



## **NIGERIA - UNDAF II** 2 0 0 9 - 2 0 1 2

### United Nations Development Assistance Framework

UN NIGERIA  
United Nations House  
Plot 617/618, Diplomatic Zone,  
Central Area District  
P.M.B. 2851, Garki  
Abuja, Nigeria.

Tel: +234 9 4616100  
Web address: <http://www.un-nigeria.org>

Abuja, 12 September 2008.



UNITED NATIONS  
Nigeria

NIGERIA - UNDAF II  
2 0 0 9 - 2 0 1 2

United Nations Development Assistance Framework

Abuja  
1 2 S e p t e m b e r 2 0 0 8

## UN Mission Statement for UNDAF II: 2009-2012

In the context of the country's international commitments:

The UN Country Team will support Nigeria in its efforts to secure a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.

**NIGERIA - UNDAF II**  
2 0 0 9 - 2 0 1 2

# United Nations Development Assistance Framework



Abuja 12 September 2008

United Nations Development Assistance Framework (UNDAF), 2009 - 2012

This document is a formal publication of the United Nations System in Nigeria and all rights are reserved.

The document may however be freely reviewed, quoted, reproduced or translated, in part or in full, provided the source is acknowledged. The views presented in the document are solely that of the UN system in Nigeria.

For further information, please contact:

Office of the UN Resident Coordinator - NIGERIA  
UN House  
United Nations House  
Plot 617/618, Diplomatic Zone,  
Central Area District,  
P.M.B. 2851, Garki,  
Abuja, Nigeria.

Tel: +234 9 4616100  
Web address: <http://www.un-nigeria.org>

	Pages
UNDAF Preamble and Statement of Commitment	5
Executive Summary	6
1.0 Nigeria's Development Situation and The National Response	7
1.1 Development In Nigeria: Achievements, Challenges And Prospects	8
1.2 National Development Priorities and Policies	8
1.3 Nigeria's Adherence to UN and Other Commitment	9
2.0 The UN Response To Nigeria's Development Challenges	10
2.1 The UN System in Nigeria: Learning from the past to move Forward	10
2.2 The Strategic Vision for UNDAF II	10
2.3 Description of the UNDAF Results Matrix	11
2.4 Partnerships	13
3.0 Programme Resources	14
3.1 Estimated Resource Allocations	14
3.2 Funding Gaps and Resource Mobilization	14
4.0 Implementation Modalities	15
4.1 Alignment with the National Planning Cycle and Development Partners	15
4.2 Strategic Programme Frameworks (SPFs) and the Strategic Funds (SF)	15
4.3 Operational Considerations	16
4.4 Organization of the UNCT for UNDAF Implementation	16
5.0 Monitoring and Evaluation (M&E)	17
5.1 UNDAF M&E Plan	17
5.2 Risks and Assumptions	17
List of Figures	
Figure: A Pragmatic Approach to 'Delivering as One' in Nigeria	16
List of Tables	
Table: Distribution of Estimated Resource Allocation for UNDAF II	14
Annexes	
Annex 1; The Results Matrix	19
Annex 2: The Monitoring and Evaluation (M&E) Framework	36
Annex 3: M&E Calendar	70
Annex 4: UNDAF Formulation Process	72
Annex 5: Strategic Programme Frameworks: A Synopsis	73

## List of Acronyms

Acquired Immune Deficiency Syndrome	AIDS
Canadian International Development Agency	CIDA
Central Bank of Nigeria	CBN
Child Rights Act	CRA
Civil Society Organizations	CSOs
Common Country Analysis	CC A
Comparative Advantage Study	CAS
Core Welfare Indicator Questionnaire Survey	CWIQ
Convention on the Rights of the Child	CRC
Convention on the Elimination of All Forms of Discrimination Against Women	CEDAW
Country Partnership Strategy	CPS
UK Department for International Development	DFID
Data Management Advisory Group	DMAG
Economic and Financial Crimes Commission	EFCC
Economic Community of West Africa	ECOWAS
European Union	EU
Extractive Industries Transparency Initiative	EITI
Federal Government	FG
Federal Government of Nigeria	FGN
Food and Agriculture Organization	FAO
Gross Domestic Product	GDP
Harmonized Approach to Cash Transfer	HACT
Human Development Index	HDI
Human Immune -deficiency Virus	HIV
Human Rights-Based Approach	HRBA
International Atomic Energy Agency	IAEA
International Fund for Agricultural development	IFAD
International Labour Organization	ILO
International Monetary Fund	IMF
International Organization for Migration	IOM
International Trade Centre	ITC
Joint Donor Basket Fund	JDBF
Joint United Nations Programme on HIV/AIDS	UNAIDS
Local Government Area	LGAs
Low Income Country	LIC
Medium-Term Expenditure Framework	MTEF
Medium-Term Sector Strategy	MTSS
Millennium Development Goals Report	MDGR
Monitoring and Evaluation	M&E
National Bureau of Statistics	NBS
National Economic Empowerment and Development Strategy	NEEDS
National Extractive Industries Transparency Initiative	NEITI
New Partnership for Africa's Development	NEPAD
National Development Plan	NDP
Oil Price-Based Fiscal Rule	OPFR
Operations Management Team	OMT
Overseas Development Assistance	ODA
People Living with HIV and AIDS	PLWHAs
Plan of Engagement	POE
Programme Management Team	PMT
Resident Coordinator	RC
Small and Medium Size Enterprises	SME
State Economic Empowerment and Development Strategy	SEEDS
Strategic Prioritization Retreat	SPR
Strategic Programme Framework	SPF
Strategic Fund	Sfx

## List of Acronyms Cont'd.

Tuberculosis	TB
United Nations	UN
United Nations Children's Fund	UNICEF
United Nations Country Team	UNCT
United Nations Development Operations Coordination Office	UNDOCO
United Nations Development Group	UNDG
United Nations Development Assistance Framework	UNDAF
United Nations Development Programme	UNDP
United Nations Educational, Scientific and Cultural Organization	UNESCO
United Nations Human Settlements Programme	UN HABITAT
United Nations Development Fund for Women	UNIFEM
United Nations High Commissioner for Refugees	UNHCR
United Nations Industrial Development Organization	UNIDO
United Nations Institute for Training and Research	UNITAR
United Nations Office on Drugs and Crime	UNODC
United Nations Population Fund	UNFPA
United Nations Framework Convention on Climate Change	UNFCCC
United Nations Resident Coordinator	UNRC
United Nations Resident Coordinators Office	UNRCO
United Nations Senior Staff College	UNSSC
United States America International Development Agency	USAID
United States Dollar	USD
World Bank	WB
World Health Organization	WHO
World Meteorological Organization	WMO

## UNDAF Preamble and Joint Statement of Commitment

The Federal Republic of Nigeria and the United Nations (UN) System are committed to working together in a spirit of partnership to implement UNDAF II (2009-12), as a contribution to the achievement of national development aspirations and as a concrete steps towards the realisation of the Millennium Development Goals (MDGs). In so doing, the UN will conform to the principle of national ownership and advance the implementation of the Paris Declaration. It will be guided by Nigeria's development policies and plans, seek to build on past achievements to consolidate and strengthen its collaboration with Federal, State and Local Governments and focus on its value added within the framework of international cooperation. The UN will emphasise, in particular, its strengths in policy and technical advice, capacity development and intermediation between partners, to address pressing social, political and economic issues. In recognition of this, the Federal Government will make every effort to extend its assistance and facilities so that the UN can help achieve the outcomes set out in the UNDAF results matrix.

Both the Federal Government and UN System recognise that the next few years will be pivotal in setting the development trajectory of Nigeria for some time to come. UNDAF II is, therefore, timely, relevant and significant – and our development partnership more necessary than ever before. We will act together in full cognisance of this opportunity and responsibility.

 Senarup Kanussi Daggash Hon. Minister of Planning and Deputy Chairman National Planning Commission	 Alberic Kacou UN Resident Coordinator	
 Helder Muteia FAO Representative	 Sina Chuma-Mkadawire ILO Representative	 Tommaso de Cataldo IOM Representative
 Warren Naamara UNAIDS Country Coordinator	 Turhan Saleh UNDP Country Director	 Sidiki Coulibaly UNEPA Representative
 Abhimanyu Singh UNESCO Country Director	 Wiphonse Mafanda UNHCR Representative	 Suomi Sakai UNICEF Representative
 Masayoshi Matsushita UNIDO Representative	 Tolupe Lewis Tamoka O-I-C, UNIFEM	 Dagmar Thomas UNODC Representative
 Peter Eriki WHO Representative	 Alberic Kacou UN Resident Coordinator on behalf of: International Atomic Energy Agency (IAEA), International Fund for Agricultural Development (IFAD), International Trade Centre (ITC), United Nations Human Settlements Programme (UN-HABITAT) and the United Nations Institute for Training and Research (UNITAR).	 Mohammed Boulama WMO Representative



## Executive Summary

Nigeria is a country endowed with a population of 140 million, relatively good access to skills, capital and technology, fertile land, mineral resources and a favourable geographic location. Recent improvements in development policy and performance also mean that the country now benefits from a positive medium-term economic outlook. Despite these signs of progress, however, Nigeria's dependence on oil and gas and its wider social, political and economic ramifications - have contributed to significant development shortfalls: for example, the country is presently on track towards achieving, in part or in whole, only three out of the eight MDGs, namely, basic education, HIV prevalence and the global partnership for development. The Federal Government (FG), in particular, is keenly aware of this challenge and is developing the policy framework to address key shortfalls. The main point of reference is the 7-Point Agenda which will be implemented through two main instruments: the Vision 2020 document, focused on transforming Nigeria into one of the top 20 global economies by 2020, and the National Development Plan (NDP).

In addition to national development policies and priorities, Nigeria's international commitments, not least to the achievement of the MDGs by 2015, provide an important frame of reference for domestic action. Furthermore, there are valuable lessons learnt from past Government-UN cooperation. These point, among other things, to the necessity of tackling more systematically the root causes of development shortfalls; focusing more on development outcomes; ensuring national ownership of the UNDAF; and strengthening linkages between the UNDAF and UN agency programmes. At the same time, an analysis of the UN's comparative advantage in Nigeria indicates that it is seen as best at advancing social and economic reform in line with international norms; enabling good governance; addressing human rights; and mainstreaming gender. From a functional standpoint, key strengths of the UN are seen to lie in the provision of advisory assistance, technical expertise, support for capacity development and as a trusted intermediary between partners.

These parameters have been interpreted through the lens of the MDGs and global experience on 'Delivering as One' to craft a strategic vision for UNDAF II (2009-12). This vision centres around three key and inter-locking aspects of 'governance': the cross-sectoral framework of enabling policies, plans, budgets and accountability systems; sectoral policy, financing and institutional frameworks designed to deliver better social and economic services; and citizen engagement and mobilisation. The UNDAF mission statement captures this vision with its focus on enabling Nigeria '...to secure a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.' The mission statement is embedded programmatically through three rights-based principles which call for a consistent emphasis on overcoming institutional blockages to achieving the MDGs, fostering societal demand and capability through active citizenship, and placing national action within a global and regional setting. A final set of 'filters' emphasises the cross-cutting themes of human rights, gender equality, environmental sustainability and public-private partnership.

The specifics of the UN's proposed work during 2009-12 is captured as a complete and integrated package in the UNDAF II results matrix (Annex 1) organised around four major priorities: (i) governance and accountability that supports transparent, equitable and effective use of resources; (ii) productivity and employment for wealth creation with a bias towards the poor and to help build a private sector-led non-oil economy, particularly in agriculture and agro-industry; (iii) social service delivery to invest in Nigeria's human capital; and (iv) reduction of the risk of crisis and conflict in the Niger Delta as well as other parts of the country. In terms of geographic focus, the UN will work collectively and apply the principle of collective responsibility to selected areas of work at the Federal level and across all issues under the four priorities in 6 focus States (Adamawa, Akwa-Ibom, Benue, Imo, Kaduna and Lagos), one in each of the geopolitical zones of the country, plus FCT. To support its efforts, the UN expects to spend about USD 1.056 billion from all sources during 2009-12 or an average annual spend of about USD 264 million. Of the total planned expenditure, approximately USD 487 million (46%) and USD 569 million (54%) are expected to be funded from regular and other (Government, donor) sources, respectively. Resource allocation across priorities stands as follows: governance and accountability (14%), productivity and employment (21%), social service delivery (49%) and reduction of crisis and conflict (16%)

## 1.0 Nigeria's Development Situation and the National Response

### 1.1 Development in Nigeria: Achievements, Challenges and Prospects

Nigeria is a country with enormous potential: it is endowed with a population of 140 million<sup>1</sup>, relatively good access to skills, capital and technology, fertile land, mineral resources and a favourable geographic location. Recent improvements in the direction and management of development policy have also contributed to a positive medium-term economic outlook, possibly the best since the mid-1970s. The evidence of policy change is both considerable and encouraging. In a sharp break with the 'boom and bust' practices of the past, the Federal Government has passed a fiscal responsibility bill which institutionalises the use of an oil price-based fiscal rule (OPFR), with earnings above a conservative estimate of the global oil price saved in an excess crude account. Current estimates of savings in this account put the figure at USD 16 billion (April 2008)<sup>2</sup>. Another major achievement is the successful reduction of Nigeria's external debt of about USD 32 billion and allocation of USD 1 billion/annum of the gains for the MDGs<sup>3</sup>. These results have been reinforced, among other things, by structural reforms in the banking, ports and telecommunications sectors, rising foreign direct and portfolio investment, and growing confidence among domestic investors.

Furthermore, the quality and effectiveness of spending, especially at the Federal level, has begun to improve following important procurement reforms, including passage of a landmark procurement reform bill, which have brought an unaccustomed degree of discipline and transparency to public procurement. At the same time, notable progress has been made in the recovery of misappropriated public funds and the prosecution of politicians and civil servants engaged in corruption. As a result, Nigeria's ranking in the Transparency International Index (TII) has risen 30 places since 2004. Adding to these positive developments, the creation of a Financial Intelligence Unit in the Economic and Financial Crimes Commission (EFCC) has led to the removal of Nigeria from the global Financial Action Task Force (FATF) monitoring list.

On the political front, there have been substantial gains in political stability and basic freedoms since the return to democratic rule in 1999. The signs of a gradually strengthening democratic fabric are visible in the first ever civilian-to-civilian transfer of power in 2007, heightened respect for the rule of law, an increasingly independent judiciary, and the expanding role of civil society and the mass media.

Reflecting the cumulative effects of these changes, Nigeria has been able to meet and exceed the economic targets set in the National Economic Empowerment and Development Strategy (NEEDS1, 2004-07), its home grown version of the PRSP. The trend rate of growth has risen from 2.5% in the 1990s to 6% during 2004-07, including rapid increases in non-oil growth. Average annual inflation has fallen from 30.6% to 11.6% over the same period<sup>4</sup> trending towards single digits during 2006-07. Furthermore, external reserves have risen above USD 60 billion (May 2008) and are the largest in Sub-Saharan Africa. As a consequence, Nigeria's sovereign credit rating has remained at BB- for two consecutive years which is a solid achievement for an emerging economy.

Despite these signs of progress, however, Nigeria's dependence on oil and gas has contributed to distortions in the economy, governance, institutions and values leading to development outcomes that are well short of the country's potential and the achievements of other developing countries with similar or, indeed, smaller resource endowments. Nigeria's development shortfall is most evident in low earnings, poor social indicators and significant disparities by income, gender and location<sup>5</sup>. To take a few cases in point, more than half of Nigerians (54.4% or 76 million people) live in poverty, twice the rate in 1980; there is high inequality with a Gini coefficient estimated at 0.49, a level at which even 'trickle down' may fail to have any effect; the total number of illiterate adults, almost 22 million, places Nigeria among only ten countries in the world with more than 10 million adult illiterates (15 years and above)<sup>6</sup>; the under-5 mortality rate stands at 197/1,000 live births, well above rates in countries such as Ghana, Kenya and South Africa<sup>7</sup>; the maternal mortality rate is currently estimated at 800/100,000 live births which places it among the highest in the world; and, despite a reduction in the national prevalence rate to 4.4%, Nigeria has the second largest HIV/AIDS epidemic in the world and the largest in the West African sub-region, with State level prevalence rates varying from 1.6% to as high as 14.1%, with a higher prevalence rate found amongst women and girls.

<sup>1</sup> A total population of 140 million according to the National Population and Housing Census (2006).

<sup>2</sup> Central Bank of Nigeria (CBN), Summary of Excess Crude/PPT/Royalty Receipts from January to February 2008.

<sup>3</sup> Federal Government of Nigeria (OSSAP), *The Story of OPEN* (2007).

<sup>4</sup> CBN, Annual Report and Statement of Accounts (2007) and National Bureau of Statistics (NBS), *Statistical Fact Sheets on Economic and Social Development, 2006*.

<sup>5</sup> The data in this paragraph, unless otherwise indicated, are drawn from the MDGR (2006); sources can be found in the same.

<sup>6</sup> Education for All (EFA), Global Monitoring Report, 2008.

<sup>7</sup> The respective figures for these countries are 112/1,000 live births, 120/1,000 live births and 68/1,000 live births (Human Development Report, 2007-08).

The development situation is complicated considerably by important disparities. Nigeria's score on the Gender-related Development Index (GDI), for example, is 0.456 or 139<sup>th</sup> out of 157 countries for which there is data<sup>8</sup>. Gender gaps are particularly notable in access to education, household decision-making and political representation<sup>9</sup>. Geographically, Northern Nigeria scores well below the national average on measures of relative poverty and social development<sup>10</sup>. It comes as no surprise, therefore, that Nigeria's HDI score is low at 0.470, revealing a slow trend rate of improvement<sup>11</sup>. Reinforcing the message, Nigeria is presently on track towards achieving, in part or in whole, only three out of the eight MDGs - in basic education, HIV prevalence and the global partnership for development.

These development shortfalls may be attributed analytically to three underlying causes:

- (i) Stunted economic development, with higher economic growth since 2004 failing to achieve sustained improvements in productivity, incomes or employment. This situation persists even as the population continues to grow rapidly at 3.2% per annum<sup>12</sup>; youth unemployment remains high (at an estimated 34% in 2005<sup>13</sup>) and capacity utilisation in industry stagnates at around 45%<sup>14</sup>. A combination of factors explains this situation: the 'crowding out' of non-oil sectors and the related failure to develop agriculture and link it with industry, high regulatory costs and inadequate property rights. These are compounded by major infrastructure shortfalls, most acutely in power generation, skills shortages and limited access to capital by SMEs.
- (ii) The poor state of social service delivery, arising from insufficient financing, poor infrastructure and significant capacity constraints, especially at the level expected to plan, finance and manage provision, that is, local governments. As a result, the coverage and quality of services remains a major challenge. The latest estimates show, for example, that there has hardly been any progress in access to safe water and sanitation since 1990<sup>15</sup>.
- (iii) Insecurity and conflict, notably the low capacity and perceived integrity of law enforcement and judicial systems, the potential for conflict in various parts of the country around issues of faith, politics and resources, and the persistence of crisis in the Niger Delta.

