bring peace and development to the Niger Delta. These areas of work will continue to be the focus of work under the 7th CP but taking into account some key lessons learned.

4.16 In the area of energy and environment, the major lessons learnt include the need to invest in developing institutional capacity at all levels for integration of energy and environment into development policies and frameworks; securing inclusive multi-stakeholder participation so that policy, legal and regulatory frameworks are comprehensive, reflect a wide range of views and are broadly owned; addressing with greater urgency emerging threats, for example, arising from climate change; and recognising the importance of increased access cleaner sources of energy in rural and peri-urban areas for achieving a wide range of social and economic targets.

4.17 In the area of HIV/AIDS, the most important lessons learnt were that key concepts and processes for mainstreaming HIV and AIDS in policies, institutions and programmes still remain poorly understood

within and outside government, much more work needs to be done to improve cross-sectoral planning, coordination and management of the response at national and especially State and local levels, weak capacity hampers the ability of State level partners to design and operationally link planned activities across sectors and with a view to the achievement of outputs and longer-term outcomes and, finally, that quality assurance of methodologies and approaches is an essential first step in implementation and result-based management.

4.18 With regard to work in the Niger Delta, the key lessons learnt include the necessity at all times to work within the framework of national leadership and strategies for dealing with the crisis, including the work that is expected to be led by the new Ministry of the Niger Delta, securing political backing before embarking on assistance for significant governance reforms or development programmes, maintaining the flexibility required to cope with a very dynamic and sometimes volatile context, focusing despite possible difficulties on the structural causes of problems in the Delta (and other conflict-affected areas, especially the North-Central States of Nigeria) not least those to do with the performance of governance structures, understanding the views and interests as well as engaging closely with the range of stakeholders in the Delta (particularly but not only communities, traditional leaders and youth) and seeking to build any assistance upon locally targeted and broadly-owned solutions.

4.19 Taking all of these conditions and lessons learnt into consideration, the SRMP focuses on five major outcomes: (i) environmental governance at Federal level and in selected States, especially but not only in the Niger Delta, based increasingly on policy, legal and regulatory frameworks and actions that are more likely to protect natural resources as well as livelihoods; (ii) a minimum threshold of national action on climate change achieved (policies, institutions and financing); (iii) Federal and State bodies utilizing evidence-based approaches to formulate, implement and coordinate gender sensitive policies and plans to strengthen the national HIV response and prevent/mitigate the impact of AIDS; (iv) development plans, budgets and programmes that are more responsive to social and economic needs in the Niger Delta, including potential post-crisis demands, and targeted towards closing key disparities (spatial, ethnic, age and gender); and (v) prevention and management of crisis and conflict in selected other parts of Nigeria such as the North-Central States.

4.20 To achieve these ambitious outcomes, the approach of the SRMP will be to: (i) focus on the governance dimensions of the challenge whether in environment, HIV/AIDS prevention, treatment and care or the Niger Delta; (ii) as a natural corollary, assist, as requested, with the elaboration of policies, regulations, plans and budgets that provide a clear expression of the intent and commitment of government, help coordinate action, enable citizens to see how public resources are being deployed and/or managed and provide a transparent, non-discriminatory and effective framework for regulation (where appropriate); (iii) invest, in a targeted manner, in overcoming key analytical and institutional blockages that might be hindering the delivery performance of key public and selected non-governmental institutions whether, for example, they concern the functional capacity of regulatory bodies such as Federal and State environmental protection agencies, coordination of the multi-sectoral responses to HIV/AIDS or minimum governance capacity at State level in the Niger Delta to develop robust, evidence-based development plans, monitor public expenditure and manage public procurement; (iv) promote innovation or at the very least bring global good practice to bear in emerging areas of work such as climate change and renewable energy; and (v) take a long view of investments, retaining a focus on strategic goals whilst adjusting programme design to changing conditions and managing expectations for the achievement of results.

4.21 The SRMP will be based on three sub-components:

Governance of Environmental Resources and Risks

The sub-component is based on the understanding that better environmental governance is central to the resolution of existing and emerging threats to the Nigeria's natural resource base. In other words, the assumption, based on analysis and experience, is that a functioning normative, policy and institutional framework needs to be in place or reinforced so that the social and economic costs of natural resource use are fully reflected in policy and action, incentives for public and private behaviour align with policy objectives and the transparency, non-discriminatory nature and effectiveness of regulation and enforcement work together in support of sound ecological stewardship.

There are some elements of work under the 6th CP which provide a platform for moving towards this approach to work on energy and environment: assistance for the development of national environmental plans (Renewable Energy Master Plan, Drought Preparedness Plan and Erosion and Flood Control Action Plan); piloting of renewable energy technologies; installation of refrigerant and recycling machines to meet national targets and commitments under the Montreal Protocol; and the initiation of planning to respond to the threat of climate change. At the same time, lessons learnt from experience also argue for the focus on environmental governance: the limited value of investment in policies and strategies without also investing in the capacity of institutions expected to spearhead implementation; recognition that a large role for responsible environmental stewardship lies at the State level, including with regard to extractive industries; the importance of moving beyond pilots to actions that begin to have larger-scale effects; and the increasing necessity of moving environmental issues and concerns further up the national development agenda.

Four major outputs are planned for this sub-component:

- (a) A broad consensus achieved by stakeholders on the priorities, scope and expected results of a comprehensive framework for environmental governance (Federal and State) consistent with international obligations and sustainable development priorities (updated data, revised policy and regulations, functioning coordination frameworks, expanded planning and operational capacity in some key governmental entities and greater engagement of non-governmental bodies).
- (b) A framework in place at national level to combat climate change (data gathering, monitoring and impact assessment, strategy development, public awareness, inclusive consultation mechanisms bringing in civil society and the private sector, adjustment in policies and regulations, creation or reinforcement of capacity in key governmental coordinating and management bodies, and mobilisation of financing from domestic and international sources, both public and private, such as the MDG Carbon Fund and the Clean Development Mechanism and international adaptation programmes such as the fund set up by the Government of Japan).
- (c) Increased adoption of renewable energy technology in selected sectors, category of firms (SMEs) and parts of Nigeria (strengthening of national frameworks for expanding access to energy services, particularly, for the poor and people in rural communities, development of institutional capacity to deliver energy services in selected sectors and regions and technology demonstration and scaling-up).
- (d) Reduction of CFCs and HCFCs achieved in line with Nigeria's commitment to meeting targets under the Montreal Protocol.

Governance of the Country Response to HIV/AIDS

This sub-component is guided by the GTT recommendations for the division of labour on AIDS which assigns the following areas of responsibilities to UNDP, based on its expertise and comparative advantage: governance of the AIDS response, HIV and AIDS and human development, gender and human rights and "Making the Money Work" as it relates to the Country Cooperating Mechanism (CCM)

and its coordination of the activities of the Global Fund. It also progresses logically from prior work during the 6th CP whilst, as with components and sub-components, narrowing the focus strategically. This work involved development, reviews and costing of the National Strategic Framework (NSF), the National AIDS Priority Plan (NAPP), several State Strategic Plans (SSP), State AIDS Priority Plans (SAPP) and M&E plans; mainstreaming of HIV and AIDS into national and state development plans and policies (NEEDS, SEEDS and LEEDS) and into sectoral plans of the MDAs at both Federal and State levels; capacity development for effective leadership at all levels including communities through the leadership development and the community capacity enhancement programmes; re-engineering and institutional strengthening of the Country Coordinating Mechanism (CCM); and support to selected civil society organizations.

