



## SECTION I: Elaboration of the Narrative

### **Part I. Situation Analysis**

1. Nigeria announced an outbreak of Highly Pathogenic Avian Influenza (HPAI) in commercial poultry enterprise in Jaji, Kaduna state on February 8, 2006, following the confirmation of H5N1 by the National Veterinary Research Institute, Vom and the OIE Reference Laboratory, Padova, Italy in samples that were collected from affected and dead poultry on the farm. Since then, HPAI caused by H5N1 has been confirmed in commercial, semi-commercial and back-yard flocks in thirteen other states.

In Nigeria, the estimated poultry population is over 138 million flocks. The poultry sector represents some 25% of Nigeria's agricultural economy. The spread of HPAI through small village-level flocks and into commercial broiler and egg operations constitutes a serious social and economic disaster for the people of Nigeria. Avian influenza is a serious disease of economic consequences for rural and urban poor families in Nigeria.

The fear of a possible spread to humans (triggering a pandemic that could encourage the transmission of the disease among humans, especially given the poor infrastructure & monitoring facilities) has meant that there are serious socio-economic and governance issues that need to be addressed to combat the spread of avian influenza. The economic implication has grave consequences for the rest of Western Africa region, given that Nigeria is the financial powerhouse of the region.

2. The past 3 months have revealed serious coordination and response problems in all tiers of the government in tackling the crisis. Key challenges include creating a well-coordinated and effective response at the Federal, State and Local levels. Related challenges include enhancing the capacity of State and Local Government teams in the areas of communication, information sharing, strategic planning, work-planning and security enhancement to prevent cross-border transportation of affected poultry.
3. Although the advent and impact of avian influenza was not envisaged as part of the UNDAF process, the 2002-07 UNDAF does make provision for addressing responses to crisis situations. Avian Influenza is therefore an area which requires a legitimate response from the UN System in support of the national response in Nigeria within the UNDAF context. The fight against HPAI is coordinated by the UN system, under the guidance of WHO for the public health operations and the FAO for the animal health operations. The UN Country Team has decided to address the response through a joint program of several different UN agencies, viz., UNDP, UNICEF, WHO, UN and FAO. In addition, the RC Office will play a role, namely coordinating and producing the first draft of the JP with UNDP and supporting the coordinated national and state plans.

4. As part of this joint programming initiative, UNDP is committed to contributing to strengthening the national response specifically focusing on governance, socio-economic impact and community mobilization. This Project Initiation Plan represents the UNDP part of the initiative to the joint programming process.
5. The outcome of the UNDP intervention includes:
  1. Strengthening governance structures, socio-economic response, and enhanced behavioural changes and enhanced capacity of civil society to implement community driven responses to the Avian Flu crisis using community conversation tool.

## **Part II. Strategy**

The strategies to achieve this outcome include:

- Provision of training, technical assistance, communication expertise to develop national capacities at the Federal, State and local levels.
- Institute comparative studies from around the world on appropriate policy and legislative measures to be taken in Nigeria.
- UNDP and RC Office to support the combination of the government's HPAI strategies for agriculture, health and communications into a single National Contingency Preparedness Plan and early warning system.
- Putting in place a transparent & accountable financial management system.
- Promote community conversations as a tool to enhance the capacity of local community structures.
- Work closely with various partners – national & sub-national governments, with other UN agencies through a consolidated joint program and with development partners to institute an appropriate response.

## **Part III. Management Arrangements**

### **Project Organization Structure**

#### Project Executive Group

The personnel involved in managing the Project will be the DRR(P), Program Specialist, along with one other program person to be identified, who will form the Project Executive Group (PEG). Ram Shankar, Program Specialist, will serve as Project Manager. Project Assurance functions are delegated by the PEG to Matthew Alao, Program Associate and to Lilian Adiele, Project Finance Specialist.

The Project Executive Group is responsible for the overall direction and management of the Project. The Executive is ultimately responsible for the Project supported by the Senior User and the Senior Supplier. The Senior User represents the interests of those who will ultimately use the results of the interventions i.e., Government counterparts and civil society. The Senior Supplier represents the interests of those designing and developing the project deliverables and providing Project resources. Also, while the

Project Executive Group is responsible for project assurance, this role has been delegated to a Project Assurance Team, as mentioned above.

### **Project management – main responsibilities**

#### Project Executive Group –

1. Overall direction and guidance for the Project
2. Monitor and control progress
3. Review of each completed stage
4. Commitment of project resources (as required)
5. Delivery of Project results and objectives
6. PEG to monitor integration of ISP into Joint Program Document of UN Country Team.

#### Project Assurance - role to be assumed by the Project Executive Group, but may be delegated

1. Adherence to the business case (on behalf of the Executive)
2. Monitor the compliance with user needs and expectations (on behalf of Senior User)
3. Supplier Assurance carried out by spot-check of deliverables and outputs.
4. Review of Deliverables via Quality Reviews

#### Project Manager

1. Update the Project Implementation Plan as required. Integrate PIP as part of the UNCT Joint Program Document.
2. Day-to-day management of the Project
3. Identify and obtain any support and advice required for the management, planning, and control of the project
4. Reporting progress through regular updates (e.g. meeting, email briefing, etc.)
5. Responsible for project monitoring through the maintenance and update of the on-line Tracker
6. Delivery of the projects deliverables as outlined in this ISP and ultimately through UNDP commitments made in the UNCT Joint Program Document.