These underlying causes and the accompanying development deficits can be traced back to a structural problem: poor governance arising from elite competition and control over a narrow but lucrative revenue base derived from oil and gas. This has led to loss of capacity in what was once a skilled civil service, limited transparency and accountability in governance, evident in continuing 'leakage' of public funds, and institutional deterioration, all of which have combined to diminish Nigeria's development prospects. A practice consequence has been to substantially lower returns from public expenditure, particularly spending at State and local level which accounts for over half (52%) of the national total. This matters hugely as government is still the main source of investment in the country. Many if not all of the development deficits confronting Nigeria today arise from an inability to use public investment to achieve sustainable and equitable development outcomes.

## 1.2 National Development Priorities and Policies

Nigeria's development situation suggests that the binding constraint on future progress is not primarily the lack of resources but, rather, their prudent and effective use for development. The Federal Government is keenly aware of this challenge as shown by its public statements, policy pronouncements and more considered approach to future plans and investment programmes.

The main point of reference for national efforts is the 7-Point Agenda, which focuses on: (i) the real sector - agriculture, land reform, manufacturing, solid minerals, oil and gas and housing; (ii) infrastructure - energy/power, transport and water supply and sanitation; (iii) human capital development - education, health and skills acquisition; (iv) security, law and electoral reform including justice; (v) combating corruption and improving governance - value reorientation, zero tolerance of corruption and effective service delivery; (vi) regional development, including the Niger Delta and the environment; and (vii) cross-cutting issues such as employment, gender and HIV/AIDS.

<sup>8</sup> Ibid. The GDI adjusts the Human Development Index (HDI) for inequalities between women and men.

<sup>9</sup> Combined Welfare Indicator Survey/CWIS (2006).

<sup>10</sup> Detailed data available in the DFID/UNDP/World Bank National Poverty Assessment (2007).

<sup>11</sup> Human Development Report (2007-08).

<sup>12</sup> As in footnote 1.

<sup>13</sup> NBS, *Statistical Fact Sheets on Economic and Social Development*, 2006.

<sup>14</sup> Nigeria: Competitiveness and Growth, World Bank and UK-DFID, 2006.

<sup>15</sup> MDG Database, UN Statistical Division (2006).

The 7-Point Agenda will be implemented through two main instruments. The long-term instrument will be the Vision 2020 document, a perspective plan due for completion by December 2008. The goal of Vision 2020 is to transform Nigeria from the 41<sup>st</sup> largest economy in the world in 2007 to one of the top 20 by 2020. The plan will, thus, both integrate and transcend the MDG targets set for 2015. The more detailed National Development Plan (NDP), which is the successor to NEEDS, will provide the medium-term framework for action (2008-11), translated into Medium-Term Sector Strategies (MTSS), a Medium-Term Expenditure Framework (MTEF) and annual budgets.

### 1.3 Nigeria's Adherence to its UN and Other Commitments

In addition to national development policies and priorities, Nigeria's international commitments provide a valuable and, in some cases, obligatory frame of reference for domestic action. As an ethnically diverse and multi-religious society, however, the country faces a particularly difficult task in adapting and reconciling its international commitments to local realities and perspectives.

It is possible to provide only a partial survey of Nigeria's commitments. To begin with the MDGs, and as noted earlier, the Federal Government has ring fenced the gains from debt relief in a virtual poverty fund dedicated to the Goals, managed by a Senior Special Assistant to the President. The Government has also set more ambitious targets such as Universal Basic Education (UBE) under Goal 2; undertaken a comprehensive costing exercise and begun integrating the findings in a macroeconomic model; and published three MDGRs since 2004, with several State level MDGRs expected in 2008.

With regard to human rights treaties, covenants and conventions, Nigeria has tried to follow through on its commitments by incorporating them into the 1999 Constitution, setting-up the National Human Rights Commission, developing a National Action Plan for human rights, hosting several thematic UN Special Rapporteurs and publishing an annual report on the human rights situation in the country. Moreover, Nigeria has adopted the Convention on the Rights of the Child (CRC) at the Federal level through passage of the Child Rights Act (2003) although progress has been slow at State level. At the same time, a major lacuna persists in the area of gender equality with continuing challenges to the domestication of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)<sup>16</sup>

In governance, Nigeria was among the first countries to ratify the United Nations Convention against Corruption. The country was also an early member of the Extractive Industries Transparency Initiative (EITI) and has since set up a national offshoot (NEITI) and published a first country report (2007). In addition, a new independent Technical Unit on Governance and Anti-Corruption Reforms (TUGAR), temporarily housed in NEITI, is expected to undertake regular surveys of corruption to provide a credible source of information for awareness-raising, dialogue and policy-making.

In the social arena, Nigeria has demonstrated political commitment to achieving the Education for All (EFA) goals as well as the MDGs-related education goals by 2015. This is reflected most clearly in the Universal Basic Education (UBE) Act of 2004, which increased the duration of free and compulsory education from 6 to 9 years, and the Education Trust Fund which introduced a 2% education tax on the profits of Nigerian companies in order to augment resources for investments in education infrastructure. The country has also adopted the UNGASS Declaration of Commitment on HIV/AIDS (2001) which was reinforced by the Abuja Declaration on HIV/AIDS, TB and Other Related Infectious Diseases (2001). These steps further strengthened efforts to scale-up towards universal access to HIV/AIDS prevention, treatment and care through transformation of the National Action Committee on AIDS into a full fledged Federal agency, creation of similar bodies at State level, and preparation of National and State Strategic Plans. Nigeria has, in addition, continued with efforts to interrupt the transmission of polio by mid-2008 although this is proving to be a major challenge.

With regard to the environment, reflecting its status as a signatory to the UNFCCC and Kyoto Protocol, Nigeria has set a deadline for the elimination of all gas flaring by 2008, from a level of 40% in 2006. This is an important objective as flaring makes the country one of the largest emitters of green house gases (GHG) in Sub-Saharan Africa. The latest information, however, suggests that this target is not likely to be met without significant changes in the regulatory environment.

Finally, Nigeria has made important commitments at the regional and sub-regional level. These include strong support for African development issues, conflict resolution and peace-keeping under the auspices of a revitalised African Union (and the UN); a leading role in the implementation of NEPAD with a Peer Review of the country well underway in 2008; and promotion of and adherence to a broad spectrum of agreements within the framework of ECOWAS embracing monetary union, trade, infrastructure, movement of people, and security.

<sup>16</sup> There are six principal human rights treaties to which Nigeria is a party. These are the International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, International Convention on the Elimination of All Forms of Racial Discrimination, Convention on the Elimination of All Forms of Discrimination Against Women, Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment and the Convention on the Rights of the Child.

## 2.0 The UN's Response to Nigeria's Development Challenges

### 2.1 The UN System in Nigeria: Learning from the Past to Move Forward

In addition to an analysis of the national context as well as international commitments, an assessment of lessons learned from previous UNDAFs, both globally and locally, provides an additional basis for UNDAF II. At the global level, most of the lessons learned about the common country programming process have been incorporated in the revised CCA-UNDAF Guidelines (2007). Another key source of lessons learned has been the Triennial Comprehensive Policy Review (2007) which encourages the UN to work closely with their host Governments to realise more fully the potential of the UNDAF, especially in building national capacity to achieve the MDGs and other national priorities.

At the country level, the Mid-Term Review of UNDAF I (2002-07)<sup>17</sup> pointed to achievements in implementing a wide range of activities, enhancing internal cohesion and expanding collaboration with partners. The Review and recent experience also point to a number of challenges which continue to have a major bearing on the success of UNDAF II. These include tackling the root causes of development shortfalls; focusing more on development outcomes rather than lower level results; ensuring national ownership of the UNDAF; strengthening linkages between the UNDAF and agency programmes; closing data gaps hindering monitoring of UN performance; and institutionalising a streamlined but effective machinery for common programme development and implementation.

At the same time, a Comparative Advantage Study (CAS) commissioned in 2007 generated valuable insights that complement these lessons learnt. The study sheds light on the perceived strengths and weaknesses of the UN in Nigeria, based on its work over the past 3-4 years. Key findings indicate that the UN is seen as best at advancing social and economic reform in line with international norms; enabling good governance; working towards increased recognition and respect for fundamental human rights; and mainstreaming gender in development policy, programmes and dialogue. From a functional standpoint, key strengths of the UN are seen to lie in the provision of advisory assistance, technical expertise, support for capacity development and as a trusted intermediary in convening domestic and international partners to address national priorities, particularly those of a sensitive nature.

Taking cognisance of these lessons learnt and related findings, the UN Country Team (UNCT) adopted a planning and consultation process designed to reinforce transparency and inclusiveness in the formulation of UNDAF II (see Annex 4). This process has been executed under the guidance and oversight of the UNCT through a Programme Management Team (PMT) chaired by a head of agency/office, working in close collaboration with the National Planning Commission (NPC). Furthermore, in keeping with the CCA-UNDAF Guidelines and the TCPR which stress the inclusion and participation of non-resident agencies (NRAs), a dedicated focal point has ensured their involvement in the UNDAF process. The net effect has been to achieve some important outcomes: extensive and frank dialogue; the constructive involvement of key stakeholders; active engagement of the UNCT and close to 100 UN staff through the various stages, thus, embedding ownership firmly within the UN family; a considerable analytical output; and, finally, almost complete reliance on internal technical resources.

### 2.2 The Strategic Vision for UNDAF II

In order to facilitate planning, the potentially wide array of strategic options emerging from the intentions and evidence described in the preceding sections have been distilled by the Government and UNCT into five key parameters for programming. These are as follows:

- First, Nigeria is an exceptional low income country (LIC): it is populous, complex and relative to other LICs, well resourced. As a non-aid dependent country, Nigeria has relatively greater demand for the ideas, knowledge, expertise and, in some cases, credibility and confidence offered by development partners. These aspects of international cooperation help to deepen and accelerate policy reforms, develop institutional capacity and achieve lasting normative change. Financial flows continue to be important but only in so far as they leverage the larger domestic resource envelope.
- Second, it has now become imperative to address the root or structural causes of poor development outcomes. This means focusing on issues of 'governance', understood broadly as encompassing the set of processes, capabilities and conditions which influence how resources are prioritised, allocated, managed and accounted for by public institutions. It includes the traditional concerns associated with accountable political governance (elections, security, justice and human rights) but also extends to economic governance (development planning, fiscal policy and statistics) as well as governance of the social and productive sectors (policies, laws and regulations as well as capacities for planning, financing, managing and monitoring the delivery of services).

---

<sup>17</sup> UN and FGN, Report of the Mid-Term Review Mission on the UNDAF in Nigeria, December 2005.

- Third, the sustainability of structural change remains a key concern. This points to the necessity of rapid and broad-based private sector-led growth in the non-oil sector, especially in agriculture, agro-industry and services. A transformation of this nature will be essential to diminish reliance on oil and gas, reduce poverty and inequality through higher incomes and employment, foster the emergence of a tax-paying middle class, widen the revenue base and enable the emergence of a strong civil society.
- Fourth, there are significant threats to future progress that need to be tackled pre-emptively through better planning. These risks can rise from changes in Nigeria's external economic environment, the effects of long-term trends associated with climate change or internal political tensions and crises, in the latter case, primarily though not exclusively due to the unresolved crisis in the Niger Delta.
- Finally, a high degree of focus and consistency over the long haul is a pre-requisite for breaking with past shortfalls. This emphasises the need for some measure of policy continuity to provide a predictable environment for development as well as policy resilience to overcome the occasional setbacks that are bound to interrupt what may be broadly positive trends in development performance.

These five parameters have been interpreted through the lens of the MDGs and global experience on 'Delivering as One' to craft a strategic vision for UNDAF II. This vision centres around the particular strengths of the UN in addressing three inter-locking aspects of 'governance', broadly understood. The first aspect is the cross-sectoral enabling environment captured in overarching medium-term development policies, plans and budgets, systems for political accountability and financial integrity as well as arrangements for responding to existing or future crises. The second aspect concerns the specific policy, financing and institutional frameworks at the sectoral level designed to deliver better services, whether in health, HIV/AIDS prevention, treatment and care, education, water and sanitation, agriculture or agro-industry. The third aspect deals with citizen engagement and mobilisation to demand better governance and increased accountability, especially to give 'voice' to the poor. Each of these aspects requires the others in order to reach its full potential, thus, making a particularly strong programmatic fit.

The UNDAF mission statement captures this vision with its focus on enabling Nigeria '...to secure a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.' The mission statement is embedded programmatically through three rights-based principles. These principles call for, first, a consistent emphasis on overcoming institutional<sup>18</sup> blockages to achieving the MDGs, thus, drawing attention to the responsibilities of duty bearers; second, societal demand and capability to foster active citizenship and social formation, underlining the significance of rights holders in claiming their due; and, third, national action within a global and regional setting to promote successful intermediation with the external environment, noting the role of the international community in a rights-based approach. A final set of 'filters' emphasises the important cross-cutting themes of human rights, gender equality, environmental sustainability and public-private partnership. The concatenation of all the main elements of design from mission statement to the 'filters' is captured as a complete and integrated package in the results matrix (section 2.3 below and Annex 1).

### 2.3 Description of the UNDAF Results Matrix

The UNDAF results matrix is based on a clear hierarchy of results situated within the national development framework (Annex 1). At the highest level are national development priorities. At the next level are UNDAF outcomes or major results that contribute towards the attainment of national priorities and capture significant behavioural and institutional change. In view of their ambition, these results are achieved through the combined efforts of the Government, UN and other partners. Agency outcomes are at a lower level of ambition in terms of development change and designed to contribute directly to the achievement of UNDAF outcomes. They are results derived from the collective efforts of UN agencies, working with partners. Agency outputs, which are at the lowest level of the hierarchy, reflect changes in skills and abilities and availability of new products and services achieved through the completion of activities. UN agencies are responsible for delivering these results to help achieve agency outcomes. Two remaining elements round off the results matrix: a description of the role of partners and an estimate of projected resource allocations.

The results matrix for UNDAF II is organised around four major priorities: (i) governance and accountability that supports transparent, equitable and effective use of resources; (ii) productivity and employment for wealth creation with a bias towards the poor and with the aim of contributing towards the growth of a private sector-led non-oil economy; (iii) social service delivery to invest in Nigeria's human capital and contribute towards a democratic dividend that reaches the poor even as it boosts current and future potential for equitable growth; and (iv) reduction of the risk of crisis and conflict to help address the challenge in the Niger Delta whilst assisting with crisis prevention, management and mitigation in other parts of the country. Taking a step further, these priorities have been disaggregated into specific areas of assistance to guide the formulation of results and identification of indicators.

<sup>18</sup>By 'institutions' is meant the norms, values, policies, laws, rules, regulations and formal as well as informal entities and the inter-actions between them - that influence the boundaries of action to promote development in any defined area (country, region, state, sector or organisation).

Overall, the matrix contains a results chain composed of 10 UNDAF Outcomes, 21 Agency Outcomes and 62 Agency Outputs. In terms of geographic focus, the UN will work collectively and apply the principle of collectively responsibility (see box below) to selected areas of work at the Federal level and across all issues under the four priorities in 6 focus States, one in each geopolitical zone of the country, plus FCT (Adamawa, Akwa-Ibom, Benue, Imo, Kaduna and Lagos). UN agencies will be able to operate outside these 6 States, either individually or collaboratively, but staying within the programmatic parameters of UNDAF II.

### Understanding 'Collective Work' and 'Collective Responsibility'

#### 'Collective work' and its corollary 'collective responsibility':

- apply to work that will be undertaken as 'One UN', whether at the Federal level or in the 6 focus States;
- require UN agencies to manage the project cycle within a common framework through Strategic Programme Frameworks/SPFs and the associated Strategic Fund/SF (described in section 4.2 and Annex 3);
- require that resource allocation, management and resource mobilization be managed within the framework of SPFs and the SF;
- embrace the full range of modalities for implementation, thus, do not automatically imply that all programmes or projects must be 'joint';
- necessitate programme planning, management and M&E arrangements and instruments that are appropriate to the close day-to-day collaboration that is envisaged; and
- imply that overall responsibility for the achievement of results (agency outcomes and outputs) lies with the collective, that is, the UNCT rather than with specific agencies.

To elaborate on the results, the section on strengthening governance and accountability is based on two UNDAF outcomes. The first UNDAF outcome aims to ensure that more resources are mobilised and channelled effectively in support of national development priorities, including the MDGs. This will be pursued through agency outcomes that focus on medium-term plans and expenditure frameworks; access to timely and reliable data on development; and public demand for fiscal responsibility and better development results. The second UNDAF outcome addresses improvements in political accountability through elections, justice and anti-corruption. This will be enabled through agency outcomes that support Federal and State electoral organizations to conduct free and fair elections; assist judicial and security institutions to ensure transparent, fair and timely consideration of civil and criminal cases; and buttress key public sector institutions to embed corruption prevention measures and procurement reform in government operations, working with civil society and the private sector.

The section on promoting productivity and employment has three UNDAF outcomes. The first UNDAF outcome emphasises policies and investments that can lay the basis for faster and more sustainable growth in output and employment in the rural economy, especially agriculture and agro-industry. Contributing agency outcomes focus on medium-term plans and budgets that support such a drive; revitalized approaches to business development and technology transfer for increased agricultural and agro-industrial productivity and job creation; and an integrated framework for environmental governance. The second UNDAF outcome centres on raising demand for and increasing participation in the equitable delivery of services targeting rural markets. Related agency outcomes aim for broad participation in key policy, legislative and budgetary processes affecting the private sector; institutional and financing arrangements to increase the scope for private sector participation in service provision; and innovations in employment generation and employment-based safety nets. The third UNDAF outcome focuses on trade and investment-related policies that can stimulate competitive businesses in the rural economy. The agency outcome in this regard aims to open-up opportunities for value-added production in the agricultural, agro-industrial and extractive sectors.

The third section of the results matrix, on transforming social service delivery, consists of three UNDAF outcomes. The first UNDAF outcome targets policies, investments and institutional changes that can facilitate access to quality social services in health, education, water and environmental sanitation and HIV/AIDS prevention, treatment and care. Contributions to this result will come from agency outcomes that enable preparation of evidence-based policies and plans as well as expansion of service delivery in selected areas of the 6 focus States. The second UNDAF outcome emphasises behavioural change in the achievement of better social outcomes. The related agency outcome seeks to boost public demand for and participation in social service delivery. The third UNDAF outcome is based around policies, plans and institutions to prevent and manage cross-border threats (for example, connected to Avian Influenza and HIV/AIDS). The relevant agency outcome targets the implementation of agreed international norms and conventions for the prevention and management of such threats.