There are five planned outputs under this sub-component relying upon joint programming with UN agencies and closer cross-unit collaboration within UNDP: (a) advocacy campaign and proposals in place for all SACAs to assume legal status; (b) new or updated/revised multi-sectoral plans on HIV and AIDS that are rights-based and gender-response, are prepared at Federal level and in selected States and LGAs; (c) targeted improvements achieved at Federal level and in selected States and LGAs (coordination arrangements, implementation guidelines, mechanisms and tools for M&E); (d) capacity developed in critical areas of the CCM (systems, processes, skills); and (e) community level modalities developed for sharing information and experience on the response to HIV and AIDS (linking with community information centres proposed under the sub-component in PGP on Public and Business Integrity).

Conflict Prevention, Management and Peace-Building

This sub-component aims at fostering the creation and maintenance of a secure and peaceful environment, especially in the Niger Delta and North-Central states of Nigeria, working in close collaboration with Federal, State and local authorities. UNDP proposes to invest in the fundamentals of good governance and strengthening of national, local and traditional mechanisms and processes for dispute and conflict resolution, especially a sustainable architecture for conflict prevention and peace building, disarmament, demobilization and recovery (including small arms reduction) and community empowerment. This will require an emphasis on the enabling policy environment for sustainable peace; the capacity of key actors for peace-building and conflict prevention; enhancing access of conflict-affected communities to basic services and increased incomes and fostering their participation in local governance; supporting government-civil society partnerships to build constituencies for peace, with particular involvement of women and youths; and establishing strategic partnerships towards mobilizing resources for sustained nationwide peace-building.

Three outputs are planned under this sub-component:

- (a) Launch and completion of the first phase of a long-term capacity development initiative for improved governance in the Niger Delta focused on four main areas: development planning, fiscal responsibility, public procurement and local governance.
- (b) Plans, mechanisms and actions developed with key relevant stakeholders in the Niger Delta and the North-Central States (government, including the security services, civil society, former combatants and communities affected by violent conflict, political parties as well as the private sector) to prevent, manage and resolve conflict, to build peace and promote human security and actively respond to emergency or disaster situations resulting from violent conflicts. The approach recognizes that the strongest advocates for peace are often those who have directly experienced violent conflict and that effective peace-building mechanisms often emanate from the community and local government levels. As such, this output will support the development and implementation of local peace and development plans as well as promote grassroots-based peace initiatives such as

- local peace and development committees, sanctuaries or zones of peace and the transformation of communities, former combatants and victims of violent conflict into peace facilitators and advocates.
- (c) Improved community level response and coping mechanisms in place to deal with crisis and conflict in the Niger Delta and North-Central States. This output will focus on three aspects: further development of traditional mechanisms for mediating disputes led by community leaders, especially elders and traditional chiefs; collaboration with governmental and non-governmental bodies to address the gender dimensions of conflict by ensuring improved access for women to services and resources and increasing awareness and knowledge on women's rights; and support to civic and community monitoring networks to help ensure that accurate and precise reporting on volatile situations or sensitive issues serve as a basis to prevent conflict and enable a swift and effective response when crises do arise (this will link with the sub-component under PGP on the Deepening of Democracy especially work with mass media and community and educational radio).

Part V: Partnership Strategy

5.1 Recognizing the importance of strategic partnerships to maximize impact, UNDP will pursue a strategy for partnership and resource mobilization for achieving the UNDAF Outcomes, Country Programme Document outcomes and the results set out in the CPAP in close collaboration with the Government, other agencies of the UN System, other multi and bilateral development partners, CSOs as well as the private sector in support of Nigeria's efforts to strengthen human development and achieve the Millennium Development Goals. The approach to partnerships will be informed by the size and complexity of Nigeria, which require development partners to work on similar issues in different parts of the country. Options include proposing an appropriate division of labour – possibly lead organizations for specific issues and geographic areas – and greater use of collaborative mechanisms. The approach will also be in conformity with the Paris Declaration on the Aid Effectiveness (2005), the Accra Agenda of Action (2008) and the National ODA Policy (2006).

5.2 The partnership strategy will take into account existing international agreements as well as national and international strategic frameworks and practices. The partnership strategy will deepen collaboration and co-financing with:

- Government: In full coordination with the Government, UNDP will seek programmatic linkages to national development frameworks including the forthcoming National Development Plan (NDP), incorporating the 7-Point Agenda, and Vision 2020/20 document. The proactive engagement of UNDP through these partnerships and coordination mechanisms will promote complementarities and synergies in support of national priorities. Previous and existing partnerships at all three tiers of the federal structure and between local authorities and civil society organizations will be enhanced.
- United Nations system: Within the UN system, partnerships will be pursued within the UNDAF framework and through the UNDAF Theme Group platform, involving collaborative and joint programmes, joint monitoring activities and annual programme review meetings, where appropriate. Particular efforts will be made in pursuing programme partnerships and synergies in the areas of development planning and statistics, private sector development, public accountability, HIV/AIDS and the response to crisis and conflict, in the Niger Delta and other relevant parts of Nigeria.
- Bilateral and multilateral institutions: Building on the partnerships forged during the 6th Country Programme, UNDP will continue to pursue constructive consultation and partnership with African Development Bank, Canada, the United Kingdom's Department for International

Development, the European Union, the IMF and the World Bank. The focus will be on partnerships and technical assistance in areas of common interest in economic and political governance, private sector development and the response to crisis and conflict in the Niger Delta. Furthermore, UNDP-assisted programmes will as possible be employed as 'platforms' for collaboration and co-financing, involving a wider range of partners such as the African Development Bank, for example, in the response to the Niger Delta. UNDP will also continue to build on common funding mechanisms such as HIV/AIDS Global Fund, GEF and the Montreal Protocol. In its approach to these partnerships, UNDP will aim to add value to its long-standing role in support of aid coordination. This may entail assistance for defining an effective aid architecture and contributing to its operations, with a focus on enabling national authorities to take the lead and acquire the requisite capacity.

- Civil society organizations: In consultation with the Government, appropriate initiatives will be pursued to build and expand collaboration with these actors at all levels to enhance their participation in national development processes, expand their capacity to do so and, strategically, facilitate the execution of UNDP funded programmes.
- Private sector: UNDP will partner strategically with the burgeoning Nigerian private sector – both large, medium- and small-scale - in sectors such as agriculture, agro-industry, manufacturing, oil and gas, and finance - to unlock potentials for doing business with the poor and other disadvantaged groups. The strategy of engagement will be guided by the principles of the Growing Inclusive Markets initiatives as well as corporate social responsibility.
- Academic institutions: UNDP will seek academic partners to undertake applied policy research, become potential centres of excellence in specialised and priority areas and also serve as channels for reaching a wide audiences through public debate and national discourse.
- South-South cooperation: UNDP will actively and explicitly pursue this as a key element of its value added to Nigeria and response to expressed interest by national partners in potential opportunities for South-south cooperation. Areas of interest include trade and investment, fiscal federalism, aid coordination, promotion of peace and conflict resolution, in partnership with relevant international and national institutions.