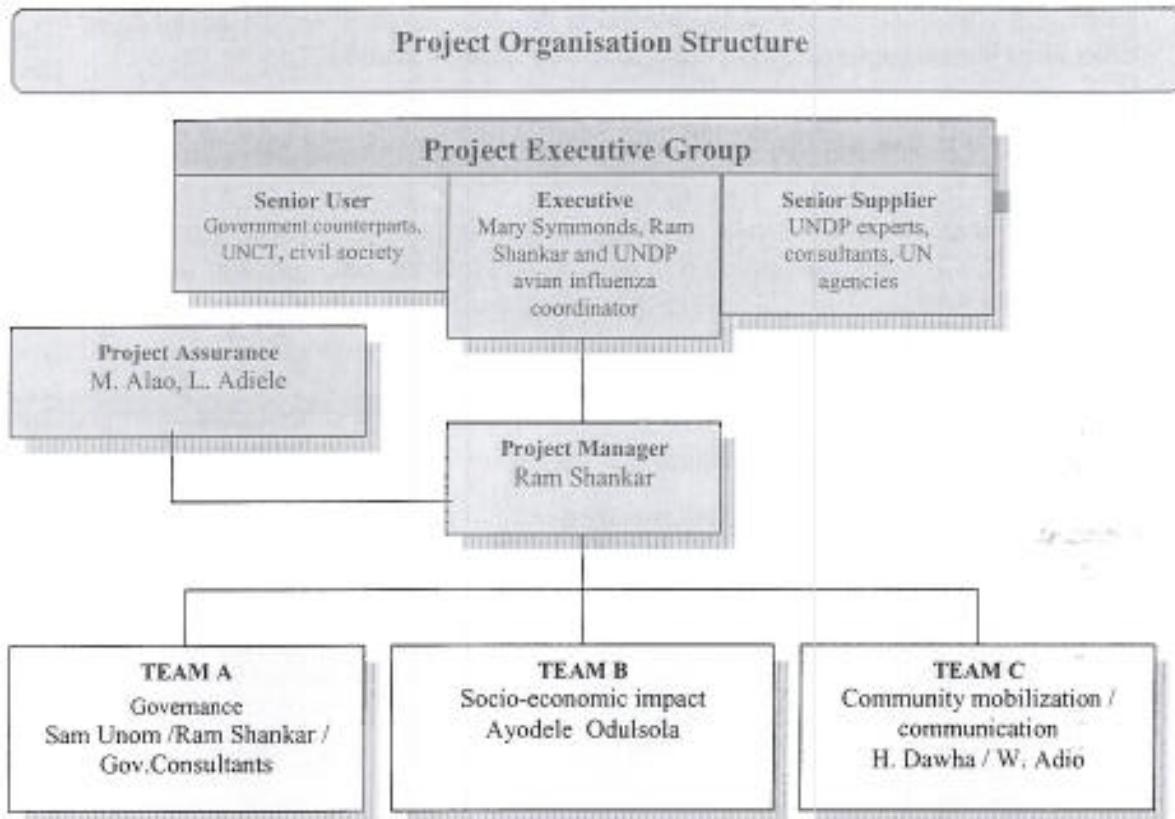
### **Project Team**

Three teams will be established to focus on the following main elements of the workplan:

- TEAM A – Governance: to implement various elements of the governance objectives and to integrate these elements into the broader UNCT joint programming document. See Annex 1 for more information.
- TEAM B – Socio-economic impact: to implement various elements of the socio-economic objectives. See Annex 2 for more information.

- **TEAM C: HIV / AIDS / Communication team** – community mobilization team to promote the objectives to use community conversations as a tool to promote behavioral change. See Annex 3 for more information.

### Project management structure



### Project Support

Project support will be provided by the Project Manager.

### Tolerances

An overall stage tolerance of plus/minus 20% on approved stage budget and plus/minus 2 weeks on stage schedule will be allowed.

If these tolerance levels are forecast to be exceeded, the Project Executive Group will be immediately notified, and corrective action will be taken as required.

### Project control

The Project will be reviewed at significant management points by the Project Executive Group. These management points include the following deliverable reviews and approvals:

1. UNDP responsibilities under the UNCT joint program document.

2. Governance Plan with timelines
3. Socio-economic plan with timelines
4. Community mobilization plan with timelines
5. Detailed overall work-plan

The Project will also be reviewed by the PEG at Project Closure to ensure that all project deliverables were completed and in order to review lessons learned.

Responsibility for all day-to-day controls will rest with the Project Manager. Overall responsibility for the successful delivery of the project will rest with the Executive member of the PEG.

The manner of payment to relevant authorities is by using country office support to NEX guidelines. This UNDP intervention will need to be synchronized with support provided by other UN agencies.