The last section of the results matrix, tackling the reduction of risks pertaining to crisis, conflict and insecurity, has two UNDAF outcomes. The first UNDAF outcome seeks to foster a participatory policy and institutional environment in the Niger Delta region. The relevant agency outcomes focus on development that is better integrated across sectors based on clear plans and spending programmes; and the deepening of institutional collaboration between Government, communities, civil society and private sector organizations. These issues are seen as central to conflict prevention and management, internal security and emergency preparedness. The second UNDAF outcome, and the last one in the matrix, concerns areas outside the Niger Delta where there may be conflict, crises, natural disasters and/or high rates of violent and organised crime adversely affecting individual and institutional security as well as investment for development. The agency outcomes contributing to this result put the emphasis on developing the capacity of Federal and civic institutions to assess, prevent and manage the response to both natural and man-made crises as well as insecurity.

## 2.4 Partnerships

There is already a dense web of collaboration between the UN and other institutions that can provide a basis for further engagement during 2009-12. These have been mentioned in the results matrix and range from the Joint Donor Basket Fund (JDBF) for electoral assistance, an emerging partners' group on fiscal and procurement reform and donor group on Avian Influenza to a significant number of substantial bilateral arrangements between CIDA, DFID and the EU and a number of UN agencies (including the Joint Team on HIV/AIDS) on issues such as health, education, water and sanitation and anti-corruption.

Looking to the future, a first consideration for the UN will be to explore any scope for deepening the relationship with Government at all levels. This applies, in particular, to the relationship with State Governments and Local Government Authorities whether in terms of joint analysis and programme formulation, capacity development of key institutions or higher levels of co-financing of programmes and projects that benefit from the UN's technical expertise and financial support.

In the same vein, there is significant untapped potential for partnership-building in two distinct areas. One of these areas concerns the synergy and impact that can be achieved through genuinely collective UN efforts, whether issue- or location-specific. These 'One UN' initiatives could provide an attractive option for the involvement of other partners who are either interested in supporting the same results, are eager to encourage progress towards country level reform of the UN and/or are keen to reduce transaction costs by joining a common partnership platform. These are, indeed, among the key considerations guiding the introduction of Strategic Programme Frameworks (SPFs) and the accompanying Strategic Fund (SF), which are both described in more detail in section 4.2 below. The second area, which is a variant of the first, zeroes-in on the particular strengths of the UN in venturing into sensitive matters, such as the crisis in the Niger Delta, that call for a combination of skills political, governance-focused, humanitarian and service delivery-oriented that is only available within its institutional framework.

Finally, the UN proposes to work with and develop the capacity of civil society, including universities, research institutes and think tanks, as well as the private sector (both organised and informal). Some of the elements for this exist already but require further preparatory work that can explore and clarify more fully the nature, modalities, scope and management of an enduring partnership.



## 3.0 Programme Resources

### 3.1 Estimated Resource Allocations<sup>19</sup>

The table below provides an indicative allocation of resources to the four priorities in UNDAF II. Actual costs will be estimated as country programme and project documents are prepared and SPFs developed during 2008-09 (see section 4.2 below and Annex 5). Overall, the UN expects to spend close to USD 1.056 billion from all sources during 2009-12 or an average annual spend of about USD 264 million. Of the total planned expenditure, USD 487 million (46%) and USD 569 million (54%) are expected to be funded from regular and other (Government, donor) sources, respectively. In the latter case, only those resources which are in the 'hard' pipeline' or have a reasonably high probability of materialising, based on past trends, have been included in the table. Resource allocation across priorities stands as follows: governance and accountability (14%), productivity and employment (21%), social service delivery (49%) and reduction of crisis and conflict (16%).

Table: Distribution of Estimated Resource Allocation for UNDAF II

Agency	UNDAF Priorities				Total by Agency (USD)
	Governance and Accountability Total (USD)	Productivity and Employment Total (USD)	Social Service Delivery Total (USD)	Conflict and Insecurity Total (USD)	
FAO	-	34,000,000	-	-	34,000,000
IAEA	-	3,000,000	8,400,000	-	11,400,000
IFAD	-	103,000,000	20,000.00	30,000.00	153,000,000
ILO	-	5,750,000	120,000	-	5,870,000
ITC	-	1,350,000	-	-	1,350,000
UNAIDS	-	-	3,663,685	-	3,663,685
UNDP	81,667,000	57,083,000	20,375,000	96,000,000	255,125,000
UNESCO	20,000	165,000	75,000	60,000	320,000
UNFPA	23,400,000	-	39,400,000	-	62,800,000
UN-Habitat	7,000,000	-	3,700,000	2,000,000	12,700,000
UNHCR	-	-	-	3,300,000	3,300,000
UNICEF	17,000,000	2,000,000	400,890,000	36,000,000	455,890,000
UNIDO	2,000,000	15,500,000	-	-	17,500,000
UNIFEM	3,640,000	840,000	2,350,000	600,000	7,430,000
UNITAR	-	-	-	5,048,000	5,048,000
UNODC	8,100,000	-	-	2,500,000	10,600,000
WHO	-	-	16,800,000	-	16,800,000
<b>Total by Priority</b>	<b>142,827,000</b>	<b>222,688,000</b>	<b>515,773,685</b>	<b>175,508,000</b>	<b>1,056,796,685</b>

### 3.2 Funding Gaps and Resource Mobilisation

For the reasons explained in section 3.1 above, it is not possible at this stage to provide an accurate measure of funding gaps and, thus, any requirements for resource mobilisation. Information will be available by end-2008 or early-2009 to provide reasonable estimates in this regard. A comparison of planned expenditure during 2009-12 with actual spend in 2004-07 which amounted to USD 1.1 billion suggests a small shortfall of about USD 50 million. This is likely to be an underestimate given the expanded scope and ambition of the UN's efforts under UNDAF II.

<sup>19</sup> Due to funding cycles for some agencies, some of these resource allocations are only for an initial 2-year period.

## 4.0 Implementation Modalities

### 4.1 Alignment with the National Planning Cycle and Development Partners

As noted earlier, UNDAF II is aligned fully with the phasing and content of the 7-Point Agenda and, it is assumed, the NDP and Vision 2020, as confirmed by the NPC at the Joint Strategy Meeting held in February 2008. At the same time, a number of recent developments point to a changing environment for aid coordination in Nigeria with the Federal Government seeking closer alignment of flows with national priorities and improved efficiencies and effectiveness in the use of aid. To this end, the National ODA Policy issued in 2006 emphasises *inter alia* country ownership, the geographical spread of ODA-assisted programmes, transparent and accountable procedures, and a unified system of ODA management. As a further measure, Nigeria signed the Paris Declaration in 2007.

Aid coordination in Nigeria is characterised at present by two main features. First, there is an array of coordination bodies. These include the JDBF for electoral assistance, Donor Groups on Political and Economic Governance, a Justice Sector Coordination Group, a mini-Dublin group on drug control, a Core Group on the MDGs, a Health Partners' Coordination Committee, the Country Coordination Mechanism for the Global Fund on HIV/AIDS, TB and Malaria, a Development Partners' Group on HIV/AIDS, an International Development Partners' Group on Education, a Donor Coordination Group on Gender and another on the energy sector. Second, there is a mosaic of different partnerships or groupings: the UN itself, the Country Partnership Strategy (CPS) bringing together DFID, the World Bank and increasingly, USAID, and the EU which stands on its own.

The current situation consisting of overlapping State focus, a multiplicity of collaborative efforts of varying scope, depth and effectiveness and multiple and, sometimes, overlapping coordination structures all point to the potential gains that could be realised through a more thorough implementation of the Paris Declaration in Nigeria. The UN is already playing a key role in this debate through analysis and advocacy and expects to contribute meaningfully to the design of any future arrangements that are agreed between Government and international development partners.

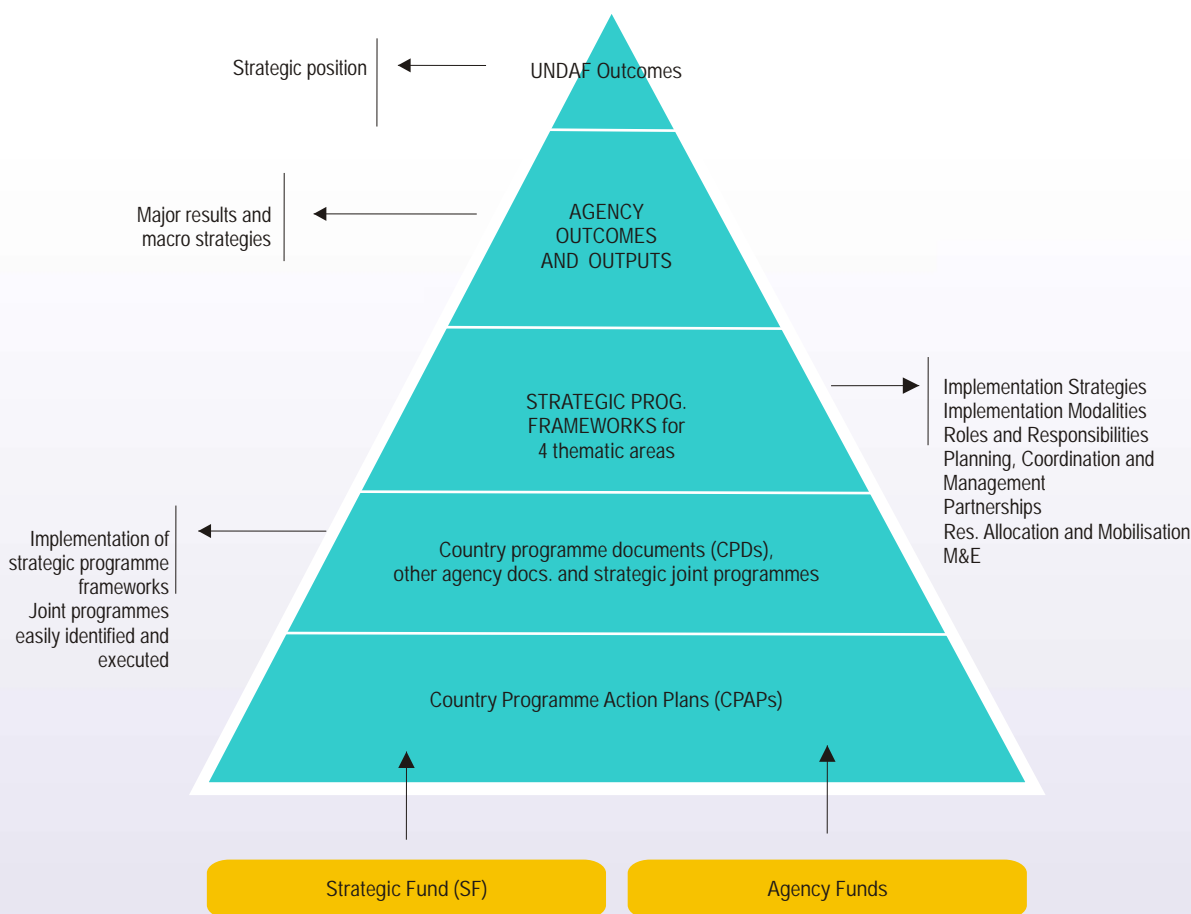
### 4.2 Strategic Programme Frameworks (SPFs) and the Strategic Fund (SF)

A central plank of the UN's contribution to aid coordination and effectiveness will be the SPFs and the associated SF, improving not just the internal cohesion of the UN but, potentially, of the larger development partnership with Nigeria as well.

SPFs are meant to show how the programmes and projects of UN agencies will pull together to achieve the outcomes and outputs in the UNDAF. The SPFs will, thus, bridge the gap that exists at present between the high level results in the UNDAF and agency programmes and projects. They will also build on the progress made by the UNCT during 2004-08 in implementing joint programmes on education (State Education Sector Programmes or SESPs), HIV/AIDS and refugee reintegration (in Taraba State).

Each of the four priorities of UNDAF II will be covered by a separate SPF, focusing on the design of collective work at the Federal level and in the 6 focus States. In so doing, SPFs will provide a flexible and pragmatic interpretation of what it means to have a 'One UN' programme. They will, therefore, be wider in scope than joint programmes which will be treated as one among a range of alternative implementation modalities. Each SPF, once endorsed, will provide a means for clearly defining and assigning operational responsibility for the achievement of results. Consistent with this approach, a Strategic Fund (SF) will be established to mobilise and manage a pool of resources to finance SPFs, thus, providing important additionality to the resources made available by agencies from core and non-core sources of funding. Some of the key details about SPFs are described in Annex 5.

Figure: A Pragmatic Approach to 'Delivering as One' in Nigeria



Source: UNCT-Nigeria

### 4.3 Operational Considerations

There are three major operational considerations that will affect the implementation of UNDAF II. The first concerns the practical challenges of harmonising differing agency tools and procedures within the SPFs and agreeing on the management of the SF although, in the latter case, experience gained in the operation of UN-managed multi-donor trust funds may provide a practical way forward. A second concern relates to the increasing use of national management systems implied in the anticipated adoption of a harmonised approach to cash transfers (HACT) in 2009. HACT will not only necessitate a thorough capacity assessment process in 2008 but also careful sequencing of the rollout synchronised with more intensive efforts to build the capacity of national procurement, financial and human resources management systems. Finally, the UNCT faces the task of deepening the very substantial progress that has been made over the past 3 years in the use of common services based on the shared UN House in Abuja. Extending these achievements to additional areas of management and programme operations will be the main task during 2009-12, particularly towards integration of information technology, development of rosters of qualified national experts and streamlining of financial management and reporting requirements for Government agencies.

### 4.4 Organization of the UNCT for UNDAF Implementation

The UNCT has agreed already to review its organisational arrangements once UNDAF II is finalised. Although the two main arms of the UNCT the PMT and the Operations Management Team (OMT) will continue working during 2009-12, a number of other issues will need to be addressed more fully. These include the relationship between global statutory and other thematic groups and the PMT; the organisation of work at the level below the PMT and OMT, particularly in view of the SPF and SF; and improved monitoring and oversight of progress towards UNDAF results.

## 5.0 Monitoring and Evaluation (M&E)

### 5.1 UNDAF M&E Plan

The UNDAF M&E Plan (Annexes 2 and 3) focuses on information required to manage and monitor implementation and to assess performance in relation to stated results. The Plan reflects the need for a coherent and integrated approach to monitoring and evaluation of the UNDAF between and within agencies as well as with national counterparts. It also underlines the importance of strategic information management to generate evidence of achievement.

The frame of reference for the M&E Plan will be the UNDAF results matrix and the accompanying set of baselines, targets and indicators. In designing and implementing the details of the M&E Plan, the UN will be guided by four basic principles: maximum feasible integration with national systems; development of national M&E capacity as a matter of priority; streamlining and, as much as possible, standardisation of reporting requirements arising from UN assistance; and participation in wider efforts to apply the Paris Declaration to M&E through efforts led by the country and involving other international development partners. These guiding principles will find practical expression in the following ways:

- Monitoring: implementation of an UNDAF Baseline Study in 2009 to develop and refine the baselines, targets and, if necessary, indicators for performance assessment; agreement by 2009 on a common project level reporting format; and institution of an annual performance review with Government coordinated by the NPC, starting in 2009, ideally as part of a broader exercise involving other international development partners as well.
- Assessment and Evaluation: execution of a mid-term review in 2010 to assess the extent of progress towards results and recommend follow-up actions; conduct of an UNDAF evaluation in 2012 to gauge how the UN has used its comparative advantage and capabilities to assist Nigeria; and openness to mutual accountability, possibly through an independent biennial survey commissioned jointly by the Government and UN.
- Development of National M&E Capacity: commitment to the framework of the National Statistics Act (2007) and the related Master Plan. The UN's approach will be to advocate for and assist with a broader effort supported by international development partners that enables country ownership, reduces duplication and fragmentation, and increases the probability of successful development and retention of national capacity. This will require, among other things, harmonization of major surveys; strengthening and management of sector-based information systems; expansion of capacity in civil society to generate, analyse and disseminate information; utilisation of data warehouses; nurturing of a community of analysts; and strengthening of capacity in the NPC and its State equivalents to measure resources flows and development effectiveness.
- Coordination and Partnership: continued use of the Data Management Advisory Group (DMAG), established originally for UNDAF II, to provide a core technical capability and point of contact in the UN on M&E issues. The DMAG will be composed of experts on monitoring and evaluation drawn from UN agencies and, it is hoped, Government and donor staff. The Group will be responsible for the implementation of the M&E Plan, particularly the development of common tools and databases; design and conduct of special surveys, studies and evaluations; and the programming of work to develop national M&E capacity.

### 6. Risks and Assumptions

There are three major categories of risks affecting the prospects of UNDAF II which will be monitored and assessed closely in collaboration with Government and development partners. They are:

- (i) Governance risks: The main concerns in this regard relate to disputes arising from the 2007 General Elections, delays in electoral reform, lack of progress or standstill in justice, transparency and anti-corruption work, deterioration of conditions in the Niger Delta, and unanticipated and frequent changes in Government policy and personnel, among other things. Adverse developments in these areas would have an almost immediate and material bearing on the feasibility of results, viability of programme operations and the availability of financing.
- (ii) Economic and financial risks: These include shifts in global conditions for instance, changes in the price of oil and gas, significant exchange rate volatility, an economic slowdown or recession in developed economies or abrupt changes in (foreign) investor sentiments. There are also domestic variables such as the possibility of a fiscal shock, changes in the stance of monetary policy and volatility on the Nigerian Stock Exchange. All of these risks could impact substantially on Nigeria's macroeconomic stability, output and employment, public revenues and the Federal Government's economic policy.
- (iii) Institutional risks: These relate mostly to factors impinging on UN reform at country level but which are beyond the control of the UNCT. Notable among them are possible constraints emerging from Headquarters, for example, concerning the design and implementation of SPFs and the SF as well as slow progress in system-wide programme and operational harmonisation. These factors will directly impede the speed and effectiveness of the UN's operations in Nigeria, both as a collective and as individual agencies.

The principal assumptions underlying UNDAF II are as follows: (a) that the level of uncertainty in the programming environment, while far from being inconsequential, is still consistent with a reasonable probability of delivering on results; (b) there will be significant progress over the next 18-24 months in the implementation of the Paris Declaration resulting in a substantially different aid environment in the country; (c) the governance reforms that have been enacted already at the Federal level will find increasing acceptance and adaptation at State level; (d) institutional capacity within and outside Government as well as resource flows to priority sectors can be built-up progressively over the next 2-3 years; and (e) there is an unmet 'appetite' among development partners to support UN reform at country level.



## ANNEX 1: THE RESULTS MATRIX

UN Mission Statement for UNDAF II: 2009-2012

In the context of the country's international commitments:

The UN Country Team will support Nigeria in its efforts to secure a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.