Key Implementing Partners

<p>Government: National Planning Commission (NPC), Federal Ministry of Finance (FMOF), Federal Ministry of Commerce and Industry (FMOCI), Office of the Senior Special Assistant to the President (OSSAP), Central Bank of Nigeria (CBN), National Bureau of Statistics (NBS), Small and Medium Enterprises Development Agency on Nigeria (SMEDAN), Nigerian Investment Promotion Council (NIPC), Nigerian Export Promotion Council (NEPC), Nigerian Export Import Bank (NEXIM), National Board for Technology Incubation (NBTI), Nigerian Agricultural Cooperative and Rural Development Bank (NACRDB), National Assembly (NA), Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices and Other Related Offences Commission (ICPC), Federal Ministry of Justice (FMOJ), Nigerian Extractive Industries Transparency Initiative (NEITI), Bureau for Public Procurement (BPP), Independent National Electoral Commission (INEC), Federal Ministry of Women Affairs (FMOA), Federal Ministry of Environment (FME), Energy Commission of Nigeria (ECN), National Environmental Standards and Regulations Enforcement Agency (NESREA), National Oil Spill Detection and Response Agency (NOSDRA), NIMETS, Nigerian Institute for Oceanography and Marine Research (NIOMR), Special Climate Change Unit, Rural Electrification Agency, House Committee on Environment and Ecology, National Emergency Management Agency (NEMA), Institute for Peace and Conflict Resolution (IPCR), State Security Service (SSS), National Civil Aviation Authority (NCAA), Federal Airport Authority of Nigeria (FAAN), NATCOM, Ministry of Defence, Federal Ministry of Health FMOH), National Agency for the Control of AIDS (NACA), Ministry of the Niger Delta</p>	<p>NGOs/CSOs: Oxfam, Centre for Development and Population Activities (CEDPA), Action Aid, Centre for Democracy and Development (CDD), Nigeria Red Cross, Civil Society HIV/AIDS Network (CISHAN), Country Coordinating Mechanism (CCM), Network of People with HIV/AIDS (NEPHWAN), Journalist Against HIV/AIDS (JAAID).</p>	<p>Donors and Development Agencies: United Kingdom Department for International Development (DFID), European Union (EU), United States Agency for International Development (USAID), World Bank (WB), African Development Bank(ADB), Food and Agricultural Organization (FAO), International Finance Corporation (IFC), United Nations Industrial Development Organization (UNIDO), United Nations Office of Drugs and Crime, (UNOCD),United Nations Fund for Women (UNIFEM), United Nations High Commission for Refugees (UNHCR), United Nations Environmental Programme(UNEP), United Nations Joint Programme on HIV/AIDS (UNAIDS).</p>
<p>States and Local government Units: State Planning Commissions (SPC), State Ministries of Commerce and Industry, All Local Governments of Nigeria (ALGON), State Independent National Electoral Commissions (SINEC), State Ministries of Environment (SME), State Agency for the Control of AIDS (SACAs), Local Government Action Committee on AIDS.</p>	<p>Academia: National Institute for Policy and Strategic Studies (NIPSS), University of Ibadan (UI), University of Calabar (UNICAL), University of Jos (UNIJOS), University of Nigeria Nsukka (UNN).</p>	<p>Private Sector: Bank of Industry (BOI),Oceanic Bank, National Association of Small and Medium Enterprises (NASME), National Association of Chambers of Commerce, Industries, Mines and Agriculture (NACCIMA), Nigerian Economic Summit Group (NESG), National Association of Small Scale Industries (NASSI), NNPC-Shell, Nigeria Business Coalition Against HIV/AIDS (NIBUCCA)</p>

Part VI: Programme Management

6.1 The Country Programme will be implemented by Ministries, Departments and Agencies and other partners under the overall coordination of the National Planning Commission. Programme management arrangements will take into consideration the agreements reached between the Government and the UN to implement the UNDAF II in 6 States (Adamawa, Akwa-Ibom, Benue, Imo, Kaduna and Lagos) and the Federal Capital Territory (FCT) during 2009-12, applying the principle of collective responsibility for the achievement of results. Under these agreements, UNDP and all other UN agencies participating in UNDAF II will develop the modalities required to ensure close collaboration in support of joint programming, management, monitoring, review and evaluation. As a consequence, UNDP will apply these modalities and instruments which are currently under development and are expected to be finalised in 2009. UNDP, in collaboration with the other ExCom agencies (UNFPA and UNICEF), will also agree upon modalities for joint monitoring, coordination and oversight of assistance from all three agencies, under the leadership of the national coordinating authority. This will complement joint annual reviews between the UN system and Federal and State Governments which have already been agreed upon by the parties.

6.2 UNDP proposes to work in 7 other States of the Federation: Anambra, Bayelsa, Delta, Niger, Ondo, Rivers and Sokoto. The approach in these States, will follow the approach set in the UNDAF II and build upon past experience. At the same time, scope will be retained for a modular approach to implementation which will allow specific interventions to be introduced in a phased manner at State level rather than necessarily requiring the full range of agreed interventions to be launched at the same time which may not be feasible from both a practical and financial standpoint.

6.3 Pending agreement on the implementation of UNDAF II, the approach at State level is tentatively proposed to include: MoUs covering the programme period detailing the respective roles, responsibilities and obligations of the two partners; a medium-term cooperation framework that sets out the results and approaches that will be pursued during the programme period through joint efforts; and annual work plans (AWPs) signed by both parties which will describe the specific annual results to be achieved and will form the annual agreement between UNDP and the partner on activities to be carried out, the use of resources, the responsible implementing partner(s), time frames and planned inputs from both partners and UNDP. AWPs signed by both parties will be the basis for collaboration with Federal implementing partners (IPs).

6.4 Coordination of work in the 7 States will rely upon existing structures. Within this framework, State Governments will be expected to designate a senior official with the requisite level of authority to serve as a focal person for UNDP. This focal person will, in turn, be expected to ensure that arrangements are in place within the State Government for day-to-day follow-up and coordination with UNDP including through the designation of a focal or contact person for each major area of cooperation with UNDP. At the local government level, UNDP will work within existing structures for coordination. Where these do not exist, UNDP will advocate with and assist State and Local Governments to establish appropriate mechanisms and modalities for aid coordination. At the Federal level, each IP will designate a senior official with the requisite level of authority to serve as a focal person; h/she will take responsibility for the overall coordination and implementation of the portfolio of assistance from UNDP to the concerned institution. UNDP will likewise designate a focal person for each major area of assistance to help manage the relationship with States and IPs.

6.5 Projects will be entrusted to implementing partners based on their institutional mandate, comparative advantage and capacity and risk assessments. Management and oversight will be provided by programme outcome boards and project executive boards. Revisions to project document which involve significant changes in the outputs shall be approved by the National Planning Commission and

UNDP; however, revisions which do not involve significant changes need only the signature of the IP and UNDP.

6.6 IPs will be responsible for implementing activities envisaged in AWP and delivery of project outputs. The IP may enter into agreement with other organizations or entities to assist in successfully delivering project output. They are also responsible for submitting progress reports, financial reports and other relevant reports to ensure that activities undertaken are consistent with the agreed annual work plan. National and international project personnel and consultants may be recruited to strengthen project implementation.