#### **Project benefits (business case)**

The benefits of improving the management efficiency and effectiveness of the governance structures within the country and strengthening UN joint response are:

- Increased efficiency from Government to respond to the crisis on a timely basis;
- Increased international confidence in the Government's ability at all levels to tackle the crisis;
- Increased attention and emphasis on governance as the overarching framework to create an enabling environment for the achievement of MDGs when responding to the crisis;
- Improved economic outlook for affected small scale and other individuals as a result of the interventions;
- Increased ability of people to understand and perceive the real danger posed by the pandemic.
- Increased harmonized and coordinated UN joint response to the crisis.

#### **Project scope & exclusions**

The scope of the Project includes contributing to the proposed joint UN programme and UNDP project management capacity interventions to respond to the avian influenza crisis. These interventions primarily include capacity measurement, and development of UN, Government and civil society.

#### **Defined Method of Approach**

The project approach to strengthen response to the avian influenza crisis within the UN system, between different levels of Government and civil society is to:

- Train and provide capacity development support to UN personnel and to counterparts in various programming and planning techniques.

- Provide expert assistance through United Nations Volunteers and others strengthen both UN response and partners' capacities.
- Secure expertise of consultants to undertake studies, analysis in the objectives and to implement the findings.

**Project Deliverables**

1. Analytical study with recommendations on strengthening governance structures at various Government levels.
2. More efficient and coordinated Government response across the Federal, State and local levels.
3. Analytical study on socio-economic impact of the crisis including recommendations on UNDP response.
4. Communication / community conversations training sessions to encourage behavioural changes among targeted communities.

**Constraints / project risks**

1. Ability to secure consultants on time to undertake various parts of the project. This can be addressed by starting the project time and recruiting consultants early.
2. Slow response time from Government to the plan. This can be tackled by adopting a participatory approach from the very beginning.
3. Increase in the pandemic to such a gigantic proportion that it is no longer possible to implement project.
4. Security situation becomes so fragile that it is no longer possible to implement project.

**SECTION II: Project Results and Resources Framework with Annual work plan for 2006**

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Improved capacity for good governance, conflict prevention, human rights protection and gender equality.</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Fostering democratic governance, crisis prevention and recovery</p> <p>Applicable MYFF Service Line: Fostering democratic governance and crisis prevention &amp; recovery</p> <p>Partnership Strategy: UNDP would like to continue collaboration with key partners (UN and other development agencies) to analyze governance issues relating to the avian influenza crisis, putting in place a socio-economic study of the crisis, and enhance community conversations as a tool to promote behavioral change. In addition, UNDP will collaborate with Government partners as well to</p> <p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Improved capacity for good governance, conflict prevention, human rights protection and gender equality.</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
1. Develop Federal, State, local level governance capacities.	2006	<p>1.1 Recruit consultants to be placed with various tiers of government to train government officers in strategic management, coordination, work planning.</p> <p>1.2 Study comparative policy &amp; legislative measures from other countries in developing appropriate and similar</p>	UNDP, Government	TRAC 1 & 3 / 100,000



		<p>country-specific measures.</p> <p>1.3 Recruit consultant to undertake comparative study, discuss with Nigerian stakeholders and come up with home-grown policy and legislative measures.</p> <p>1.4 Consultant to study policy &amp; security measures in place and to recommend measures to strengthen inter-state transportation.</p> <p>1.5 Consultant to prepare National Contingency Preparedness Plan taking into consideration ethics, human rights &amp; gender issues.</p> <p>1.6 Consultant to recommend strengthening of early warning system.</p>		
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		<p>1.7 Consultant to study current financial management practices, discuss with other donors and develop framework.</p> <p>1.8 Instituting studies to analyze the socio-economic dimensions of the pandemic at the community, household, individual and enterprise levels. 2 consultants for 4 months @ \$ 5000 each.</p>		
<p>2.1 Strengthen in-house capacity of UNDP to respond to crisis</p>	<p>2006 (6 months)</p>	<p>Recruit consultant as AI coordinator (see Annex 4 for Terms of Reference)</p>	<p>UNDP</p>	<p>TRAC 3 / 10,000</p>
<p>3.1 Strengthening inter-UN procedures to move UN towards a joint program in responding to the crisis.</p>	<p>2006</p>	<p>Expert to recommend strengthening of inter-UN procedures. Experts to be sent to Libreville conference. Expert to be brought from Vietnam. UNVs to be recruited to support FAO. UNVs are currently being recruited for FAO. Expert is also being</p>	<p>UNDP</p>	<p>TRAC 1/ 40,000</p>

<p>4.1 Use "community conversations" as a tool to enhance the capacity of local community structures (traditional as well as non traditional) to implement community driven responses to the avian flu virus and curtail the spread of the virus and ensure alternative sustainable livelihoods.</p>	<p>2006</p>	<p>sponsored from Vietnam. Local experts were sent to the Libreville conference on Avian influenza as part of this commitment.</p> <p>Hire consultants and experts to undertake this effort – see Appendix 5 for Terms of Reference.</p>	<p>UNDP</p>	<p>50,000</p>
<p><b>TOTAL</b></p>				<p><b>200,000</b></p>