---

## A. Strengthen Governance and Accountability

### Nigeria's Stated Development Priorities:

- Combating Corruption/Improving Governance.
- Macroeconomic Framework: effective revenue and expenditure management.
- Good Governance and Sound Macroeconomic Management: performance-based budget process; rigorous application of the provisions of the Fiscal Responsibility Bill; promotion of citizen participation in public budgeting and expenditure monitoring.
- Public Service Reform: evolve measures for service-wide inter and intra-sector linkages as well as for joining-up of services.

### UNDAF Outcome A.1:

Resource mobilisation and public expenditure management meet international standards of fiscal responsibility and requirements for achieving national development targets, consistent with the National Development Plan and the MDGs.

Agency Outcomes	Outputs	Role of Partners	Projected Resource Targets (PRT) <sup>20</sup>
<p>Agency Outcome A.1.1: Cross-sectoral planning and budgeting organizations and sectoral MDAs at Federal level and in the focus States able to develop medium-term plans to achieve key development targets. <u>(note: this Agency Outcome is cross-linked with Agency Outcomes B.1.1, C.1.1 and D.1.1)</u></p>	<p>A.1.1.1: Guidelines for transparent, participatory, gender responsive and integrated<sup>21</sup> planning and fiscal policy process developed for adoption at Federal and State level.</p> <p>A.1.1.2: A core 'toolkit' of methods and instruments for fiscal policy management piloted in selected institutions<sup>22</sup>.</p> <p>A.1.1.3: Data analyses for effective cross-sectoral and sectoral development planning are in place<sup>23</sup>.</p> <p>A.1.1.4: Networks of expert practitioners<sup>24</sup> are available to (a) formulate medium-term development and sector strategies/plans; (b) apply tools and techniques for fiscal policy analysis and planning; and (c) monitor and evaluate fiscal policies and budgets.</p>	<p>Partners such as CIDA, DFID, IMF, USAID and the World Bank have considerable experience and engagement in some of the same or complementary areas such as public financial management (PFM) and tax policy. Exchange of experiences as well as joint advocacy, financial and technical support are likely elements for collaborative work with the UN System. A suggestion has been mooted for the creation of a support facility which could provide a more strategic and coherent framework for donor assistance at Federal level and to States</p>	<p>USD 44.6 million</p>

<sup>20</sup> These figures are provisional and indicative; they include both estimates of available resources and targets for resource mobilization and will be subject to change.

<sup>21</sup> Integration refers to multiple linkages: between annual and medium-term expenditure, sectoral and macro/cross-sectoral issues, and Federal, State and Local levels.

<sup>22</sup> Possibilities include needs assessments, macro modelling (Federal), tax analysis and revenue forecasting, MTEF and budget preparation, budget tracking, and assessment of public expenditure performance (e.g. tracking surveys and public expenditure reviews).

<sup>23</sup> As it relates to, for example: (a) costs and budgeting for NDP/SEEDS2 targets and the MD/MDGs; (b) the fiscal space available for capital and recurrent spending; (c) the macroeconomic trade-offs arising from increased public expenditure at Federal and State level; and (d) the development and fiscal impact of climate change (effects, mitigation and adaptation).

<sup>24</sup> Networks of expert practitioners include development planners, policy analysts and M&E experts.

<p>Agency Outcome A.1.2: Framework for timely, reliable and accessible data on the MDGs and other socio-economic targets in the National Development Plan institutionalized at Federal level and in the focus States.</p> <p>(note: this Agency Outcome is cross-linked with Agency Outcomes B.1.1 and C.1.1)</p>	<p>A.1.2.1: Guidelines for organisational restructuring, systems redesign and a minimum skills base in place to manage functioning statistical systems.</p> <p>A.1.2.2: Federal and State data generating agencies have the capacity<sup>25</sup> to conduct timely, well coordinated and relevant surveys and field research on MDGs.</p> <p>A.1.2.3: Accessible and user-friendly databases in place within key governmental planning agencies and MDAs for monitoring of resource flows and progress on MDGs and other national development goals.</p>	<p>DFID, USAID and the World Bank have considerable engagement in capacity development for better statistics as does the UN System. These elements could provide the basis for collaboration to minimise duplication and help achieve sustainable improvements in systems at Federal and State level</p>	<p>USD 21.4 million</p>
<p>Agency Outcome A.1.3: Broad coalitions and/or campaigns involving non-state actors at Federal level and in the focus States create public demand for fiscal responsibility, and effective use of resources for development.</p>	<p>A.1.3.1: Technical advisory services, grant-making facilities and skills development programmes set up to assist national and State coalitions (e.g. CSOs including media and FBOs) to ensure fiscal responsibility and efficient use of resources.</p> <p>A.1.3.2: Tools and procedures developed to build the capacity of CSOs (including media and FBOs) to gain access to and disseminate information on resource flows and development performance. (note: this output is cross-linked to Agency Outcome A.1.2 above and output D.1.1.4)</p> <p>A.1.3.3: Selected CSOs (including women's groups and media), have the skills to monitor, assess and advocate on fiscal policy issues.</p>	<p>The UN System is already engaged with the GCAP and "Make Your Money Work" campaign coalitions and expects to deepen this partnership around a medium-term civil society-led and national campaign on the MD/MDGs.</p>	<p>USD 5 million</p>

<sup>25</sup> Institutional arrangements and partnerships, internal systems, skilled staff and financing.



Nigeria's Stated Development Priorities:

- Security, Law and Electoral Reform: electoral reform, internal security, law enforcement, justice.
- Combating Corruption/Improving Governance: new value orientation, enforcement of anti-corruption measures (zero tolerance), liaising with the following institutions on policies, strategies and programmes - CPC, EFCC, Code of Conduct.
- Macroeconomic Framework: accountability and transparency in private and public sector financial management.
- Good Governance and Sound Macroeconomic Management: (iii) vigorous pursuit of 'Due Process'.
- Public Service Reform: reduce corruption in the public service.
- Cross-Cutting Issues Gender: to promote gender equality and women's empowerment in the social, political and economic sectors for sustainable democracy and development.

UNDAF Outcome A.2:

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.

Agency Outcomes	Outputs	Role of Partners	Projected Resource Targets (PRT)
<p>Agency Outcome A.2.1: National and State electoral organisations able to perform key functions<sup>26</sup> associated with the planning, conduct and monitoring of credible elections, in collaboration with key stakeholders and in conformity with national and international frameworks and standards.</p>	<p>A.2.1.1: Organisational restructuring plans, systems and skills developed for INEC and State IECs to hold well-organised and credible elections in 2011.</p> <p>A.2.1.2: Proposals developed, debated extensively and submitted as inputs into the electoral reform process, focused on: (a) transparent and enforceable rules, procedures and mechanisms for stakeholder<sup>27</sup> participation in the conduct and monitoring of elections; and (b) other critical issues<sup>28</sup>.</p> <p>A.2.1.3: Skills and collaborative networks developed for national and State level CSOs as well as the print and electronic media to undertake specific elections-related activities<sup>29</sup>.</p>	<p>There is already a joint Donor Basket Fund (JDBF) funded by CIDA, DFID, the EU and the UN System which provides a common framework for advocacy, financing, technical support and partnership-building to sustain electoral reforms and promote free and fair elections. The JDBF or a revised version of it is likely to play a central role in sustaining partnerships for this Outcome during 2009-12. USAID is also engaged substantively in electoral assistance, with collaborative links possible with the JDBF or its successor arrangements during the UNDAF period.</p>	<p>USD 29.8 million</p>

<sup>26</sup> Functions such as voter registration, constituency delimitation, election planning, communications, and domestic and international observation.

<sup>28</sup> Political parties, female politicians, security agencies, print and electronic media and CSOs.

<sup>27</sup> These proposals could address, for example, the autonomy of IECs, the voting system, reform of political parties (financing and internal democracy) and the role of the judiciary and security agencies.

<sup>29</sup> Potential activities include analysis and monitoring of political activity, civic/voter education and mobilisation, and election monitoring, observation and reporting.

<p>Agency Outcome A.2.2: The justice system and law enforcement institutions at Federal level and in the focus States able to perform key functions necessary for the transparent, fair and timely consideration of key civil and criminal cases, in conformity with national and international standards<sup>30</sup>.</p>	<p>A.2.2.1: Updated and reformed procedures and systems for case management, judicial training and legal aid services identified and piloted, in line with relevant UN conventions and protocols.</p> <p>A.2.2.2: Police and prison services have tools and procedures to operate in line with minimum service and human rights standards and under effective oversight mechanisms.</p> <p>A.2.2.3: Monitoring, documentation, reporting and enforcement tools for promotion and protection of human rights developed for use at national level and in each of the six geopolitical zones (in selected CSOs and the National Human Rights Commission/NHRC).</p>	<p>The Justice Sector Coordination Group, comprising the EU, DFID, USAID, the UN System and World Bank plan to establish and build their cooperation around a framework for effective technical and financial support to the Government and CSOs.</p>	<p>USD 11.6 million</p>
<p>Agency Outcome A.2.3: Anti-corruption and procurement reform measures integrated further in key areas of public sector management at Federal level and in the focus States.</p>	<p>A.2.3.1: Technical assistance facilities in place for the development of draft public procurement bills, procedures and associated implementation plans at State and local level.</p> <p>A.2.3.2: Organisational designs, e-procurement solutions and training programmes in place in procurement offices in government and/or to improve the operations of existing offices.</p> <p>A.2.3.3: Systems (including ICT systems), skills and procedures for timely detection and prosecution of offenders developed in anti-corruption bodies at Federal and State levels (EFCC, ICPC and any State equivalents).</p>	<p>The EU provides significant financial support to the UN System to work with the Economic and Financial Crimes Commission (EFCC). The UN System also separately assists the EFCC. In addition, DFID, the UN System and the World Bank have jointly committed initial financing for the TUGAR unit (housed, for the moment, in NEITI) that is designed to monitor corruption trends and patterns in the country, commencing in 2008. There is a good possibility that these partnerships will provide the platform for continuing and expanded collaboration during 2009-12.</p>	<p>USD 30.5 million</p>

<sup>30</sup> Functions relate to case management, legal aid, internal oversight, and monitoring and reporting of compliance with national and international human rights legislation. The proposed cases relate to electoral and financial malpractice, drugs smuggling, human trafficking, child protection and juvenile justice.

	<p>A.2.3.4: Selected national and State level CSOs, private sector and media have the capacity to mobilize public opinion against corruption and monitor and act upon corruption.</p>		
<p>Coordination Mechanisms and Programme Modalities:</p> <p>The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Governance and Accountability) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.</p> <p>With regard to other development partners, a donor coordination group on political governance (bringing together CIDA, DFID, EU, MacArthur Foundation, UNDP, OSIWA and USAID), chaired by UNDP, provides a cohesive basis for sharing information, coordinating work and, selectively, jointly providing financial and technical assistance. A subset of this group CIDA, DFID, EU and UNDP - have also set up a Joint Donor Basket Fund (JDBF) to finance electoral assistance. In addition, a Justice Sector Coordination Group brings together the EU, DFID, USAID, UNODC and the World Bank.</p>			

## B. Promote Production and Employment

Nigeria's Stated Development Priorities:

- Rural sector development: agriculture/land reform, manufacturing/SMEs.
- Regional development: erosion management/control, desertification, environment.
- Food security through growth in production output, employment generation, export expansion, supply of raw materials, domestic consumption and value addition.

UNDAF Outcome B.1:

Enabling policies and investments lay the basis for faster and more sustainable growth in output and employment in the rural economy.<sup>31</sup>

Agency Outcomes	Outputs	Role of Partners	Projected Resource Targets (PRT)
<p>Agency Outcome B.1.1: Sectoral MDAs at Federal level and in the focus States able to develop evidence-based medium-term plans and budgets that support sustained growth and employment in the rural economy<sup>32</sup></p>	<p>B.1.1.1 Systems and skills developed for sectoral MDAs to generate, analyse and interpret data on agriculture and other aspects of the rural economy.</p> <p>B.1.1.2 Research and analyses on key aspects of the rural economy is available to policy- and decision-makers as well as a wider audience of experts and the general public<sup>33</sup>.</p> <p>B.1.1.3 Policy options and financing plans exist for expanding decent and productive work and employment in the rural economy, especially in agriculture and agro-industry.</p> <p>B.1.1.4 Labour market information systems (LMIS) in place to track employment in the rural economy and project human resource requirements for future growth and employment in the agricultural, agro-industrial and related sectors.</p> <p>B.1.1.5 A monitoring and evaluation plan is in place in selected MDAs to track public and private investment flows to the rural economy, especially to agriculture and agro-industry.</p>	<p>The UN system proposes to collaborate with the World Bank, DFID, EU, USAID, ADB and IFC that have considerable expertise and resources which can be brought to bear in plan formulation, budgeting and monitoring processes. Together, these can form a basis for forging stronger partnerships in this outcome area.</p>	<p>USD 25 million</p>

<sup>31</sup> The term 'rural economy' is used here in the broad sense of encompassing all economic activities taking place within the rural space as well as activities outside that space, including in urban and peri-urban areas (for example, along value and supply chains), which impact upon the rural space.

<sup>32</sup> These institutions would include, for example, Ministries of Agriculture, Water Resources and Commerce and Industry as well as SMEDAN

<sup>33</sup> For example, studies on the structure of production, employment and markets in agriculture and other sectors, access to services and infrastructure, and the business climate for MSMEs.

<p>Agency Outcome B.1.2: Revitalised approaches to business development and technology transfer increase productivity and employment in selected sectors of the rural economy.</p>	<p>B.1.2.1 Organizational change programmes in place to upgrade and link agricultural research and extension systems for technology development and dissemination.</p> <p>B.1.2.2 Selected organizations in the public and private sectors are equipped to serve as resource centres and clearing houses for transfer of business knowledge and technologies (e.g. from firm-to-firm, across sectors - especially agriculture and agro industry- and between geographic areas).</p> <p>B.1.2.3 Change programmes in place to upgrade/reform Technical, Vocational, Educational and Training (TVET) and other educational institutions to link skills formation with the needs of the rural labour market, especially for agriculture and agro-industry.</p> <p>B.1.2.4: Renewable energy pilot projects provide a replicable and technologically, financially and institutionally scalable model for expanded and sustainable access to energy for increased employment, productivity and output.</p>	<p>The UN system plans to collaborate with the World Bank, DFID, EU, USAID, ADB and GTZ which have complementary expertise and resources in this outcome area.</p>	<p>USD98 million</p>
<p>Agency Outcome B.1.3: Environmental policy, regulatory and enforcement agencies at Federal level and in the focus States able to establish and manage an integrated framework for environmental governance<sup>34</sup>.</p>	<p>B.1.3.1: Proposals prepared and dialogue processes established on the principal challenges to environmental governance in Nigeria and priorities for policy, regulatory and institutional reforms.</p> <p>B.1.3.2: Technical advisory system in place to support change management programmes implementing a reformed, integrated, gender sensitive framework for environmental governance.</p> <p>B.1.3.3: A national network of expert practitioners established to undertake research and analysis on major environmental issues.</p>	<p>The environment sector has not attracted the level of international assistance flowing to, for example, governance and the social sectors. Nevertheless, partners such as CIDA, the EU and the World Bank have considerable experience in environmental policy, legislation and capacity development of institutions a basis, potentially, for joint advocacy, technical and financial assistance with the UN System.</p>	<p>USD 7.3 million</p>

<sup>34</sup> Integrated means across sectors (agriculture, manufacturing and extractive industries and services), types of issues (such as land and water management, pollution control, response to desertification and land and coastal erosion, and biodiversity protection), ownership structures (public, private, community and individual) and tiers of government (roles and responsibilities at Federal, State and LGA level).

Nigeria's Stated Development Priorities:

- Build a robust private sector-led economy that enhances poverty eradication.

UNDAF Outcome B.2:

Organized agents articulate and demand for and help ensure equitable delivery of services for growth and employment in rural markets (credit, production, renewable energy, skills formation, business development, and market information).

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome B.2.1: Institutional mechanisms in place and used to enable private-public sector dialogue on selected policy, legislative and budgetary issues.</p>	<p>B.2.1.1 Selected producer and creditor associations/networks and representatives of labour at Federal level and in the focus States engaged in key policy, legislative and budgetary processes affecting the private sector <sup>35</sup></p> <p>B.2.1.2 Selected formal and informal private sector organizations/associations have the analytical and advocacy skills to participate in policy, legislative and budgetary processes.</p>	<p>Partners such as the World Bank, DFID, EU and USAID have programmes in place for strengthening producers/marketing associations to engage in dialogue around policy formulation and legislative processes. Governmental institutions such as the Ministry of Labour and Productivity, Federal and State Ministries of Commerce and Industry, NACIMA, NECA and MAN have established frameworks for collaborating with key stakeholders that can be tapped for partnership-building in this outcome area.</p>	<p>USD 24.2 million</p>
<p>Agency Outcome B.2.2: Institutional and financing arrangements at Federal level and in the focus States increase scope for private sector participation in expanding access to services <sup>36</sup></p>	<p>B.2.2.1 Institutional and financing frameworks allow for private sector participation in the delivery of services to the rural economy.</p> <p>B.2.2.2 Guidelines and operational strategies that demonstrate the role of the private sector in service delivery to the rural economy exist to promote public-private partnership and engagement of women/youth-led enterprises.</p>	<p>There are several private sector organisations and associations engaged in service provision in the rural economy. This provides a base on which to build potential partnerships.</p>	<p>USD 22.2 million</p>

<sup>35</sup> The key processes includes those related to the preparation of long- and medium-term development and sector plans and strategies, annual budgets and tax, credit, business, labour market and environmental laws and regulations. The entities being referred to here include farmers' associations and cooperatives, associations of SMEs, organisations of large domestic and multinational corporations, employer organisations and labour unions.

<sup>36</sup> Key services include credit, technology transfer, adaptation and development, skills formation, input and output marketing and product development.

<p>Agency Outcome B.2.3: Innovations in employment creation, social safety nets and corporate social responsibility influence the design and implementation of labour and employment policies.</p>	<p>B.2.3.1 Reforms in institutional mechanisms, regulatory and financing frameworks identified with stakeholder participation to promote socially responsible businesses and affirmative action for women.</p> <p>B.2.3.2 Demonstration projects identified and piloted on the basis of local context (e.g. on labour-intensive public works, employment guarantee schemes, social security systems).</p>	<p>There is currently relatively limited engagement of development partners in this sector. Interest is, however, increasing in view of the employment challenge in Nigeria. This should provide an entry point for partnerships.</p>	<p>USD 5.5 million</p>
--	---	---	------------------------

Nigeria's Stated Development Priorities:

- Drive and promote increased value addition to Nigeria's potentials in agriculture, minerals, oil and gas.
- Ensure value addition to production such that investors could be encouraged to go beyond production of raw materials and processing

UNDAF Outcome B.3:

Enabling policies and investments for trade and investment stimulate businesses in the rural economy that are competitive in domestic, regional and international markets.