6.7 Country leadership and ownership at all levels will remain a guiding principle for UNDP. To this end, and in line with the Paris Declaration (2005), the Accra Agenda of Action (2008) and the National ODA Policy (2006), UNDP will apply the principles of country ownership, alignment, harmonisation, managing for results and mutual accountability. For this purpose and taking into consideration the other provisions of this CPAP, UNDP will seek the full engagement of a broad base of country partners, under the overall coordination of the National Planning Commission, during the phases of project/programme identification, formulation, implementation, monitoring, review and evaluation.

6.8 To the maximum extent possible, UNDP will use national execution modalities. Direct, NGO or agency execution modalities will be available as options depending on the specific requirements of implementation as well as the outcome of capacity assessments and other considerations including but not limited to security and accessibility.

6.9 On the basis of agreement reached with the Federal Government, the Harmonized Approach to Cash Transfer (HACT) will be the financial modality for national and agency implementation based on the result of capacity assessments of implementing partners (the reference to implementing partner shall mean implementing agency or agencies) which will inform the decision to move towards this modality on a case-by-case basis. Unlike the current practice in which UN agencies rely on a system of controls for managing cash transfers, the new system relies on a risk management approach which recognizes that there is a risk involved with cash transfers. With this approach, UN agencies will adjust their cash transfer method and assurance activities according to the level of risk. The new approach utilizes a harmonized format for implementing partners to request funds and report on how they have been used. This format is called Funding Authorization and Certification of Expenditures Form (FACE).

6.10 Pending the progressive introduction of HACT, and in line with agreements reached in the Government-UN HACT Committee, UNDP will continue with its current practice of using Direct Payment Requests (DPRs) from States and IPs as its principal financial modality for support to the implementation of AWP. Special consideration will be given to the Niger Delta region and implementation modalities will be agreed upon based on the agreed programme facilities.

6.11 The UNDP Atlas ERP will contribute to timely, efficient delivery of activities and effective financial monitoring and will be used by UNDP in the management of programmes and projects. As a complementary measure and as required by UNDP Executive Board decisions, Country Office, NEX and project audits will be organized as an integral part of sound financial and administrative management and in keeping with the UNDP Accountability Framework. Audit observations/findings will be used together with monitoring, evaluation and other reports to continuously improve the quality of the activities and of management. 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 from Government as well as for 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.

6.12 As a final element of sound programme management, resource mobilization efforts will be intensified to ensure sustainability of the Country Programme in the form of government counterpart cost sharing and trust funds. Whenever required, national counterparts will make in kind contributions to support programme implementation.

Part VII: Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with and in support of the relevant provisions of UNDAF II (the results matrix and monitoring and evaluation plan). The Government and UNDP will be responsible for setting up the necessary M&E tools and mechanisms to ensure continuous monitoring and evaluation of the expected results of UNDP-Government cooperation. This will ensure efficient utilization of programme resources as well as accountability, transparency and integrity. In addition, results-based monitoring and evaluation will help to focus programme activities on achievement of outcomes, rather than on production of outputs.

7.2 States and IPs will provide quarterly and annual progress reports on the achievements and results of activities and projects, as drawn up in the AWP, outlining the challenges faced in project implementation as well as resource utilization. Furthermore, the current practice of fielding joint NPC-UNDP monitoring missions to States and IPs on a quarterly basis will be continued and expanded to provide greater scope for the engagement of States and IPs. Both periodic reports and field visits are expected to serve as inputs for a joint annual review of UN system-assisted programmes and projects with the Federal and State Governments which will assess the achievement of results, lessons learned, issues and challenges and future direction for collaborative work.

7.3 Evaluations and reviews will follow established norms (based on the size and duration of projects) to provide feedback and guidance on the management of the outcomes and ensure that the programmes are focused on national priorities. Difficulties and programme bottlenecks will be identified and addressed in order for lessons and best practices to be identified.

Part VIII: Commitments of UNDP

8.1 The UNDP Executive Board at its meeting in June 2008 approved a total of USD 25,343,000 in regular resources for the Country Programme for the period 2009-12, subject to availability; this total may increase to about USD 80,000,000 during the Country Programme period subject to UNDP income and allocation of regular resources to Nigeria. UNDP also proposes to mobilize an additional US\$ 111,000,000 as non-core resources, also subject to availability and interest among funding partners. These resource allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. These resource allocations will be utilized for policy advice, technical assistance, capacity development and knowledge generation and sharing.

8.2 UNDP will work to support joint and collaborative UN system work within the framework of UNDAF II, ensure coherence between the CPAP and AWP, secure monitoring and evaluation of activities and projects, and commission NEX and project audits. UNDP will also observe the principle of mutual accountability through transparent reporting of its support to Nigeria and active participation on annual reviews and periodic progress reporting jointly with the Federal and State Governments as well as implementing partners.

8.3 At the Government's request, UNDP will provide the following support services for activities in the CPAP:

- (i) Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
- (ii) Identification and facilitation of training activities, including fellowships and study tours;
- (iii) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services;
- (iv) Access to the support provided by the network of UN specialized agencies, funds and programmes.

8.4 All cash transfer modalities will be in conformity with the phased introduction of the HACT modality agreed with Government. In the case of direct cash transfer or reimbursement, UNDP shall notify the State or IP of the amount approved by UNDP and shall disburse funds to the IP in the timeframe agreed. The same procedure will be adhered, and payment by UNDP concluded within the agreed number of days, in the case of direct payment to vendors or third parties for obligations incurred by a State or IP on the basis of requests signed by the designated official of the State or IP; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with IPs,

8.5 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Part IX: Commitments of the Government

9.1 Guide to Government's commitments and Responsibilities

The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 12, April 1988. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

The Government of the Federal Republic of Nigeria will specifically:

- (i) continue to provide annual financial contributions (GLOC) to UNDP; in addition,, the Government will commit and provide cash counterpart contributions equivalent to 25-50% of UNDP's total contribution to the Country Programme;
- (ii) facilitate, on the basis of agreement with States, the deduction at source of their cash counterpart contributions for programmes jointly undertaken with UNDP, necessitating payment of at least 50-60% of the total contribution for the programme period within 6 months of the signature of an MoU with UNDP and the remaining 40-50% within the next 18 months;
- (iii) arrange periodic programme reviews and planning of meetings where appropriate;
- (iv) ensure adherence to the timely implementation and follow-up by States and IPs of NEX and project audits;
- (v) provide support to UNDP's efforts in fundraising required to meet the needs of the country; and
- (vi) facilitate the participation of development partners, including multilateral and bilateral donors, civil society and the private sector in programme activities including formulation, implementation and monitoring and evaluation, as appropriate.