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome B.3.1: Trade and investment policies and regulatory frameworks open up opportunities for value added production from agricultural, agro-industrial and extractive industries<sup>37</sup>.</p>	<p>B.3.1.1 Analysis of gaps between national policies and international/regional protocols and agreements which affect value addition in the agricultural and agro-industrial sectors available for policy- and decision-making.</p> <p>B.3.1.2 Consultation and dialogue processes lead to policy and regulatory reforms that promote and prioritize sustainability and value addition in agricultural, agro-industrial and extractive industries.<sup>38</sup></p>	<p>World Bank, DFID and USAID have experience, knowledge and programmes of support in this area. The UN system will work to forge a stronger coordination framework to support the achievement of this outcome.</p>	<p>USD 40.5 million</p>

Coordination Mechanisms and Programme Modalities:

The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Productivity and Employment) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.

Institutions at the national level such as the National Directory for Employment (NDE), SMEDAN and the Central Bank of Nigeria (CBN) have informal coordination mechanisms for consultation in plan and budget preparation and monitoring while more informal arrangements exist in entities such as the Federal and State Ministries of Commerce and Industry, National Planning Commission and micro finance institutions. In addition, the Federal Ministry of Agriculture, through the National Food Reserve Agency, has a formal coordination machinery for agricultural development and food security. The agricultural research institutes and the Raw Material Research and Development Council (RMRDC) also have formal mechanisms for technology development and transfer.

<sup>37</sup> The issues to be addressed could include, for example, product standardization, health and safety, labour, gas flaring and, more generally, sustainable utilization of natural resources.

<sup>38</sup> The relevant issues in this regard could include the tariff structure, non-tariff regulations (including import bans), taxation (direct and indirect), business licensing, market information, product standardization and development of value chains.



## C. Transform Social Service Delivery

### Stated Development Priorities:

- Human Capital Development: education, health, skills acquisition.
- Human Infrastructure Health: reduce infant, under-five and maternal mortality from the current levels by 10%, 10% and 30%, respectively, by 2011; enhancement and strengthening of the health system for delivering of effective, efficient and qualitative health systems.
- Human Infrastructure Education: ensuring that, by 2015, all children particularly girls, children in difficult circumstances and those belonging to ethnic minorities have access to complete free and compulsory primary education of good quality; improve the quality of delivery of education at all levels.
- Cross-Cutting Issues: gender, HIV/AIDS.
- Cross-Cutting Issues Gender: to promote gender equality and women's empowerment in the social, political and economic sectors for sustainable democracy and development.

### Outcome C.1:

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

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Outcome C.1.1: The Federal Government and the focus States able to utilise evidence-based approaches to formulate policies and develop strategic and transparent financing plans and budgets for improved social service delivery.</p>	<p>C.1.1.1: Data and analyses on social conditions, including on key disparities as well as their underlying and structural causes, are widely available and accessible to politicians, planners, civil society and the public.</p> <p>C.1.1.2: Tools and mechanisms developed to enable public participation notably of women, youth, the poor and disadvantaged - in social policy and programme formulation.</p> <p>C.1.1.3: MDAs in the social sectors possess the capacity for policy formulation and planning for social service delivery incorporating HRBA and mainstreaming gender equality.</p> <p>C.1.1.4 Integrated, pro-poor and gender sensitive strategies for slum upgrading and human settlements planning identified and implemented.</p>	<p>The ADB, CIDA, DFID, EU, USAID, other bilateral agencies and the World Bank support policy formulation and improvement of governance and service delivery in the social sectors. Various surveys and databases are also supported by several of these development partners at Federal and State level. Building on current collaboration, the UN system expects to partner with most of these agencies on sector planning and service delivery during 2009-12.</p>	<p>USD 63 million</p>

<p>Agency Outcome C.1.2: The focus States provide quality<sup>39</sup> and affordable social services in Y%<sup>40</sup> of facilities.</p>	<p>C.1.2.1: Y% of MDAs at State and LGA levels have the institutional and human capacity for quality service delivery and social mobilization to meet coverage, quality and cost targets.</p> <p>C.1.2.2: Y% of facilities and institutions have management structures, systems, skills, equipment and supplies in place for gender-sensitive service delivery and social mobilization.<sup>41</sup></p>	<p>In addition to the development partners mentioned in relation to Agency Outcome C.1.1, the private sector, NGOs and faith-based organisations are delivering social services, suggesting the way to a possible broadening of the UN System's partnership framework in this area during 2009-12.</p>	<p>USD 376 million</p>
---	--	--	------------------------

Nigeria's Stated Development Priorities:  
As for Outcome 1.

UNDAF Outcome C.2:  
Changes in individual/household behaviour reflect growing public engagement - especially of the poor and disadvantaged - in the achievement of better social outcomes.

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome C.2.1: Groups and/or alliances of organizations stimulate public demand for and community participation in social service delivery in the focus States, with particular attention to the role of the poor and disadvantaged<sup>42</sup>.</p>	<p>C.2.1.1: Organizations for social mobilization have the skills required to plan, deliver, monitor and evaluate programmes to reach individuals/ households and communities.</p> <p>C.2.1.2: Positive behaviours and practices for better social outcomes known to at least Y%<sup>43</sup> of the population in the focus States.</p> <p>C.2.1.3: Tools, mechanisms and options developed and demonstrated in selected public sector and civil society organisations to enable (a) community participation in and (b) citizen feedback on social service delivery, paying special attention to the role of the poor and disadvantaged.</p>	<p>Many NGOs, development partners, community- and faith-based organisations are participating in social mobilisation to create public demand for and participation in social service delivery. Some of them are already partners with the UN System but with a wider base of collaboration likely during the UNDAF period.</p>	<p>USD 59 million</p>

<sup>39</sup> Meeting national and international standards and protocols as well as being culturally sensitive.

<sup>40</sup> The proportion will be determined once detailed State level assessment and planning commences.

<sup>41</sup> The facility-specific focus would be on MIS, supply management, quality assurance and community engagement and outreach.

<sup>42</sup> The organisations would be from the public sector, civil society and the private sector at national and sub-national level. While retaining the emphasis on the poor and disadvantaged, further targeting within this approach would focus on adolescent youth, women of child-bearing age, and community/traditional/religious leaders.

<sup>43</sup> The proportion will be determined once detailed State level assessment and planning commences.

UNDAF Outcome C.3:  
Country policies, plans and institutions provide the basis for preventing and managing cross-border threats<sup>44</sup>.

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome C.3.1: The Federal Government and the focus States able to implement agreed international norms and conventions for the prevention and management of cross-border threats.</p>	<p>C.3.1.1: Public officials in relevant institutions are knowledgeable about international norms, conventions and mechanisms on the prevention and management of cross-border threats.</p> <p>C.3.1.2: Policy and legislative proposals in place for domestication of international norms and conventions on the prevention and management of cross-border threats.</p> <p>C.3.1.3: Relevant public institutions and civil society organizations have the planning and management competencies to handle cross-border risks and emergencies.</p> <p>C.3.1.4 Plans and functional surveillance systems in place for prevention and management of cross-border risks in selected States.</p>	<p>World Bank , USAID , DFID and EU as well as Italy, Canada and Norway have been providing support for the prevention and containment of cross border threats including HIV/AIDS, Avian Influenza (AI) and trafficking in persons. Future partnerships can be built on these existing engagements and specific collaborative actions with the UN System e.g. on AI and HIV/AIDS.</p>	<p>USD 18 million</p>

Coordination Mechanisms and Programme Modalities:

The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Social Service Delivery) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.

There are a number of coordination bodies in the health sector (Health Partners Coordination Committee; Health Systems Forum; Country Coordination Mechanism for the Global Fund). In addition, institutions at the national level such as NACA have formal coordination mechanisms for consultation in plan preparation and monitoring while more informal arrangements are in place in other key institutions such as the National Planning Commission, NBS and Ministry of Education. The Office of the SSAP/MDGs has established a coordinating committee to facilitate budgeting for and monitoring of the MDGs. The NPC with its renewed emphasis on strengthening coordination at the Federal and State level can also provide a strategic framework for donor assistance at both Federal and State level.

<sup>44</sup> The main cross-border threats are seen in this context to be those related to public health (e.g. avian influenza/AI) and HIV/AIDS.

D. Reduce the Risk of Crisis, Conflict and Insecurity

Nigeria's Stated Development Priorities:

- Regional Development: Niger Delta.
- Adoption of a holistic approach toward accelerated development and fostering of peace in the Niger Delta.

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.

Agency Outcomes	Outputs	Role of Partners	Programme Resource Target (PRT)
<p>Agency Outcome D.1.1: Relevant Federal agencies and selected States in the Niger Delta able to design and implement integrated development policies and plans in a transparent, participatory and accountable manner <sup>45</sup></p>	<p>D.1.1.1 Proposals and technical assistance facilities in place for the Federal Government and States to develop the structures, systems and skills necessary to prepare, monitor and review fiscally responsible, multi-sectoral and medium-term development plans.</p> <p>D.1.1.2 Conflict- and gender-sensitive guidelines, procedures and mechanisms exist for the participation of key stakeholders in the preparation, monitoring and review of development plans.</p> <p>D.1.1.3 Selected State MDAs and LGAs have the management skills and tools in place for sustained implementation of development plans and institutionalised accountability to stakeholders.</p> <p>D.1.1.4 Tools and procedures prepared and demonstrated in key Delta-based public and civil society institutions to provide access to and disseminate information on resource flows and development performance.</p>	<p>The World Bank, EU, ADB and USAID have programmes on the ground and significant experience in policy preparation and programme design which can be tapped in relation to this outcome. The UN system has already had extensive contacts with these partners and CSOs and is seen to have a leadership role to play in developing partnerships that could assist the Presidential Initiative on the Niger Delta.</p>	<p>USD 128.3 million</p>

<sup>45</sup> Integration in this regard refers to incorporation of links between sectors, levels (State-LGA-community), and between development and conflict prevention/management/resolution, environmental management, disaster risk reduction and emergency preparedness and response.

<p>Agency Outcome D.1.2: Government, communities, civil society and private sector organizations collaborate institutionally to address conflict prevention and management, internal security and emergency preparedness.</p>	<p>D.1.2.1 A common Niger Delta-wide early warning system for conflict and disaster prevention and management designed and piloted for scaling-up, with the participation of key stakeholders</p> <p>D.1.2.2 Guidelines and procedures for joint planning, monitoring and feedback developed for use by institutions/agencies involved in conflict prevention, management and resolution.</p> <p>D.1.2.3 Structures and mechanisms for community participation in conflict and disaster prevention and management, including internal security, piloted and replicated in selected areas of the Niger Delta.</p> <p>D.1.2.4 Guidelines for alternative dispute resolution tested in selected institutions responsible for internal security and the administration of justice.</p> <p>D.1.2.5 Mechanisms and guidelines developed for participation to bring together Government, communities, civil society and the private sector to ensure sustainable management of natural resources, to protect the environment and livelihoods.</p>	<p>As above.</p>	<p>USD 26.4 million</p>
---	--	------------------	-------------------------

Nigeria's Stated Development Priorities:

- Security, Law and Electoral Reform: internal security, law enforcement.
- Significant reduction of crime and the enhancement of internal security.

UNDAF Outcome D.2.0:

State and non-state institutions responsible for crisis prevention, management and law enforcement ensure security of persons and property <sup>46</sup>

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome D.2.1: The Federal Government and civic institutions in the focus States assess, prevent and manage the response to natural and man-made crises.</p>	<p>D.2.1.1 Systems and skills updated in selected institutions to generate, analyse, interpret and disseminate data on natural and man-made crises.</p> <p>D.2.1.2 Institutional mechanisms established for early warning and timely response to natural and man-made crises.</p> <p>D.2.1.3 Participatory fora established, with gender balance, for dialogue and engagement between civil society, communities and the private sector on prevention and management of natural and man-made crises.</p>	<p>The World Bank, DFID, EU, USAID and the International Red Cross as well as CSOs and NGOs all have considerable experience and programmes of support in the management of conflict and emergencies. The UN system will need to examine options for working with these partners toward attainment of this outcome.</p>	<p>USD 8.3 million</p>
<p>Agency Outcome D.2.2 Federal law enforcement agencies able to perform key operational functions to prevent and reduce crime whilst respecting human rights norms. (note: this Agency Outcome is cross-linked with and complemented by Agency Outcome A.2.2).</p>	<p>D.2.2.1 Key technical and operational capabilities upgraded in selected law enforcement agencies (e.g. crime detection, information management, investigation, forensics and contingency planning).</p> <p>D.2.2.2 Guidelines and procedures developed and piloted for community-based policing and crime prevention and management in selected States (information gathering, participation and accountability).</p>	<p>The EU is currently assessing the possibility of enhancing the forensic and investigation capacity of the Nigerian Police Force. DFID will continue to support the community policing project. Both partners are collaborating with the UN System on these and related issues.</p>	<p>USD 12.5 million</p>

Coordination Mechanisms and Programme Modalities:

The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Conflict and Insecurity) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.

<sup>46</sup> This outcome applies to areas of the country outside the Niger Delta.



# UNDAF II 2009-2012 Monitoring & Evaluation Framework

September 2008

## ANNEXE 2: Monitoring & evaluation Framework

### A. Strengthen Governance and Accountability

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
		Baselines	Targets		
UNDAF Outcome A.1: Resource mobilisation and public expenditure management meet international standards of fiscal responsibility and requirements for achieving national development targets, consistent with the National Development Plan and the MDGs	Proportion of States with approved fiscal responsibility and public procurement legislation (FRL/PPL)  Gap between estimated resource requirements for achieving the MDGs and actual public expenditure (sectoral, at Federal level)	Less than 5 States have FRL and PPL in place  Substantial gaps exist at present	Passage in all States by 2010  Gap reduced by two-thirds by 2012	Reports from Ministry of Finance at Federal and State level  Audit reports  Bureau of Public Procurement reports  Budget Office of the Federation reports  Reports from revenue agencies FIRS/BIRS/Custom services etc)  Fiscal Responsibility Legislation/Act	Assumptions: Commitment from all arms of government adequate and sustained to meet development targets  Resources are made available and effectively used  Risks: Political instability within States can deter progress  Capacity of political and executive officers



UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines	Targets	Means of Verification	Assumptions and Risks
A.1.1 Agency outcome Cross-sectoral planning and budgeting organizations and sectoral MDAs at Federal level and in the focus States able to develop medium-term plans to achieve key development targets.(note: this Agency Outcome is cross-linked with Agency Outcomes B.1.1, C.1.1 and D.1.1)	Adoption of MTEFs in the focus States	Low technical ability to develop MTEFs and MTSS  MTEFs are not in use at State level at present	MTEFs guide budgets in all the focus States by 2012	Programme reports MDA reports MTPs Donor reports	
Output A.1.1.1 Guidelines for transparent, participatory, gender responsive and integrated planning and fiscal policy process developed for adoption at Federal and State level.	Availability of guidelines for transparent, participatory and integrated planning and fiscal policy process  Number of focus States that adopt gender responsive budgeting	Guidelines for transparent, participatory and integrated planning not available  Federal and State level processes do not currently incorporate GRB	Guidelines for transparent, participatory and integrated planning available by 2010  Focus States budget processes incorporate GRB	Budget manuals  MDA reports  Budget monitoring reports by MDAs/ CSOs  State reports	
Output A.1.1.2 A core 'toolkit' of methods and instruments for fiscal policy management piloted in selected institutions	Number of institutions at Federal level and in the focus States piloting core tool kits	Limited use of the core toolkit at State level (Public expenditure management and financial accountability PEMFA)	Y% of selected MDAs at Federal and Focus States have piloted the Core toolkit	MDA reports  Programme report  Newly developed plans and budget documents  Donor reports	
Output A1.1.3 Data analyses for effective cross-sectoral and sectoral development planning are in place	Number of disaggregated analytical reports produced	Data mostly non-analysed; reports mostly non-disaggregated	All analytical reports fully disaggregated	MDA Databases  MDA reports	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines	Targets	Means of Verification	Assumptions and Risks
Output A. 1.1.4. Networks of expert practitioners <sup>1</sup> are available to (a) formulate medium-term development and sector strategies/plans; (b) apply tools and techniques for fiscal policy analysis and planning; and (c) monitor and evaluate fiscal policies and budgets.	Existence of networks of expert practitioners on development strategies, fiscal policy analysis, GRB and budget monitoring	No formal networks of expert practitioners exist at national or state levels except the Gender Budget Network at the national level	At least one network of practitioners exists at the Federal level and in each of the focus States	Reports generated by the network	
Agency Outcome A.1.2: Framework for generation of timely, reliable and accessible data on the MDGs and other socio-economic targets in the NDP institutionalized at Federal level and in the focus States.	Framework for timely, reliable and accessible data on MDGs and socio-economic targets developed	No formal frameworks available currently at State levels	By 2010, framework available and institutionalized at the Federal and Y% of focus States	Annual MDG reports  Socio-economic databases  Websites	
Output A.1.2.1: Guidelines for organisational restructuring, systems redesign and minimum skills base in place to manage functioning statistical systems.	Availability of guidelines for organizational restructuring and systems re-design  Number of NPC, NBS, SSA, DPRS technical staff (M:F) with enhanced skills to manage functioning, fully disaggregated statistical systems	Some elements available in the National Statistical Master Plan  Needs assessment to ascertain structural and human capacity gaps at Federal and State Levels (NPC, NBS, SSA, DPRS)	By 2010, Guidelines available at Federal and the focus States  Y% of NPC, NBS, SSA, DPRS technical staff with enhanced skill to manage statistical systems	MDA reports  Programme reports  Training reports	

<sup>1</sup> Networks of Expert practitioners include development planners, policy analysts and M&E experts.

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines	Targets	Means of Verification	Assumptions and Risks
Output A.1.2.2: Federal and State data generating agencies have the capacity <sup>2</sup> to conduct timely, well coordinated and relevant surveys and field research on MDGs.	Number of technical staff (M:F) of selected federal and state agencies with enhanced skills and knowledge to conduct surveys and field research on MDGs  Number of Federal and State data generating agencies with relevant institutional capacity (technical, financial, equipment) to conduct timely surveys on the MDGs	Capacity gaps exist.	Y% of technical staff of relevant agencies equipped with enhanced skills and knowledge	Survey reports  NBS reports  MDG reports	
Output A.1.2.3: Accessible and user-friendly databases in place within key governmental planning agencies and MDAs for monitoring of resource flows and progress on MDG and national development goals	Availability of timely, reliable, standardised and gender disaggregated data on MDG and NDP targets.	FGN and Focus states have databases with limited functionality access	FGN and all the focus States have functional and accessible databases for effective monitoring of resource flows/MDG	Database User List  MDA reports	
Agency Outcome A.1.3: Broad coalitions and/or campaigns involving non-state actors at Federal level and in the focus States create public demand for fiscal responsibility and effective use of resources for development.	Number and type of initiatives/campaigns by coalitions/CSOs that demand fiscal responsibility and effective use of resources	Low level of public demand	At least one nation-wide and State-wide campaigns active at Federal level and in the Focus states by 2010	Programme reports  Analysis of Media reports  Reports by the coalitions/CSOs	

<sup>2</sup> Human, organizational and institutional Capacity

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines	Targets	Means of Verification	Assumptions and Risks
Output A.1.3.1: Technical advisory services, grant-making facilities and skills development programmes set up to assist national and State coalitions (CSOs including media) to ensure fiscal responsibility and efficient use of resources.	Number (by type) of relevant technical advisory services, grant-making facilities and skills development programmes set up	Few CSO capacity building initiatives exist	Y% increase in CSO support systems at Federal and in focus state levels	Programme reports	
Output A.1.3.2: Tools and procedures developed to build capacity of civil society organizations (including media and FBOs) to gain access to and disseminate information on resource flows and development performance. (note: this output is cross-linked to Agency Outcome A.1.2 above and output D.1.1.4)	Number and type of CSOs with enhanced skills to access and disseminate information on resource flow and development performance	Few CSOs have skills to access, analyse and disseminate information on resource flows and development performance	At least Y number of CSOs per State have enhanced skills	Tools and procedures developed and produced  CSOs reports	
Output A.1.3.3: Selected civil society organizations (including women's groups and media), have the skills to monitor, assess and advocate on fiscal policy issues.	Number by type of CSOs with enhanced skills to monitor, assess and advocate on fiscal policy issues.	A limited number of CSOs have skills to monitor, assess and advocate on fiscal policy issues	In each of the focus States, Y% of selected CSOs have skills to effectively participate in fiscal policy issues	CSOs reports  Media reports  Budget monitoring reports  MDG Monitoring reports	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines	Targets	Means of Verification	Assumptions and Risks
UNDAF Outcome 2: 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	<p>Elections: Level of attainment of 30% affirmative action for women</p> <p>Justice: Extent of implementation of ongoing judicial reform</p> <p>Anticorruption: Nigeria's ranking in Transparency International Index (TII)</p>	<p>Current low level of participation of women in voting and elective positions</p> <p>A justice sector reform proposal is on the anvil</p> <p>Nigeria currently ranks 147 (or 32<sup>nd</sup> most corrupt country)</p>	<p>By 2010 at least 10% affirmative action attained at Federal level and in the focus states</p> <p>By 2011, Justice sector reform proposal adopted for implementation</p> <p>Building on the TII improvement of 30 places in 2004 to 35 additional places by 2012</p>	<p>ERC reports</p> <p>Elections tribunal reports</p> <p>INEC/IECs reports</p> <p>Laws and policies</p> <p>Media reports</p> <p>TI and international monitoring reports</p>	<p>Assumptions: Ongoing reforms pursued with high level commitment at federal and state levels</p> <p>Risks: Political instability Protracted conflict</p>
Agency Outcome A.2.1: National and State electoral organisations able to perform key functions associated with the planning, conduct and monitoring of credible elections, in collaboration with key stakeholders and in conformity with national and international frameworks and standards.	Status of readiness in Federal and State electoral organisations in relation to critical functions <sup>3</sup> .	The performance of electoral organizations was widely seen to have fallen short of national and international standards	By 2010, Federal and State electoral organizations meet key national and international (EAD) benchmarks with respect to the performance of critical functions.	<p>Elections tribunal reports</p> <p>INEC/SIECs reports</p> <p>Election monitors' reports Qualitative surveys of stakeholders' perceptions</p>	

<sup>3</sup> Constituency delimitation, voter registration and education, number, staffing and management of polling stations, procedures for reporting of results, domestic and international observation and communications.

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output A.2.1.1: Organisational restructuring plans, systems and skills developed for INEC and State IECs to hold well-organised and credible elections in 2011.	Availability of strategic plans for restructuring of INEC and SIECs at Federal level and in the focus States in line with reformed electoral law.  Number of INEC and SIEC personnel and electoral officers (M/F) with enhanced skills in relevant election-related processes	Low capacity of INEC and SIECs in planning, effective voter registration, logistics management, conduct of elections.  2007 election monitoring reports	At least Y% of INEC, SIEC personnel and all electoral officers in the focus States have enhanced skills in relevant election-related processes	Perception studies and assessments  Elections tribunal reports  INEC/IECs reports  Surveys of stakeholders perceptions	
Output A.2.1.2: Proposals developed, debated extensively and submitted as inputs into the electoral reform process, focused on: (a) transparent and enforceable rules, procedures and mechanisms for stakeholder <sup>4</sup> participation in the conduct and monitoring of elections; and (b) other critical issues <sup>5</sup> .	Number of coalitions/CSOs (by type) supported to develop and submit comprehensive, focused proposals to the ERC	Not available	At least one Coalition per State submits proposals to the ERC	ERC reports  Media reports  Programme reports  Relevant CSOs report	
Output A.2.1.3: Skills and collaborative networks developed for national and State level CSOs as well as the print and electronic media to undertake specific elections-related activities	Number of collaborative initiatives between the media and CSOs in key election related areas  Number (by type) of CSOs with enhanced skills to undertake specific elections related activities  Number of Networks established and /or strengthened for information sharing	Election related networks (TMG, Alliance for Credible Elections (ACE)) etc) exist but tend to work in isolation. CSOs have low capacity to network effectively.  Existing networks have some capacity gaps (Capacity needs assessment to identify gaps)	Y number of CSOs staff members trained in election related skills by 2010  CSOs form collaborative networks at focus State levels	CSOs reports  Monitoring reports  Media reports	

<sup>4</sup> Political parties, female politicians, security agencies, print and electronic media and CSOs.

<sup>5</sup> These proposals could address, for example, the autonomy of IECs, the voting system, reform of political parties (financing and internal democracy) and the role of the judiciary and security agencies.

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Agency Outcome A.2.2: Justice system and law enforcement institutions at Federal level and in the focus States able to perform key functions necessary for the transparent, fair and timely consideration of key civil and criminal cases, in conformity with national and international standards.	Proportion of focus States with improvement in judicial capacity and integrity	Assessment of judicial capacity and integrity conducted in the 10 pilot states, shows variable capacity  Judicial Integrity Action Plan (JIAP) in place at the Federal Level and in 10 pilot states  Slow case management at Federal and State levels	Y% of focus states have improvement in judicial capacity and integrity	Law reports State budgets Periodic country reports Court user surveys Law enforcement agencies' reports and assessments  Technical assessments reports on justice sector integrity and capacity	Assumption High level commitment to judicial reform is sustained  Risk: Political instability  Politicization of the judicial and law enforcement systems
Output A.2.2.1: Updated and reformed procedures and systems for case management, judicial training and legal aid services identified and piloted, in line with relevant UN conventions and protocols.	Existence of procedures and systems updated and reformed in line with relevant UN conventions and protocols  Proportion of focus States piloting updated and reformed procedures/systems	Nigeria is a signatory to the UN Convention against Corruption i.e. ratified at Federal level. Many tools and procedures are outdated and need to be reformed	Reformed procedures and systems for case management, judicial training and legal aid services piloted in focus States by 2011	Laws and Regulations  Law reports Periodic country reports to treaty bodies	
Output A.2.2.2: Police and prison services have tools and procedures to operate in line with minimum service and human rights standards and under effective oversight mechanisms	Availability of tools and procedures for minimum service standards that mainstream HRBA  Number of police and prison staff with enhanced knowledge, skills and tools to operate in line with minimum service  Existence of effective oversight mechanisms for police and prison services	Existing tools and procedures e.g. (Standards Operating Procedures - SOPs), need to be upgraded to incorporate HRBA  Capacity assessment reports  Oversight Panel report from the National Assembly	Y% of relevant tools reviewed to incorporate HRBA  Y% increase in number of staff with enhanced knowledge, skills  No of training for people responsible for oversight function over the police and prison services.	Periodic government reports  International monitoring reports  Data from Ministry of Interior and Justice  Reports of international and national oversight bodies  Report from relevant committees from the National Assembly	Assumption: Level of cooperation between the executive, legislative and judicial adequate to carry out reforms  Risk Slow progress in reforms, due to budgetary constraints and competing priorities

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output A.2.2.3: Monitoring, documentation, reporting and enforcement tools for promotion and protection of human rights developed for use at national level and in each of the six geopolitical zones (in selected CSOs and the National Human Rights Commission/ NHRC).	Availability of monitoring, documentation, reporting and enforcement tools for promotion and protection of human rights  Number of CSO and NHRC staff (M:F) in focus states with skills and tools to mainstream human rights in monitoring, documentation and reporting processes	Existing tools do not adequately promote and protect human rights  Limited number of CSOs in the focus States have skills to mainstream human rights in monitoring, documentation and reporting	All new tools developed or updated will mainstream human rights.  At least Y number of CSOs have skills to mainstream human rights in monitoring, documentation and reporting by 2010	NHRC reports  International and national HR monitor reports  Amnesty International reports  CSOs reports	
Agency Outcome A.2.3: Anti-corruption measures and procurement reform measures integrated further in key areas of public sector management at Federal level and in focus States.	Proportion of MDAs at Federal level and in focus States that incorporate anti-corruption reform measures <sup>6</sup>	Current efforts to integrate anti corruption measures include guidelines for Code of governance, Civil service reforms, procurement and fiscal responsibility Acts/ bills.  BPP (previously BPMIU) has made major progress with the new PPL., however, impact within the civil service at all levels is minimal	By 2010 Y% of MDAs at Federal level and in focus States utilize integrated anti-corruption and reformed procurement measures in key areas of public sector management	MDA reports at Federal and State levels.	
Output A.2.3.1: Technical assistance facilities in place for the development of draft public procurement bills, procedures and associated implementation plans at State and local level	Number and types of technical assistance facilities available for development of procurement bills, procedures and implementation plans	No coordinated efforts are available to provide technical assistance.	At least Y number of technical assistance facilities available to support groups (executive and legislature) for development of procurement bills, procedures and implementation plans	Programme reports  Bills  Plans  NASS Website	



UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output A.2.3.2: Organisational designs, e-procurement solutions and training programmes in place in procurement offices in government and/or to improve the operations of existing offices	Type of organizational designs developed and training programmes available to improve operations of procurement offices  Number of offices benefiting from organizational designs, e-procurement solutions and training programmes	So far no State has e-procurement solutions	Establish e-procurement solutions at the Federal and focus State levels  Y number of procurement officers trained on how to use e-procurement solutions in focus states	MDA reports	
Output A.2.3.3: Systems and procedures (including ICT) for timely detection/prosecution of offenders and skills of key personnel developed in anti-corruption bodies at Federal and state levels (EFCC and ICPC) and state equivalents.	Availability of ICT systems to support the timely detection and prosecution of offenders  Number of key personnel (M:F) of Federal and State anti-corruption bodies with enhanced skills for timely detection and prosecution of offenders	EFCC and NFIU databases installation and training ongoing. A need to streamline data collection between NFIU, banks/other sources  Training modules for timely detection and prosecution of offenders under development	ICT systems and, procedures for timely detection/prosecution of offenders in place by 2011  Y% of key persons with enhanced skills in the use of ICT systems and procedures	Training surveys and interviews  National and international reports  Financial sector assessment reports  Court Reports	Assumptions: Commitment to work on the legislative and institutional platform to harmonize mandates for ICPC, EFCC, and provide for operational budgets sustained
Output A.2.3.4: Selected national and State level CSOs, private sector and the media have the capacity to, mobilize public opinion against corruption and monitor and act upon corruption.	Number of selected national and State level CSOs, private sector institutions and media with enhanced capacity to mobilize public opinion.	CCB, ICPC, EFCC and Public Complaints Commission currently receive reports of corruption, very little participation of civil society	Y number of CSOs, private sector institutions and media with enhanced capacity to mobilize public opinion	Databases and reports of anti-corruption bodies  Reports of Business Associations and NGOs  Perception Surveys and Assessments  Media archives	

## B. Promote Productivity and Employment

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
		Baselines	Targets		
UNDAF Outcome B.1.0: Enabling policies and investments lay the basis for faster and more sustainable growth in output and employment in the rural economy	Proportion of focus states where input <sup>7</sup> enables growth in the rural economy	Fiscal and investment policies are currently pro-urban/anti-poor, inadequate resources for sustainable growth in the rural economy	Focus states have at least 10% increase in input into the rural economy by 2010	Policy documents, CBN, NBS and MDGs Reports (Federal and States) Development partners reports, Nigeria HDR	
Agency Outcome B.1.1: Sectoral MDAs at Federal level and in focus States able to develop evidence-based medium-term plans and budgets that support sustained growth and employment in the rural economy <sup>8</sup>	Proportion of MDAs at Federal level and in focus states with evidence-based medium-term sector plans and budgets targeted at the rural economy	MTPs and budgets mostly not evidence based	At least 25% of National and focus State MDAs develop evidence based medium term plans that meet quality benchmarks <sup>9</sup> by 2010.	National Development Plans Medium term strategies Capacity assessment reports  MDA reports Annual Budgets (Federal and States)	

<sup>7</sup> Policies, capital, labour, energy, material input and services

<sup>8</sup> These institutions would include, for example, Ministries of Agriculture, Water Resources and Commerce and Industry as well as SMEDAN

<sup>9</sup> Outcome targets, cost simulations, expenditure prioritization, revenue forecasting, integration of the principles of HRBA and gender mainstreaming.

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output B.1.1.1 Systems and skills developed for sectoral MDAs to generate, analyse and interpret data on agriculture and other aspects of the rural economy.	Proportion of sectoral MDAs with robust and functional Systems for effective data management  Number of personnel(M:F) with skills in data management including interpretation of disaggregated/ gender-sensitive data	Sectoral databases inadequate, incomplete, non-disaggregated, non functional (Rapid assessment of selected Sectoral MDAs)	25% increase in number of sectoral MDAs at Federal level and in focus states with robust and functional databases to generate, analyse and interpret data on agriculture and other aspects of the rural economy	Databases Training reports Progress reports MDA reports NBS report Annual Budgets Reports from Agricultural Research institutes	
Output B.1.1.2 Research and analyses on key aspects of the rural economy is available to policy- and decision-makers as well as a wider audience of experts and the general public.	Number (by type) of analytical reports produced and disseminated	Data from research on key aspects of rural agriculture mostly not analysed/reports are often not accessible to a wide audience	Y% increase in the number of analytical reports on rural economy produced and disseminated	MDAs Research reports  Policy documents  Donors research reports  Reports from Agricultural Research institutes	
Output B.1.1.3 Policy options and financing plans exist for expanding decent and productive work and employment in the rural economy, especially in agriculture and agro-industry.	Existence of Policies and financing plans options for expanding decent and productive work and employment in the rural economy	Limited policy options and financing plans currently exist	At least Y number of related policy options and financing plans developed in the focus States by 2011	Policies and financing plans  Programme reports  MDA reports  Annual Budgets	Assumptions: The new approaches will be locally acceptable)
Output B.1.1.4 Labour market information systems (LMIS) in place to track employment in the rural economy and project human resource requirements for future growth and employment in the agricultural, agro-industrial and related sectors.	Existence of functional Labour Market Information Systems on the rural economy.  Number of users (M:F) accessing LMIS database	No LMIS on rural economy currently exists	LMIS on rural economy developed and functional in the focus states by 2010	Databases Labour reports LMIS Ministry of Agriculture reports (Federal and States)	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output B.1.1.5 A Monitoring & Evaluation plan is in place in selected MDAs to track public and private investment flows to the rural economy, especially to agriculture and agro-industry.	Existence of M&E plans to monitor and track public and private investment flows to the rural economy.	Limited and inadequate M&E plans currently in place to monitor and track public and private investment flows to the rural economy.	By 2012, 80% of relevant MDAs have M&E plans in place to monitor and track public and private investment flows to the rural economy	M&E plans  MDA M&E Reports Annual Budgets	
Agency Outcome B.1.2: Revitalised approaches to business development and technology transfer increase productivity and employment in selected sectors of the rural economy.	Existence of business development and technological transfer strategies for increased productivity in rural economies	Absence of rural business development support and technology transfer strategies	Focus States have rural business support and technological transfer strategies	MDG report  National statistical reports  CBN, Labour MDA reports  Technology institutes reports	
Output B.1.2.1 Organizational change programmes in place to upgrade and link agricultural research and extension systems for technology development and dissemination.	Availability of new organizational change programmes linking research and extension systems to new technologies	Organizational change programmes linking research and extension systems do not currently exist (or at best very limited)	New organizational change programmes linking research and extension systems to new technologies available in the focus states by 2011	Organizational Change programme documents  Research findings Extension systems reports Reports of dissemination meetings Ministry of Agriculture reports	
Output B.1.2.2 Selected organizations in the public and private sectors are equipped to serve as resource centres and clearing houses for transfer of business knowledge and technologies (e.g. from firm-to-firm, across sectors especially agriculture and agro-industry - and between geographic areas).	Number by type of organizations equipped to serve as resource centres and clearing houses for transfer of business knowledge and technologies  Number by type of firms provided with new technologies	No resource centre currently available	At least one resource centre in each of the focus States	Programme reports  Resource Centre Reports  Report on new technologies acquired	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output B.1.2.3 Change programmes in place to upgrade/reform Technical, Vocational, Educational and Training (TVET) and other educational institutions to link skills formation with the needs of the rural labour market, especially for agriculture and agro-industry.	Number of relevant TVET modules/ Curricula upgraded to reflect specific needs of the rural labour market	Present curriculum does not address specific needs of the rural labour market	At least 5 TVET modules/ curricula upgraded to reflect specific needs of the rural labour market in the focus states	Programme reports V&T modules NBTE reports FME reports Federal and State Ministries of Education National Directorate of Employment reports NAPEP reports	
Output B.1.2.4: Renewable energy pilot projects provide a replicable and scalable model (technologically, financially and institutionally) for expanded and sustainable access to energy for increased employment, productivity and output in the rural economy.	Number (by type) of renewable energy technology models piloted that are replicable and scaleable	Renewable energy technology models are very limited, mostly not replicated and uncoordinated	At least two pilot projects in selected focus States and process of replication initiated	Technology models Project reports Relevant donors reports Ministry of Environment and related agencies reports	
Agency Outcome B.1.3: Environmental policy, regulatory and enforcement agencies at Federal level and in focus States able to establish and manage an integrated framework for environmental governance.	Existence of an integrated framework for environmental governance	No integrated framework for environmental governance currently available	An integrated framework for environmental governance available by 2012	Legislations and policy documents MDAs Reports The integrated framework	
Output B.1.3.1: Proposals prepared and dialogue processes established on the principal challenges to environmental governance in Nigeria and priorities for policy, regulatory and institutional reforms.	Number of proposals highlighting key challenges and priorities for environmental governance.	Principle challenges for environmental governance not properly understood and articulated	At least one proposal from Federal and each of the focus States	Submitted Proposals Minutes of dialogues held reports MDA reports Min. of Environment report Programme Evaluation reports	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output B.1.3.2: Technical advisory system in place to support change management programmes in Federal and focus States implementing an integrated, gender sensitive framework for environmental governance.	Availability of technical advisory systems at Federal level and the focus States  Number of advisory services on gender mainstreaming in the integrated framework for environmental governance.	No technical advisory system currently in place at Federal or State level	Technical advisory systems in place at the Federal level and in focus states MDAs by 2010	Programme reports  Integrated Framework for environmental governance  Minutes of technical advisory meetings	
Output B.1.3.3: A National network of expert practitioners established to undertake research and analysis on major environmental issues <sup>10</sup>	Existence of a national, and possibly state network of expert practitioners on environmental issues	Existence of informal Network of expert practitioners on environmental issues	A formal National Network of expert practitioners on environmental issues established by 2010 and its state counterparts by 2012	National Network reports Technical reports Research reports Progress reports	
UNDAF Outcome B.2.0: Organized agents articulate and demand for equitable delivery of services for growth and employment in rural markets (credit, production and renewable energy technology, skills formation, business development, and market information).	Proportion of the focus States that provide equitable service delivery <sup>11</sup> for rural developments	Inadequate provision of equitable services for rural development	Y% of the focus States provide equitable service delivery for rural development by 2012	Media reports Programme reports CBN Annual Report and Statement of Accounts MAN reports	
Agency Outcome B.2.1: Institutional mechanisms in place and used to enable private-public sector dialogue on selected policy, legislative and budgetary issues.	Proportion of Federal and State MDAs with institutional mechanisms in place to enable public-private sector dialogue on policy, legislative and budgetary issues	Not available	At least a third of the relevant Federal and State Level MDAs with the institutional mechanisms in place	Programme reports CBN reports Media reports Minutes of meetings OPS Reports	

<sup>10</sup> for example, sustainable land management, climate change and renewable energy

<sup>11</sup> Credit, production and renewable energy technology, skills formation, business development, and market information.