9.2 Cost-Sharing Arrangements

- (i) The Government and UNDP will agree on a schedule of payments and share bank account details.
- (ii) The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided through the CPAP may be reduced, suspended or terminated by UNDP.
- (iii) The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.
- (iv) UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- (v) All financial accounts and statements shall be expressed in United States dollars.
- (vi) If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
- (vii) If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi] above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.
- (viii) Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures
- (ix) In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely:
 - a. Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 5%.
 - b. Direct costs incurred for implementation support services (ISS) provided by UNDP and/or an executing entity or implementing partner. As long as they are unequivocally linked to the specific programme/project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable

- transactional services, charged to the project/programme according to standard service rates.
- c. The aggregate of the amounts budgeted for the CPAP, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the CPAP under this agreement.
 - (x) Ownership of equipment, supplies and other properties financed from the contribution shall be vested in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 - (xi) The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP

9.2 Mechanisms for Participation and M&E

Mechanisms for participatory planning, monitoring and evaluation on the progress of the Country Programme involving other stakeholders such as the private sector, civil society and development partners will be implemented. The Government is also committed to organizing periodic programme review, planning and joint strategy meetings towards appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of these other stakeholders. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact on their cooperation.

9.3 Provision of Information

- (i) A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by IPs to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details and request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
- (ii) Where this is agreed to be the desired modality by both Government and the UN, cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.
- (iii) Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within three months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.
- (iv) In the case of international NGO and IGO Implementing Partners, cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within three months after receipt of the funds.

- (v) To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
 - (a) All financial records which establish the transactional record of the cash transfers provided by UNDP.
 - (b) All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
- (vi) The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:
 - (a) Receive and review the audit report issued by the auditors.
 - (b) Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash.
 - (c) Undertake timely actions to address the accepted audit recommendations.
 - (d) Report on the actions taken to implement accepted recommendations to UNDP, on a quarterly basis (or as locally agreed).

Part X: Other Provisions

10.1 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until a period of four years.

10.2 This CPAP supersedes any previously signed CPAP between the Government of Nigeria and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

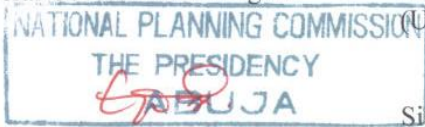
10.3 The content of this CPAP shall not in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 16 December 2008 in Abuja, Nigeria.

For the Federal Government of Nigeria (FGN)

For the United Nations Development Programme, (UNDP), Nigeria

Signature:



Signature:

Name:

WASSAYI P. DRUBEGBE

Name:

TURHAN SAGH

Title:

HOW. MINISTER

Title:

COUNTRY DIRECTOR

Annex: CPAP Results and Resources Framework

UNDAF Outcome A1: Resource mobilisation and public expenditure management at Federal level and in 13 States meet statutory standards of fiscal responsibility and requirements for achieving national development targets, consistent with the 7-Point Agenda and the MD/MDGs.									
UNDP programme component	Expected Outcomes	Expected Outputs	Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, million US\$)				
					2009	2010	2011	2012	Total
Economic Governance Programme (EGP)	<p>Major progress by 2012 towards an evidence-based, technically sound and inclusive development planning system which is 'joined-up' horizontally across sectors at each tier of the federal structure as well as vertically between these tiers.</p>	<p>Redesign and/or reinforcement of planning processes and institutions incorporating functional horizontal and vertical linkages as well as use of improved technical tools.</p>	<p>Target: Investment programming and budgeting for the NDP draw upon tailored analysis and a broad consensus on basic planning norms and parameters across sectors and tiers of government.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • NPC and the Governors Forum build support in NEC for strengthened development planning • Workable, relevant and inclusive costing and macroeconomic models for MDG-based planning integrated in the NDP process and for annual budgeting. • Guidelines developed by NPC and agreed with as well as applied by States spelling out national planning priorities, recommended norms and processes and use of shared analytical tools • Progressive adoption of costing methodologies in at least 13 States based on up-to-date development data • Scope, quality and impact of decisions taken at the Joint Planning Board link to the design, execution and monitoring of the NDP and State level plans • % of national, sectoral and state planning units that have made 'significant' progress towards meeting benchmarks on the clarity of their mandates, coordination arrangement, organisation and functionality of systems, work force development and retention, and access to essential operational and management resources (based on capacity assessments) 	<p>NPC, SPC, FMF/Budget Office, DMO, CBN, OSSAP-MDGs, CSOs (M&E)</p>	1.635	1.635	1.635	1.635	6.541
					0.454	0.454	0.454	0.454	1.817
					<p>Regular Resources</p>				
<p>Other Resources</p>					0.454	0.454	0.454	1.817	

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	<p>Progressive availability and accessibility of timely, relevant and disaggregated data by 2012 at Federal level and in 13 States.</p>	<p>A comprehensive capacity development programme for the Federal level and up to 13 state statistical agencies (SSA) in place, to support a regular programme of socio-economic surveys.</p>	<p>Target: Survey-based data covering the MDGs and other national development priorities is no more than 2 years old and disaggregated by gender and other key disparities.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • A core indicator set on social and economic issues agreed between NBS and all SSAs (definitions, calculations, data collection methods) • Annual or biennial MDG reports produced at Federal level and in 13 States by 2012 • At least 13 States able to publish updated data on a core set of social, labour force, output and state GDP indicators every two years • % of SSAs in the selected States that have met benchmarks on the clarity of their mandates, coordination arrangements, organisation and functionality of systems, work force development and retention, and access to essential operational and management resources (based on capacity assessments) 	<p>NPC, NBS, SSAs, Univs., CSOs, UN agencies, DFID, USAID, WB</p>	<table border="1"> <tr> <td colspan="2">Regular Resources</td> </tr> <tr> <td>0.701</td> <td>0.701</td> </tr> <tr> <td colspan="2">Other Resources</td> </tr> <tr> <td>0.195</td> <td>0.195</td> </tr> <tr> <td></td> <td>0.779</td> </tr> </table>	Regular Resources		0.701	0.701	Other Resources		0.195	0.195		0.779
	Regular Resources														
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<p>Major progress towards the adoption and implementation of fiscal responsibility legislation (FRL) in at least 13 States by end-2010.</p>	<p>Advocacy, advisory services and technical assistance available to States from a facility established jointly with other development partners.</p>	<p>Target: Up to 13 States have all the technical and institutional development proposals and programmes required to pass and implement fiscal responsibility legislation by 2010.</p> <p>Indicator:</p> <ul style="list-style-type: none"> • A working relationship established between the FMF, Governors' Forum and development partners to advance FRL work at State level • A network of expert practitioners established to advise on FRL preparation as well as use of tools and techniques for fiscal policy analysis and planning • A core 'toolkit' of methods and instruments for fiscal policy management piloted successfully in up to 13 States (transparent fiscal rules, assessment of the tax base, revenue forecasting, project appraisal, conduct of PERs and PEFAs) • Capacity assessments of State FRL implementation show attainment of minimum operational benchmarks for implementation of legislation. 	<p>NPC, SPC, OSSAP-MDG, NISER, Centre For Economic And Allied Research (CEAR); Institute for Development Research (ABU); AsDB, DFID, EU, IMF, WB, USAID</p>	<table border="1"> <tr> <td colspan="2">Regular Resources</td> </tr> <tr> <td>1.258</td> <td>1.258</td> </tr> <tr> <td colspan="2">Other Resources</td> </tr> <tr> <td>0.349</td> <td>0.349</td> </tr> <tr> <td></td> <td>1.398</td> </tr> </table>	Regular Resources		1.258	1.258	Other Resources		0.349	0.349		1.398	
Regular Resources															
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Federal Government of Nigeria and UNDP: CPAP, 2009-12

	<p>Institutionalization of an architecture and system for aid coordination and management at Federal level and in selected States, by 2010.</p>	<p>Government able to manage a country-specific framework for aid coordination consistent with national priorities, the Paris Declaration and the Accra Agenda for Action.</p>	<p>Target: Proposals for an improved aid architecture and information management system to support country-led aid coordination developed by end-2009 and extended to selected States by 2010.</p> <p>Indicator:</p> <ul style="list-style-type: none"> • Consensus reached between Government and development partners on an updated institutional framework and transparent and predictable rules for aid coordination • Aid coordination database housed in the NPC and selected SPCs • Data on aid flows not more than 12 months old and published in annual reports by NPC 	<p>NPC, SPCs, development partners, key countries such as India and South Africa</p>	<table border="1"> <thead> <tr> <th colspan="2">Regular Resources</th> </tr> </thead> <tbody> <tr> <td>0.345</td> <td>0.345</td> </tr> <tr> <td>0.345</td> <td>0.345</td> </tr> <tr> <td>0.345</td> <td>1.391</td> </tr> <tr> <th colspan="2">Other Resources</th> </tr> <tr> <td>0.97</td> <td>0.97</td> </tr> <tr> <td>0.97</td> <td>0.97</td> </tr> <tr> <td>0.97</td> <td>0.386</td> </tr> </tbody> </table>	Regular Resources		0.345	0.345	0.345	0.345	0.345	1.391	Other Resources		0.97	0.97	0.97	0.97	0.97	0.386
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UNDAF Outcome A2: Improvements in the three main pillars of accountable governance - elections, justice and anti-corruption - achieved in accordance with the rule of law and in response to public demand.																					
UNDP programme component	Expected Outcomes	Expected Outputs	Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, million US\$)																
					2009	2010	2011	2012	Total												
<p>Capacity for Governance Programme (GCP)</p>	<p>National and State independent electoral commissions (IECs) able to perform key functions for the conduct of free and fair elections.</p>	<p>Election administration capacity developed in key areas connected to planning, prepare and conduct credible and inclusive electoral processes</p>	<p>Target: By 2010, the INEC's Electoral Institute (EI) becomes a major resource for back-stopping technical planning and staff training for electoral administration at national and State level.</p> <p>Indicators</p> <ul style="list-style-type: none"> • Capacity assessment of INEC (including EI) and SIECs shows documented progress in meeting internal benchmarks on preparedness to conduct well organised, free and fair polls in 2011 (clarity of mandates, organisation and functionality of systems and work force, advance planning and action, timely access to essential operational and management resources). • Conduct of national, state and by-election polls proceeds with minimum technical and logistical hindrances and with active citizen support and engagement 	<p>INEC, SIECs, CIDA, DFID, EU</p>	<table border="1"> <thead> <tr> <th colspan="2">Regular Resources</th> </tr> </thead> <tbody> <tr> <td>0.464</td> <td>0.464</td> </tr> <tr> <td>0.464</td> <td>0.464</td> </tr> <tr> <td>0.464</td> <td>1.855</td> </tr> <tr> <th colspan="2">Other Resources</th> </tr> <tr> <td>0.129</td> <td>0.129</td> </tr> <tr> <td>0.129</td> <td>0.129</td> </tr> <tr> <td>0.129</td> <td>0.515</td> </tr> </tbody> </table>	Regular Resources		0.464	0.464	0.464	0.464	0.464	1.855	Other Resources		0.129	0.129	0.129	0.129	0.129	0.515
Regular Resources																					
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Other Resources																					
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Federal Government of Nigeria and UNDP: CPAP , 2009-12

	<p>More open and responsive public institutions and greater citizen engagement in the political process and decision-making for a successful democracy.</p>	<p>Significant measures designed for more open, representative and effective governance adopted by key institutions (political parties, legislatures), interest groups (women, youth) and civic actors (civil society and media).</p>	<p>Target: A combination of advocacy, dialogue, targeted capacity acquisition and innovative programmes (led by Nigeria institutions and actors) create conditions in 2011 for the most open, free and fair polls held in Nigeria since 1999.</p> <p>Indicator:</p> <ul style="list-style-type: none"> Successful advocacy by key stakeholders for timely passage of urgent electoral reforms Capacity assessment of NASS demonstrates rapid progress towards meeting internal benchmarks on policy initiative, oversight and representation (management of legislative committees, access to data and analysis from in-house sources, and an NASS that is more 'fit-for-purpose') Adoption of measures by major political parties on internal democracy, financing, issues-based campaigning, gender equality and public outreach) Emergence of a critical mass of community and educational radio stations and programming in selected States (in each geopolitical zone) that have a major impact on public access to and engagement with Government, especially but not only at the local level % of the population with threshold knowledge of their local governance system, rights as citizens and taxpayers, voter mandates and opportunities for inter-action with their local representatives Civil society networks that are better managed and equipped engage successfully with legislatures and advance the views and interests of key groups such as women and youth 	<p>NASS, INEC, SIECs, political parties, media, CSOs, CBOs</p>	<p>1.159</p>	<p>1.159</p>	<p>1.159</p>	<p>1.159</p>	<p>4.637</p>
					<p>0.322</p>	<p>0.32</p>	<p>0.322</p>	<p>0.322</p>	<p>1.288</p>
						<p>Other Resources</p>			

	<p>Anti-corruption measures and procurement reform (PPL) further integrated into public sector management at Federal level and in selected States and Local Governments</p>	<p>A coalition of key government agencies and citizens actively engaged across the country to increase pressure for more open government and transparent and effective use of public resources for development.</p>	<p>Targets: BY 2010, key Federal agencies, up to 13 States and CSOs have all the technical and institutional development proposals and programmes required to help pass and implement PPL, increase transparency in resource use and secure increased as well as constructive public scrutiny of government operations.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • % of (the selected) States with functional procedures and offices for due process • Scope of work by EFCC and ICPC at sub-national level (tracking and reporting revenues, federal transfers and expenditure, performance tracking through MDA M&E systems, engagement with citizens) • % of M&E and reporting systems in MDAs at Federal level and in the 13 State (as well as their Local Government) that meet ICPC requirements for governmental and citizen monitoring of public financial management (PFM) • National and community information centres (in 13 States) active in providing easy public access to development and public expenditure data and analysis, documentation of citizen experiences with government and other material relevant to the fight against corruption in Nigeria • A network of expert practitioners available to advice on PPL preparation as well as the use of tools and techniques for planning and management of public procurement 	<p>EFCC, ICPC, BPP, CCB, State public procurement offices, CSOs, UNODC, WB</p>	<table border="1"> <tr> <th colspan="4">Regular Resources</th> </tr> <tr> <td>2.668</td> <td>2.668</td> <td>2.668</td> <td>2.668</td> </tr> <tr> <th colspan="4">Other Resources</th> </tr> <tr> <td>1.491</td> <td>1.491</td> <td>1.491</td> <td>1.491</td> </tr> <tr> <td></td> <td></td> <td></td> <td>5.964</td> </tr> </table>	Regular Resources				2.668	2.668	2.668	2.668	Other Resources				1.491	1.491	1.491	1.491				5.964
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Other Resources																									
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Federal Government of Nigeria and UNDP: CPAP , 2009-12