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output B.2.1.1 Selected producer and creditor associations/networks and representatives of labour at Federal level and in the focus States engaged in key policy, legislative and budgetary processes affecting the private sector	Number (by type) of associations, networks and labour representatives with capacity to participate in legislative, policy making and budgeting processes	Low participation of associations/networks and labour representation in the legislative, policy making and budgeting processes	Y% increase in the number of associations/networks and labour representation in the legislative, policy making and budgeting processes at the Federal level and in the focus States	Proceedings of fora Media reports Associations/networks reports Parliamentary report CBN Annual Reports and Attendance registers at various fora	
Output B.2.1.2 Selected formal and informal private sector organizations/ associations have the analytical and advocacy skills to participate in policy, legislative and budgetary processes.	Number of private sector organizations/ associations key officials (M:F) with analytical and advocacy skills to participate in policy, legislative and budgetary processes.	Training needs assessment shows varied capacity gaps	At least Y% increase in the number of private sector organizations/ associations with analytical and advocacy skills to engage in policy, legislative and budgetary processes	Organizations/associations reports Media reports Programme/training reports Legislative dialogue reports Advocacy Plans	
Agency Outcome B.2.2: Institutional and financing arrangements at Federal level and in the focus States increase scope for private sector participation in expanding access to services <sup>12</sup>	Type of institutional and financing arrangement for private sector participation in expanding access at federal level and in the focus states.	Some adhoc arrangements exist in few states.	By 2012, focus States have institutional and financing arrangement for private sector participation	Programme reports MDG reports MDA, Media & OPS Reports CSO reports	
Output B.2.2.1 Institutional and financing arrangements allow for participation of private sector organizations/associations in the delivery of services to the rural economy.	Number of private sector organizations/ associations by type with capacity to deliver services to the rural economy	Capacity gaps exist	Y% increase in the number of private sector organizations/ associations with capacity to deliver services to the rural economy by 2012	Organizational reports Programme reports MDG reports, NEEDS2 / SEEDS 2 reports	

<sup>12</sup> Credit, technology transfer, adaptation and development, skills formation, input and output marketing and product development

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output B.2.2.2 Guidelines and operational strategies that demonstrate the role of the private sector in service delivery to the rural economy exist to promote public-private partnership and engagement of women/youth-led enterprises	Availability of guidelines and operational strategies demonstrating public-private participation and engagement of women/youth-led enterprises.	Existing Guidelines and operational strategies do not demonstrate public-private participation and engagement of women/youth-led enterprises.	By 2012 Guidelines and operational strategies developed or revised to incorporate public-private participation and engagement of women/youth-led enterprises in the focus states.	Operational guidelines and strategies Programme reports OPS reports	
Agency Outcome B.2.3: Innovations in employment creation, social safety nets and corporate social responsibility influence the design and implementation of labour and employment policies.	Availability of policies that incorporate innovations in employment creation, social safety nets and social corporate responsibility	Existing labour and employment policies exclude innovations in employment-creation; social safety nets and social corporate responsibility.	By 2012, Labour and Employment Policies incorporate the innovations at Federal level and in the focus states.	Policy documents LMIS	
Output B.2.3.1 Reforms in institutional mechanisms, regulatory and financing frameworks identified with stakeholders' participation to promote socially responsible business enterprises and affirmative action for women.	Level of stakeholder participation (M:F) in identifying institutional mechanisms and frameworks	Rapid assessment of available institutional mechanisms, regulatory and financing frameworks to determine extent to which they promote socially responsible enterprises	At least Y of new or updated Institutional mechanisms, regulatory and financing frameworks promote socially responsible business enterprises.	Programme reports Financial and regulatory frameworks Minutes of Stakeholder meetings CEDAW reports Gender analysis of mechanism and frameworks	



UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output B.3.2 Demonstration projects identified and piloted on the basis of local context (e.g. on labour-intensive public works, employment guarantee schemes, social security systems).	Number of demonstration projects identified and piloted	Most demonstration and piloted projects were not based on local content basis	At least 3 projects identified and piloted in selected sectors in the focus States by 2011	Project reports sub-sector reports  MDA reports	
UNDAF Outcome B.3.0: Enabling policies and investments for trade and investment stimulate businesses in the rural economy that are competitive in domestic, regional and international markets	Existence of competitive business environment that results from enabling policy	Existing policies and investments environment is not conducive for rural businesses to compete	All the focus states create a competitive business environment in the rural economy	CBN reports Ministry of Trade and Industry reports NIPC reports NBS reports Media reports SMEDAN reports Research reports	
Agency Outcome B.3.1: Trade and investment policies and regulatory frameworks open up opportunities for value added production from agricultural, agro-industrial and extractive industries.	Number of policies and regulatory frameworks that provide for value added production from agricultural, production, agro-industrial, and extractive sectors.	Limited opportunities in existing policies for value added production in these sectors.	At Federal level and in the focus states policies and regulatory frameworks exist to promote value added production agricultural production, agro-industrial, and extractive sectors.	Policies and frameworks Project reports  MDG reports Media reports NBS reports CBN reports MDA Reports	
Output B.3.1.1 Analysis of gaps between national policies and international /regional protocols and agreements which affect value addition in the Agricultural and agro-industrial based sectors available for policy- and decision-making	Availability of gap analysis report	Policy gap analysis to establish baseline (Gaps exist between national policies and international/regional protocols and agreements in the Agricultural sector)	At least Y number of major national policies related to agriculture align with international/regional protocols and agreements	Report of gap analysis  Revised national policies/ legislations  Project reports	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
<p>Output B.3.1.2 Consultation and dialogue processes lead to policy and regulatory reforms that promote and prioritize sustainability and value addition in agricultural, agro-industrial and extractive industries.</p>	<p>Level of consultation and dialogue in the preparation of key policies and plans</p>	<p>Policy gap analysis to establish baseline</p> <p>National policies are weak in promoting and prioritizing sustainability and value addition in agricultural, agro-industrial and extractive industries.</p>	<p>At least Y number National and State policies and regulatory frameworks reformed to promote and prioritize sustainability and value addition in agriculture, agro-industrial and extractive industries.</p>	<p>Proceedings of consultative forums</p> <p>List of priorities identified</p> <p>Reformed Policy and regulatory frameworks.</p>	

C. Transform Social Service Delivery

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
		Baselines	Targets (2012)		
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)	Extent of input <sup>13</sup> required to enable access to quality and equitable social services <sup>14</sup>  % of Annual budget for social services	Rapid assessments or desk review to establish baselines per service delivery area.	At least 10% increase in input to provide improved and equitable social services in the focus States by 2012	FGN reports MDG Reports HDR CBN Annual Reports Annual budget MICS4,NNRIMS NDHS UNGASS Sentinel surveillance NARHS Nigeria's reports to OECD/DAC on new AID modalities	Assumptions: Government will sustain commitment to the provision of improved social services  Risks: Political instability and insecurity/conflicts
Agency Outcome C.1.1: The Federal Government and the focus States able to utilise evidence-based approaches to formulate policies and develop strategic plans with transparent financing plans.	Existence of evidence-based policies, strategic and financial plans, developed or updated by Federal and State level social sector MDAS	Gap Analysis of existing policies, Strategic and Financial plans  (Some social sector policies/plans are neither evidence-based or costed	25% social sector policies, strategic and financial plans at the Federal and focus States are evidence-based by 2010	Federal and focus State Social Sector policies, plans and budgets	

<sup>13</sup> Policies, investments and institutional changes

<sup>14</sup> Health, basic education, water and environmental

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output C.1.1.1: Data and analyses on social conditions, including on key disparities, their underlying and structural causes are widely available and accessible to politicians, planners, civil society and the public.	Availability of robust and functional databases highlighting gender, structural and other differentials in social conditions  Availability of analytical reports on key disparities in social sector  Number of data users with access to databases and user friendly documents	Gap Analysis of available databases to determine missing components  NBS has several databases e.g. NISED	Available Databases in relevant Federal and the focus State MDAs updated and to become robust, functional and fully disaggregated by 2012	Databases Dissemination strategies Activity reports MICS-4  Data User lists	
Output C.1.1.2: Tools and mechanisms developed to enable public participation notably of women, youth, the poor and disadvantaged - in social policy and programme formulation.	Availability of new and/or updated tools and mechanisms for public participation that incorporate HRBA <sup>15</sup> and gender equality  Number of women, youth, poor and disadvantaged stakeholders with skills to participate in policy formulation and planning	Gap analysis of existing tools and mechanisms to establish extent to which they promote participation by women, youth, the poor and disadvantaged.	By 2012, all new tools and mechanisms for public participation in policy formulation and planning mainstream rights bases and gender equality	Tools and mechanisms  Programme reports  List of CSOs participating in policy formulation and planning.	
Output C.1.1.3: MDAs in the social sectors possess the capacity for policy formulation and planning for social service delivery incorporating HRBA, and mainstreaming gender equality	Number of key officials in MDAs with enhanced knowledge and skills for policy formulation and planning using rights-based approaches  Proportion of new and/or reviewed policies social sector policies that mainstream HRBA and gender equality	Capacity assessment of key MDA officials in rights-based approaches to policy formulation and planning  Gender and human rights analysis of existing policies and plans	By 2011, 50% of key MDA officials equipped with skills to utilize rights-based approaches to policy formulation and planning  All new and/or reviewed social sector policies beginning 2009 mainstream HR, gender equality and sustainability issues	Programme /training Reports  Policies  CEDAW reports	

<sup>15</sup> Rights-based Approaches have 5 key elements: Human rights, Accountability, Empowerment, Participation, Non-discrimination and attention to vulnerable groups

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Agency Outcome C.1.2: Focus States provide quality <sup>16</sup> and affordable social services in Y% of facilities.	Proportion of facilities in the focus States and LGAs providing quality and affordable social services <sup>17</sup>	Most social services are provided at a fee not affordable by poor households. Desk review or assessment to establish baseline  Rapid facility assessments/desk review of existing reports to establish baseline	Y percentage increase in the number of female-headed households with access to at least 3 basic social services	MDG Reports  States Annual reports  MDAs Annual reports  Facility inventory records  Evaluation reports	
Output C.1.2.1: Y% of MDAs at State and LGA levels have the institutional and human capacity for quality service delivery and social mobilization to meet coverage, quality and cost targets	Number of MDAs at the focus States and LGAs with capacity for providing quality and affordable social services  Number of personnel at States and LGAs with capacity for social mobilization	Low capacity exists in States and LGAs to deliver quality service delivery	50% of MDAs in the focus States and LGAs have enhanced capacity for service delivery and social mobilisation	Programme reports  Annual reports and records  Media reports on social mobilization events	
Output C.1.2.2: Y% of facilities and institutions have management structures, systems, skills, equipment and supplies for gender-sensitive service delivery and social mobilization.	Proportion of facilities and institutions with management structures, systems, skills, equipment and supplies for gender-sensitive service delivery and social mobilization	Rapid capacity assessment or desk review of available assessment reports of selected facilities and institutions to establish a baseline for the focus states	By 2011, Y% of facilities and institutions in the focus States have management structures, systems, skills, equipment and supplies for gender-sensitive service delivery and social mobilization.	MDA Programme reports  MDG Reports  NASCP and NACA Reports	

<sup>16</sup> Accessibility, availability, culturally sensitive

<sup>17</sup> Health, basic education, water and environmental sanitation and universal access to HIV and AIDS prevention, treatment, care and support.

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
UNDAF Outcome C.2: Changes in individual/household behaviour reflect growing public engagement - especially of the poor and disadvantaged - in the achievement of better social outcomes.	Percentage of care-givers (M:F) showing required positive Key Household Practices	Desk review to establish baseline	Y% of care-givers showing required positive Key Household Practices	NBS Reports Surveys Opinion polls Media reports Facility/Institutions' records KAP results	
Agency Outcome C.2.1: Groups and/or alliances of organizations stimulate public demand for and community participation in social service delivery in the focus States, with particular attention to the role of the poor and disadvantaged	Number by type <sup>18</sup> of groups and/or alliances especially those representing poor and disadvantaged groups (youth, women groups) supported to participate in events that stimulate public demand for and participation in better delivery of social services	Gap analysis	At least 60% of relevant CSOs in selected focus States create demand for social services	Programme progress reports  CSOs reports  Facility access surveys  Survey reports	
Output C.2.1.1: Organizations for social mobilization have the skills required to plan, deliver, monitor and evaluate programmes to reach individuals / households and communities.	Number of selected NGOs, CBOs, FBOs with enhanced skills to plan, deliver, monitor and evaluate social mobilization programmes  Proportion of individuals/households reached by the social mobilization programmes	Capacity assessment of selected NGOs, CBOs and FBOs to identify those with capacity gaps in specific areas.  Desk review of previous reports to establish baseline	Y% of selected NGOs, CBOs, FBOs demonstrate ability to plan, deliver, monitor and evaluate programmes.  Y percentage increase in the number of individuals and households reached	Programme progress reports  Training reports  Social mobilization events reports  Media reports  Programme reports	
Output C.2.1.2: Positive behaviours and practices for better social outcomes known to at least Y% of the population in the focus States.	Proportion of individuals (M:F) / households with improvement in behaviour and practice regarding uptake of specific social sector services.	Desk review of available reports e.g.NARHS, DHS, MICS4 to establish baseline for each social sector issue	Y % increase in the proportion of individuals/households in focus states empowered with the skills and knowledge	Survey Reports  Programme reports	

<sup>18</sup> NGOs, FBOs, CBOs

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output C.2.1.3: Tools, mechanisms and options developed and demonstrated in selected public sector and civil society organisations to enable (a) community participation in and (b) citizen feedback on social service delivery, paying special attention to the role of the poor and disadvantaged.	Number of public sector and civil society organizations by type with enhanced knowledge and skills for effective participation in and monitoring of social service delivery.	Desk review of previous reports to establish baseline	Y number of public sector and civil society organizations have enhanced knowledge and skills for effective participation in and monitoring of social service delivery	Programme report Media report Survey reports	
UNDAF Outcome C.3: Country policies, plans and institutions provide the basis for preventing and managing cross-border threats.	Type of Conventions and other international instruments ratified by the country to prevent and manage cross-border threats  Existence of enabling laws, policies and institutions preventing and managing cross-border threats	Review of available instruments to determine number yet to be ratified Nigeria  Determine existing instruments yet to be domesticated to establish baseline	At Federal level relevant conventions and international instruments ratified	Programme reports Media reports Parliamentary reports	
Agency Outcome C.3.1: The Federal Government and the focus States able to implement agreed international norms and conventions for the prevention and management of cross-border threats.	Number of institutions by type with capacity to implement internationally agreed norms and conventions.	Capacity gaps exist	Y% of institutions at Federal level and focus States with capacity to implement internationally agreed norms and conventions	Relevant Line Ministry reports  Programme/training report	
Output C.3.1.1: Public officials in relevant institutions are knowledgeable about international norms, conventions and mechanisms on the prevention and management of cross-border threats.	Number of public officials (M:F) in relevant institutions with enhanced knowledge of relevant provisions in international conventions and mechanisms on the prevention and management of cross-border threats	Capacity gap assessment	Y% of Public officials with enhanced knowledge	Training reports  Programmes report  Media reports	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output C.3.1.2: Policy and legislative proposals in place for domestication of international norms and conventions on the prevention and management of cross-border threats	Number of policies and legislative proposals adopted to facilitate domestication of international norms and conventions domesticated	Review international instruments to determine those yet to be domesticated	Proposals in place for the domestication of key conventions relating to specific Social Sector issues	Policy/legislative Proposals  Bills gazetted  Programme and Media reports	
Output C.3.1.3: Relevant public institutions and civil society organizations have the planning and management competencies to handle cross-border risks and emergencies.	Number of public institutions and CSOs by type with knowledge and skills to engage in planning and management of cross border risks	Rapid capacity assessment to establish baseline	Y% increase in the number of public institutions and CSOs with knowledge and skills to engage in planning and management of cross border risks	Programme reports  Media reports  ECOWAS reports  NEMA	
Output C.3.1.4 Plans and functional surveillance systems in place for prevention and management of cross-border risks in selected States.	Number and type of Surveillance plans, including cross-border arrangement, developed for adoption	Surveillance systems require strengthening		Training reports Surveillance plans Human rights reports Media reports NHRC Transparency International	



D. Reduce the Risk of Crisis, Conflict and Insecurity

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
		Baselines	Targets		
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.	Existence of policy and development plans for equitable and sustainable peace and development	Existing plans have equity gaps	Existence of policy and development plans in Focus states in the Niger Delta by 2012	<p>Report of annual budget preparation dialogue</p> <p>Sectoral policy documents</p> <p>Development planning documents</p> <p>Public Hearing documents/reports (National/State House of Assemblies)</p> <p>NDDC reports, CSO and Media, reports</p> <p>Resolutions at stakeholders' meetings</p>	<p>Assumptions: Commitment by the FG and Niger Delta States, Communities for continued dialogue/political stability</p> <p>Risks: Militant activity disrupts civil polity</p>