	<p>Functioning local governance systems in 13 States that are responsive to public demand and are able to provide improved coverage and quality of basic services.</p>	<p>Accelerated progress in selected LGAs in each of the 13 States at a rate commensurate with meeting the MDGs by 2012.</p>	<p>Target: Plans, budgets and operational arrangements in place in selected local governments in each of the 13 States to meet MDGs-based targets for coverage, quality, affordability and sustainability of basic services.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • A policy, legislative and financial environment at State level which allows LGAs to operate with greater autonomy whilst meeting higher standards of financial management • % of LGAs with 'significant' progress made in meeting agreed benchmarks on essential functions, especially citizen consultation, planning, budgeting and reporting (using capacity assessments) • % of LGAs with economically, socially and institutionally successful LDFs after 3 years • % of LGAs which are on-track towards meeting locally-defined MDGs targets by 2012 • % of population that express satisfaction with the performance of their LGAs and the degree of inter-action with citizens and their local representatives 	<p>State Governments (SPCs, Ministries of Finance, MDAs), LGAs, CBOs and CSOs, UN agencies</p>	<table border="1"> <tr> <td colspan="3">Regular Resources</td> </tr> <tr> <td>1.159</td> <td>1.159</td> <td>1.159</td> <td>4.637</td> </tr> <tr> <td colspan="4">Other Resources</td> </tr> <tr> <td>0.322</td> <td>0.322</td> <td>0.322</td> <td>1.288</td> </tr> </table>	Regular Resources			1.159	1.159	1.159	4.637	Other Resources				0.322	0.322	0.322	1.288
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UNDAF outcome B2. Organized agents articulate demand for and enable equitable delivery of services for growth and employment in rural markets . UNDAF outcome B3. Enabling policies and investments for trade and investment stimulate businesses in the rural economy that are competitive in domestic, regional and international markets.		Indicative Resources by programme component (per year, million US\$)	
UNDP programme component	Expected Outcomes	Output targets and indicators	Implementing Partners
Private Sector Development Programme (PSDP)	Scaled-up access to affordable and reliable sources of renewable energy to offer off-grid power to SMEs and, potentially, small rural and urban settlements.	A core group of SMEs (including a significant number run by women) as well as small settlements have financially and institutionally sustainable access to renewable power generation technologies.	<p>Target: By 2012, successful and replicable models of small, off-grid renewable power generation technologies for SMEs as well as small settlements demonstrated.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number SME operators, disaggregated by gender of owner/manager, with access to viable renewable energy technologies • % of assisted SMEs reporting increased profitability, employment and sustainable livelihoods • Level of investor interest in scaling-up the demonstrations (financing, launch of products and services) • Number of small communities (population size to be determined) with sustainable access to renewable energy for household and commercial use
	Developed and/or expanded value chains in agriculture and agro-industry, including through innovative CSR, to meet demand in domestic, regional or international markets whilst boosting productivity, value addition, employment and incomes especially in rural and peri-urban areas	Strengthened linkages in at least 3 value chains that support increased performance of agricultural producers and processors (including through increased employment and income), in at least 6 States	<p>Target: By 2012, a comprehensive value chain programme raises employment and income in at least 6 States</p> <p>Indicators</p> <ul style="list-style-type: none"> • Detailed sector and market analysis of selected commodity chains in selected states available • Number of agricultural producers (male and female) with access to value added processing technologies • Number of business linkages established between lead companies and small producers or suppliers especially through enhanced CSR models involving large- and medium-scale domestic and multinational companies • Changes in productivity, product quality and diversification, employment and income in assisted SMEs in the 6 States • Inclusive Markets becomes a major source of knowledge and technical support for the development of value chains for SMEs
			<p>Implementing Partners</p> <p>Ministry of Environment, Ministry of Energy, selected financial institutions, private sector firms, Bank of Industry</p>
			<p>Regular Resources</p> <p>1.159 1.159 1.159 1.159 4.637</p>
			<p>Other Resources</p> <p>0.322 0.322 0.322 0.322 1.288</p>
			<p>Regular Resources</p> <p>1.159 1.159 1.159 1.159 4.637</p>
			<p>Other Resources</p> <p>0.322 0.322 0.322 0.322 1.288</p>
			<p>Implementing Partners</p> <p>Ministries of Agriculture, Commerce and Industry at Federal and State level, NACCIMA, private firms, academic institutions, development partners</p>

An expanded base of private sector-based service providers target business and market development for SMEs.	Improved access to affordable finance to increase investment in new crops, improved cultivation techniques, and value added processing technologies.	<p>Target: By 2012, a broader range of financial products and services (micro finance, savings, insurance, leasing) for SMEs in selected sub-sectors by 2-3 major bank or non-bank financial institutions</p> <p>Indicators</p> <ul style="list-style-type: none"> • Range, price and uptake of financial products and services on offer by assisted bank or non-bank financial institutions • Number of SME operators able to use expanded access to finance to build knowledge, skills and systems, increase productivity and generate higher returns on investment 	CBN, MFIs, commercial banks, development partners	Regular Resources				
				0.580	0.580	0.580	0.580	2.319
				Other Resources				
				0.161	0.161	0.161	0.161	0.644

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UNDAF Outcome D.1.0:

The Federal Government and selected States in the Niger Delta able to secure a participatory policy and institutional environment conducive to sustained peace and equitable development.

UNDAF Outcome D.2.0:

State and non-state institutions responsible for crisis prevention, management and law enforcement ensure security of persons and property.

UNDAF Outcome C.1:

Policies, investments and institutional changes enable access to quality social services to achieve national development targets and progressive realisation of the MDGs (health, basic education, water and environmental sanitation and universal access to HIV and AIDS prevention, treatment, care and support).

UNDP programme component	Expected Outcomes	Expected Outputs	Indicators	Implementing Partners	Indicative Resources by programme component (per year, million US\$)				
					2009	2009	2009	2009	2009
Sustainability and Risk Management (SRMP)	Environmental governance at Federal level and in selected States based increasingly on policy, legal and regulatory frameworks and actions that are more likely to protect natural resources as well as livelihoods.	A broad consensus achieved by stakeholders on the priorities, scope, pace and intended effects of a comprehensive framework for environmental governance (Federal and State).	<p>Target: By 2011, the Federal Government and up to 13 States have all the technical, financial and institutional development proposals and programmes required to review, reform, pass and implement policies and legislation for strengthened environmental governance.</p> <p>Indicator:</p> <ul style="list-style-type: none"> % of the public aware of and concerned about the impact of the key environmental challenges facing Nigeria and their particular States Quality, age and relevance of data on key climate change indicators available at Federal level (for the country) % of key institutions (including EPAs) at Federal and State level that have institutionalised and functioning mechanisms for public and civil society participation in environmental decision-making and information-sharing % of the judiciary knowledgeable and trained on environmental law Number of cases for breach of environmental law that are lodged in Nigeria annually and the % that are successfully adjudicated within 2-3 years % of State EPAs that meet internal benchmarks on the clarity and legal basis of their mandates, coordination arrangements with other MDAs, work force development and retention, and access to essential operational and management resources (based on capacity assessments) 	House Committee on Environment and Ecology, Federal Ministry of Environment, State Ministries of Environment, Special Climate Change Unit , National Environmental Standards and Regulations Enforcement Agency (NESREA), National Oil Spill Detection and Response Agency	0.580	0.580	0.580	0.580	2.319
					0.159	0.159	0.159	0.159	0.636