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Agency Outcome D.1.1: Relevant Federal agencies and selected States in the Niger Delta able to design and implement participatory, integrated development policies and plans in a transparent and accountable manner.	Number of selected States in the Niger Delta that design <sup>19</sup> and implement participatory, integrated equitable development policies and plans	No such plans are currently being implemented	Federal and selected Niger Delta states MDAs design and implement integrated development policies and plans	Relevant NDDC/NNPC reports  CSOs, Media reports  MDA reports  Stakeholder fora reports	
Output D.1.1.1 Proposals and technical assistance facilities in place for the Federal Government and States to develop the structures, systems and skills necessary to prepare, monitor and review fiscally responsible, multi-sectoral and medium term development plans.	Proportion of Federal and States MDAs that complete a programme cycle for appropriate medium term development plans <sup>20</sup> .	Assessment or desk review of reports to establish a baseline	At least Y% of Federal and focus State MDAs complete a programme cycle for appropriate medium term development plans.	Federal ministry of Finance report  National Planning Commission report  MDAs reports  Medium term expenditure framework  Medium term revenue framework	
Output D.1.1.2 Conflict- and gender-sensitive guidelines, procedures and mechanisms exist for the participation of key stakeholders in the preparation, monitoring and review of development plans.	Existence of Conflict resolution guidelines mainstreaming HRBA and gender equality perspectives  Number of CSOs by type <sup>21</sup> with capacity to participate actively in planning, implementation & monitoring of Government development plans	Not available  Capacity gaps exist	Conflict resolution guidelines mainstreaming HRBA and Gender Equality in place in the focus states  Y% of women and other stakeholders involved in development planning and implementation processes	Conflict resolution guidelines Gender sensitive guidelines NDDC/NNPC reports CSOs, reports States Programme reports Interaction with stakeholders	

<sup>19</sup> Outcome targets, cost simulations, expenditure prioritization, revenue forecasting and integration of the principles of HRBA and gender mainstreaming

<sup>20</sup> Cycle = preparation, implementation, monitoring and review

<sup>21</sup> including women, private sector

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output D.1.1.3 Selected State MDAs and LGAs have the management skills and tools in place for sustained implementation of development plans and institutionalised accountability to stakeholders.	Number of State MDAs and LGA personnel (M:F) with enhanced capacity (appropriate skills and tools) to implement development plans.	Capacity gaps exist	MDAs have capacity to implement development plans  Y% stakeholders in focus states have skills to implement development plans	MIS reports  MDAs/Programme reports  Report of stakeholder meetings  CSOs/CDA reports	
Output D.1.1.4 Tools and procedures prepared and demonstrated in key Delta-based public and civil society institutions to provide access to and disseminate information on resource flows and development performance.	Number of tools and procedures developed and demonstrated in key Delta based public institutions and CSOs	Limited capacity to access and disseminate information on resource flows and development performance	Y% of MDAs and CSOs within the focus states are able to disseminate information on resource flow and development performance	NDDC reports/website  CSOs reports  Media programmes/ reports  State programme reports  States/MDAs websites	
Agency Outcome D.1.2: Government, communities, civil society and private sector organizations collaborate institutionally to address conflict prevention and management, internal security and emergency preparedness.	Number (by type) of institutional collaborations that address conflict prevention and management, internal security and emergency preparedness.	Some limited collaboration exists	By 2010, selected states in the Niger Delta have institutional collaborations	NDDC, NEMA,SEMA report  CSOs; Media report	
Output D.1.2.1 A common Niger Delta-wide early warning system for conflict and disaster prevention and management designed and piloted for scaling-up with the participation of key stakeholders	Availability of a common Niger Delta-wide early warning system  Number of States in the Niger Delta piloting Early Warning System	An uncoordinated warning system exists	Establish a standard early warning system	NEMA, SEMA reports  NNPC/NDDC reports  Key stakeholder minutes and reports	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output D.1.2.2 Guidelines and procedures for joint planning, monitoring and feedback developed for use by institutions/agencies involved in conflict prevention, management and resolution.	Existence of guidelines and procedures for joint planning monitoring and feedback	Guidelines are currently non-existent	By 2010 guidelines and procedures developed	Guidelines for joint planning Programme reports State planning commission/ NDDC reports	
Output D.1.2.3 Structures <sup>22</sup> and mechanisms for community participation in conflict and disaster prevention and management, including internal security, piloted and replicated in selected areas of the Niger Delta.	Existence of structures and mechanisms for community participation in conflict and disaster prevention and management, including internal security in each ND state  Number of focus States in the Niger Delta piloting mechanisms for community participation in conflict and disaster prevention and management, including internal security	Community participation exists at varied levels  No States currently piloting mechanisms for community participation in conflict and disaster prevention and management, including internal security	Formalization of community participation in conflict and disaster management including internal security  Y% of Niger Delta States	CSOs reports Community Development Association reports Technical report on Pilot study. Media reports	
Output D.1.2.4 Guidelines for alternative dispute resolution tested in selected institutions responsible for internal security and the administration of justice.	Existence of formal guidelines for alternative dispute resolution  Number of institutions by type testing the guidelines for alternative dispute resolution	Existing guidelines are adhoc and non-formal and do not adopt HRBA	Formal guidelines adopting HRBA exist for relevant institutions (conventional and non-conventional)	Guidelines on alternative dispute resolution CSOs reports Community Development Association reports Technical report on Pilot study. Legal report Technical report Program reports	

<sup>22</sup> Composition of actors involved in participation process

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output D.1.2.5 Mechanisms and guidelines developed for participation to bring together Government, communities, civil society and the private sector to ensure sustainable management of natural resources, to protect the environment and livelihoods	Existence of guidelines for wide stakeholder engagement for sustainable management of natural resources	Stakeholders collaboration on sustainable management of natural resources exists in some states (e.g. Cross river state) but not in others	Y% increase in number of the focus States implementing stakeholders collaboration on sustainable management of natural resources	Stakeholder reports State Ministry of Environment report CSO,CDA reports Private sector reports (e.g. timber logging, Oil companies, Fishing companies) NDDC/NNPC Reports Programme progress reports	
UNDAF Outcome D.2.0: State and non-state institutions responsible for crisis prevention, management and law enforcement ensure security of persons and property. <sup>24</sup>	Level to which relevant States and non State institutions ensure security of persons and property	Low level of security of persons and property in the country	At Federal level and in the focus States, state and non-state institutions ensure security of persons and property	NEMA, SEMA reports CSOs, Media reports NCDC reports IPCR reports ECOWARN Security Agency Reports Relevant State Ministry Reports	
Agency Outcome D.2.1: The Federal Government and civic institutions in the focus States assess, prevent and manage the response to, natural and man-made crises <sup>25</sup> .	Existence of functional and inclusive framework for crises and disaster management	Current system for crises and disaster management not well coordinated and collaborative	functional and inclusive framework for crises and disaster management available at Federal level and in Focus states	NEMA, SEMA Reports CSOs, Media Reports NDDC Reports IPCR Reports ECOWARN MDA reports	
Output D.2.1.1 Systems and skills updated in selected institutions to generate, analyse, interpret and disseminate data on natural and man-made crises.	Number (by type) of institutions with updated and functional systems to generate, analyse, interpret and disseminate data on natural and man-made crises	Capacity gaps exist (Capacity needs assessment required)	Y number of relevant institutions with updated, functional systems in the focus states	Databases, Training reports  MDAs reports NEMA, SEMAs reports NDDC reports IPCR reports ECOWARN CSOs reports	

<sup>24</sup> This outcome applies to areas of the country outside the Niger Delta.

<sup>25</sup> Disaster Risk Reduction (DRR)

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Output D.2.1. 2 Institutional mechanisms established for early warning and timely response to natural and man-made crises.	Existence of institutional mechanisms for early warning and timely response to natural and man-made crises.	Formal mechanisms not currently available	Formal mechanisms for early warning and timely response to natural and man-made crises exist by 2010	Early warning reports Programme progress reports Media reports	
Output D.2.1.3 Participatory fora established, with gender balance, for dialogue and engagement between civil society, communities and the private sector on prevention and management of natural and man-made crises.	Number of fora established by type	Low participation of civil society and private sector	At least one robust and functional forum for dialogue and engagement on prevention and management of natural and man-made crises established in the focus States	Resolutions at dialogues Programme reports Participants list Minutes of meetings	

UNDAF Outcomes Agency Outcomes/Outputs	Objectively Variable Indicators	Baselines and Targets		Means of Verification	Assumptions and Risks
Agency Outcome D.2.2 Federal law enforcement agencies able to perform key operational functions to prevent and reduce crime whilst respecting human rights norms. (note: this Agency Outcome is cross-linked with and complemented by Agency Outcome A.2.2).	Performance rating of Federal law enforcement agencies. <sup>26</sup>	Limited capacity of Federal law enforcement agencies to perform key operational functions to reduce crime	Federal law enforcement agencies meet key national and international benchmarks with respect to the performance of critical functions.	CSOs, Media reports  Special Rapporteur's report on Torture, Reports to UN Commissions and policy organs  Law reports  Relevant MDA reports	
Output D.2.2.1 Key technical and operational capabilities upgraded in selected law enforcement agencies (e.g. crime detection, information management, investigation, forensics and contingency planning).	Number of law enforcement agencies with upgraded technical and operational capabilities	Technical and operational capabilities of law enforcement agencies is low in all states	In the focus states, Y% of law enforcement agencies have upgraded technical and operational capabilities	Law enforcement Agencies reports  Conviction rates  Programme progress reports  Reports of joint operations of law enforcement agencies	
Output D.2.2.2 Guidelines and procedures developed and piloted for community-based policing and crime prevention and management in selected States (information gathering, participation and accountability).	Existence of guidelines and procedures for community-based policing and crime prevention and management.  Number of focus States pilot testing the guidelines for community-based policing and crime prevention and management	Community policing already piloted in some states (e.g. Enugu), however formal guidelines and procedures not developed for widespread use	In the focus states, Y community based policing and crime prevention piloted using established guidelines and procedures	Victim surveys  Law enforcement Agencies reports  CDA reports  Media reports	

<sup>26</sup> Crime detection, information management, investigation, forensics and contingency planning.

ANNEX 3:  
UNDAF Monitoring and Evaluation Calendar

UNCT Monitoring and Evaluation Activities

	Year 1	Year 2	Year 3	Year 4
Surveys/studies	<p>Conduct baseline survey and relevant research/studies for identified UNDAF baselines.</p> <p>Prepare National MDG report</p>	<p>Conduct Core Welfare Indicator Questionnaire Survey (CWIQ)</p> <p>Conduct National HIV/AIDS and Reproductive Health Survey (NARHS)</p> <p>Prepare National MDG report</p>	<p>Conduct Nigeria Living Standard survey</p> <p>Prepare National MDG report</p>	<p>Conduct Multiple Indicator Cluster Survey (MICS)</p> <p>Conduct Core Welfare Indicator Questionnaire Survey</p> <p>Conduct National HIV/AIDS and Reproductive Health Survey</p> <p>Prepare National MDG report</p>
Monitoring systems	<p>Conduct Joint field visits with Partners</p> <p>Report progress of UNDAF Programme implementation and expenditures in Annual Workplan (AWPs)</p> <p>Establish committee to monitor indicators</p>	<p>Conduct Joint field visits with Partners</p> <p>Report progress of UNDAF Programme implementation and expenditures in AWPs</p>	<p>Conduct Joint field visits with Partners</p> <p>Report progress of UNDAF Programme implementation and expenditures in AWPs</p>	<p>Conduct Joint field visits with Partners</p> <p>Report progress of UNDAF Programme implementation and expenditures in AWPs</p>
Evaluations		Conduct Mid Term Review of UNDAF		Conduct UNDAF final evaluation
Reviews	<p>Joint Annual Programme/ UNDAF Annual Reviews</p> <p>Joint UN programme of support on AIDS review</p>	<p>Joint Annual Programme/ UNDAF Annual Reviews</p> <p>Joint UN programme of support on AIDS review</p>	<p>Joint Annual Programme/ UNDAF Annual Reviews</p> <p>Joint UN programme of support on AIDS review</p>	<p>Joint Annual Programme/ UNDAF Annual Reviews</p> <p>Joint UN programme of support on AIDS review</p>



		Year 1	Year 2	Year 3	Year 4
P I S	UNDAF evaluation milestones	Conduct UNDAF Annual Review	Conduct Joint Mid-tern Review  Conduct CP Mid-term reviews	Conduct UNDAF Annual Review	Conduct Joint strategy meeting for UNDAF  Conduct UNDAF final evaluation
	M&E capacity development	Develop Population database at the National Population Commission  Develop UNDAF database in RCs office  Develop and make NISED functional.	Train technical staff from MDAs on Integrated Management Information System (IMIS).  Train technical staff from MDAs on M&E		
Planning references	Use of information	Annual review of UNDAF used for the RCs report	Annual review of UNDAF used for the RCs report	Annual review of UNDAF used for the RCs report	Annual review of UNDAF used for the RCs report
		Annual review of MDG/NEEDS to be used for strategic programming	Annual review of MDG/NEEDS to be used for strategic programming	Annual review of MDG/NEEDS to be used for strategic programming	Annual review of MDG/NEEDS to be used for strategic programming
		HIV Joint Annual Programme Review reports.	HIV Joint Annual Programme Review reports.	HIV Joint Annual Programme Review reports.	HIV Joint Annual Programme Review reports.
Partner Activities	Joint social service delivery sector Review	Joint social service delivery sector Review	Joint social service delivery sector Review	Joint social service delivery sector Review	Joint social service delivery sector Review
	Joint Governance and accountability review	Joint Governance and accountability review	Joint Governance and accountability review	Joint Governance and accountability review	Joint Governance and accountability review
	Joint productivity and employment review	Joint productivity and employment review	Joint productivity and employment review	Joint productivity and employment review	Joint productivity and employment review
	Joint crises, conflict and insecurity review	Joint crises, conflict and insecurity review	Joint crises, conflict and insecurity review	Joint crises, conflict and insecurity review	Joint crises, conflict and insecurity review

#### Annex 4 : The UNDAF Formulation Process

The main stages in the formulation process were as follows:

- *Conduct of a **Design Workshop in May 2007** involving the UNCT and Government and facilitated by the UN Development Operations Coordination Office (UNDOCO) and UN Senior Staff College (UNSSC). The purpose of the Workshop was to reach agreement on a preliminary set of issues around which to develop the UNDAF, including focus and process.*
- *Preparation of a **Plan of Engagement (PoE), with the participation of the National Planning Commission, in June 2007**. The PoE set out the UNDAF formulation process based on four phases intended for completion by 31 December 2007: phase I entailing development of and agreement on the PoE itself; phase II, or the analytic stage, for completion of the UNCT's innovative Comparative Advantage Study (CAS) and Country Profile (CP) as well as training of UNCT and Government staff on human rights-based programming and results-based management; phase III, to reach agreement on strategic focus; and phase IV leading to the drafting of the UNDAF, including through a further round of consultations.*
- *Organisation of the **Strategic Planning Retreat (SPR) in September 2007** where the main outlines of the UNDAF's strategic focus were agreed with Government, development partners and civil society.*
- *Establishment of **inter-agency Task Teams in October 2007** to develop results matrices under the four priorities agreed for UNDAF II. As part of this effort, a working session was held with Government, development partners and civil society on 2 November to identify UNDAF outcomes.*
- *Formation of a **Drafting Team in November 2007** to refine the results matrices prepared by the Task Teams and complete the narrative sections of UNDAF II. By the end of November, the Team had conducted a preliminary review of the matrices and gained approval from the UNCT for a set of conceptual tools designed to bring greater coherence and results-orientation to the results matrices. These were an UNDAF mission statement, a UNCT operational model to 'Deliver as ONE' and three strategic pillars on which to define results. The revised results matrices were shared subsequently with an internal Peer Review Group and with the UNDG quality assurance system based in Dakar.*
- *Conduct of a **Joint Strategy Meeting (JSM) on 8 February 2008** where the UNDAF II results matrix was reviewed with the Government, development partners and civil society. After the JSM, an Inter-Agency Data Management Group (DMAG) commenced work on development of the monitoring and evaluation framework while the Drafting Team focused on the UNDAF narrative. Strategic issues arising from these two streams of work were reviewed again at the UNCT Annual Retreat held on 18-19 February. The Drafting Team worked subsequently to complete the draft UNDAF II by the end of April 2008. The period from April-July was spent on revising the draft UNDAF II and preparing the*

## Annex 5: Strategic Programme Frameworks - A Synopsis

### a. Rationale

The reasons for developing the SPF are three-fold: first, from a programmatic standpoint, it is important to have practical incentives that encourage UN agencies to collaborate beyond the formulation of the UNDAF itself; second, the UN needs to show how it can bring together its capabilities on a scale, with a degree of openness (to other partners) and flexibility that go beyond the relatively restrictive and fixed parameters of joint programmes; and, third, the UN should place itself in a stronger position to offer programme 'platforms' that can attract additional partners and offer a means of reducing transaction costs whilst boosting aid effectiveness.

### b. The Elements of the SPF

There are seven proposed elements of the SPF:

- Implementation Strategies: Assessment of and response to 4-5 'big picture' issues - strategies for tackling challenges to reform; prioritisation and sequencing of action; options for capacity development and change management; sustainability and replicability of effort and results; and participation and inclusion of stakeholders.
- Implementation Modalities: Identification of the mix of (a) parallel and loosely coordinated, (b) parallel but tightly coordinated or (c) joint programmes/projects that could be employed to achieve results.
- Roles and Responsibilities: Designation of 'lead' agencies to play the role of task coordinator. Criteria will be developed for selecting such agencies based on technical competence, scale and depth of programmes and staff capacity. An alternate lead agency will be designated as well.
- Planning, Coordination and Management Arrangements: Description of the governance arrangements for SPFs. Three main issues will be tackled: first, definition of governance functions, for example, oversight, planning, coordination, resource tracking, allocation and management, and monitoring; second, identification of streamlined and flexible team structures; and, third, utilisation of tools and processes which will include common or shared planning documents and performance reports.
- Partnerships: The objective will be to work as a UN team to identify partners and develop proposals for possible partnerships that will be critical to achieving results. This section will also provide the place to discuss the implementation of the Paris Declaration in the specific context of each UNDAF priority.
- Resource Allocation and Mobilisation: Presentation of refined estimates of costs, indicative financing gaps and resource mobilisation strategies for closing them. In the latter case, the approach will be to use the proposed Strategic Fund (SF) as the recipient of additional funds mobilised specifically for the 'One UN' activities set out in SPFs.
- Monitoring and Evaluation (M&E): The design of this section will complement the UNDAF M&E Plan, with emphasis on intermediate outcomes and outputs and related indicators.