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	A minimum threshold of national action on climate change achieved.	A policy, institutional and financing framework in place at national level by 2010 to combat climate change.	<p>Targets: Data gathering, impact assessment, strategy development and preparation of proposed policy and legislative reforms completed by 2010 to enable comprehensive action by the Federal Government on climate change.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • % of the public aware of and concerned about the impact of climate change on Nigeria • Quality, age and relevance of data on key climate change indicators available at Federal level (for the country) • Specific targets, strategies and funded action on climate change mitigation and adaptation contained in the NDP and sector MTSSs at Federal level • Volume of investments (public and private) mobilised from domestic and international sources to address the impact of climate change • Expansion of financing for and access to energy services based on renewable sources • % of internal benchmarks on the clarity of mandates, coordination arrangements, organisation and functionality of systems, work force skills and retention, and access to essential operational and management resources met by Federal entities that are key the fight against climate change (based on capacity assessments) 	Regular Resources				
				2.202	2.202	2.202	2.202	8.811
				2.237	2.237	2.237	2.237	8.948
			<p>Special Climate Change Unit, Federal Ministry of Environment, Energy Commission of Nigeria, Rural Electrification Agency, House Environment and Ecology, State Ministries of Environment, National Emergency Management Agency (NEMA), Nigerian Institute for Oceanography and Marine Research (NIOMR), private sector, CBOs and CSOs</p>					

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	<p>Federal/State bodies utilize evidence-based approaches to formulate, implement and coordinate gender sensitive policies and plans to prevent/mitigate AIDS</p>	<p>NACA, SACAs, LACAs, MDAs, and CSOs able to develop, plan, coordinate, implement and evaluate integrated human rights and gender responsive HIV and AIDS policies and programmes</p>	<p>Target: Evidence-based human rights and gender responsive policies and plans on HIV and AIDS developed for implementation at Federal, States (Local Governments) and CSOs levels.</p> <p>Indicator:</p> <ul style="list-style-type: none"> • % of SACAs in 13 States that obtain legal Agency status • % of internal benchmarks on the clarity of mandates, organisation and functionality of systems, work force skills and retention, and access to essential operational and management resources met by SACAs in the 13 States as well as the CCM (based on capacity assessments) • % of the 13 States that have functional coordination mechanisms for HIV and AIDS • % of State Strategic Frameworks on HIV and AIDS that meet gender equality and human-rights based criteria 	<p>NACA, SACAs, CISHAN, NEPHWAN, JUNTA/UNAIDS, UNIFEM, development partners</p>	<table border="1"> <thead> <tr> <th colspan="4">Regular Resources</th> </tr> <tr> <th>1.206</th> <th>1.206</th> <th>1.206</th> <th>1.206</th> </tr> </thead> <tbody> <tr> <td>0.710</td> <td>0.710</td> <td>0.710</td> <td>0.710</td> </tr> <tr> <td>2.840</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Regular Resources				1.206	1.206	1.206	1.206	0.710	0.710	0.710	0.710	2.840			
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<p>Other Resources</p>																								

Federal Government of Nigeria and UNDP: CPAP , 2009-12

	<p>Development plans, budgets and programmes are more responsive to social and economic needs in the Niger Delta and targeted towards closing key disparities (spatial, ethnic, age and gender).</p>	<p>Launch and completion of the first phase of a long-term capacity development initiative for improved governance in the Niger Delta focused on four main areas: development planning, fiscal responsibility (FRL), public procurement (PPL) and local governance.</p>	<p>Target: Structures, systems and skills exist in the Niger Delta States to prepare, implement and monitor fiscally responsible, multi-sectoral and medium-term development plans</p> <p>Indicator:</p> <ul style="list-style-type: none"> • Number of the core Niger Delta States that have multi-sectoral and multi-year development plans prepared and under systematic implementation (linking allocations and expenditure with targets) • Number of core Niger Delta States with FRL and PPL approved • Number of the core Niger Delta States with functional procedures and offices for implementation of FRL and PPL process • Number of SSAs in the core Niger Delta States that have met benchmarks on the clarity of their mandates, coordination arrangements, organisation and functionality of systems, work force development and retention, and access to essential operational and management resources (based on capacity assessments) • % of LGAs in the core Niger Delta State with development plans, a functioning budget, basic service delivery mechanisms and institutionalised channels for broad citizen consultation and engagement • Infrastructure functioning at state, local and community levels for the management of intra- and inter-community conflict that hinder peaceful development 	<p>Office of the Presidency, Ministry of the Niger Delta, National and State Planning Commissions, MDDC, State MDAs, development partners, private sector, CBOs and CSOs</p>	<table border="1"> <thead> <tr> <th colspan="4">Regular Resources</th> </tr> <tr> <th>0.522</th> <th>0.522</th> <th>0.522</th> <th>0.522</th> </tr> </thead> <tbody> <tr> <td colspan="4" style="text-align: center;">Other Resources</td> </tr> <tr> <td>0.420</td> <td>0.420</td> <td>0.420</td> <td>0.420</td> </tr> <tr> <td colspan="3"></td> <td>1.680</td> </tr> </tbody> </table>	Regular Resources				0.522	0.522	0.522	0.522	Other Resources				0.420	0.420	0.420	0.420				1.680
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			1.680																						

Federal Government of Nigeria and UNDP: CPAP, 2009-12

	<p>Successful prevention and management of crisis and conflict in selected other parts of Nigeria such as the North-Central States.</p>	<p>Plans, mechanisms and actions developed with key stakeholders in the North-Central States and other relevant parts of Nigeria to prevent, manage and resolve conflict and respond to emergency or disaster situations resulting from violent conflicts.</p>	<p>Target: Structures and mechanisms for community participation in conflict and disaster prevention and management, including internal security, piloted and replicated in selected areas of the North-Central Nigeria and other parts of the country.</p> <p>Indicator:</p> <ul style="list-style-type: none"> • A 'significant' reduction in reported cases of violent intra- and inter-community conflicts in assisted areas • % of populations in assisted areas that report higher levels of security of persons and property as well as trust in intra- and inter-community conflict resolution mechanisms • Functioning mechanisms and infrastructure in place to ensure CSO and CBO involvement in the management of intra- and inter-community conflict • Guidelines and procedures for joint planning, monitoring and feedback developed for use by institutions/agencies involved in conflict prevention, management and resolution (both governmental and non-governmental) 	<p>Office of the Presidency, National and State conflict management bodies, State MDAs, traditional and religious leaders, academic institutions, development partners, CBOs and CSOs</p>	<table border="1"> <thead> <tr> <th colspan="4">Regular Resources</th> </tr> </thead> <tbody> <tr> <td>0.348</td> <td>0.348</td> <td>0.348</td> <td>1.391</td> </tr> <tr> <td colspan="4">Other Resources</td> </tr> <tr> <td>0.097</td> <td>0.097</td> <td>0.097</td> <td>0.386</td> </tr> </tbody> </table>	Regular Resources				0.348	0.348	0.348	1.391	Other Resources				0.097	0.097	0.097	0.386
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