

PROJECT DOCUMENT

Nigeria

Project Title: The Nigerian Agribusiness Supplier Development Project (NASDP)

Project Number: 00107974

**Implementing Partners: Federal Ministry of Agriculture and Rural Development (FMARD)
The Nigeria Incentive-Based Risk Sharing system for
Agricultural Lending (NIRSAL)**

Start Date: 2018

End Date: 2021

Brief Description
<p>The Nigerian Agribusiness Supplier Development Project (NASDP) focuses on removing critical supply chain bottlenecks in the cassava and rice value chains by focusing on improved processing and storage in these value chains. This involves mobilisation of both infrastructure through the lease, repair and operation of storage warehouses and capacity building at farmer, warehouse owner, agro-dealer and agro-processor level (the latter being to initially ensure conversion to more stable products that can be stored with minimal loss and quality degradation). The added facilitation of linkages between chain actors at a macro level through the formation of value chain roundtables and at a micro-level through, facilitation of off-take agreements that will exert a demand pull, is a core component. The project also builds the capacity and coordinate local consultants to provide agribusiness development services including - diagnostics and improvement planning. The gender based component of the project focuses on increasing participation of women in ASDP commodities value chain.</p> <p>The available funding for the project will be coming from contribution from UNDP and NIRSAL. The Ministry of Agricultural and Rural Development will lead the resource mobilization to meet the shortfall with support from NIRSAL and UNDP.</p>

Contributing Outcome (UNDAF/CPD, RPD or GPD):
Indicative Output(s):

Total resources required:	\$8,066,500	
Total resources allocated:	UNDP:	\$300,000
		-
		-
	Government: FMARD NIRSAL	- \$1,558,500
	In-Kind:	
Unfunded:	\$6,208,000	

Agreed by (signatures)¹:

Government	UNDP <i>Joerh</i>	Implementing Partner
<i>FMARD</i> <i>AUNAT MALDABIM</i> Print Name:	<i>Joerh</i> <i>Kuotpol</i> Print Name:	<i>NIRSAL</i> <i>Aliyu A. Abdul</i> Print Name:
Date: <i>23/03/18</i>	Date: <i>23/3.18</i>	Date: <i>23/march/21</i>

¹ Note: Adjust signatures as needed

DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Nigeria was historically an exporter of many agricultural products including groundnuts, palm oil, cocoa, and cotton. Today however, it is known better as one of the largest importers worldwide of wheat, rice, sugar and fish even though 70% of the population are engaged in agriculture.

With an abundance of agricultural potential and an extensive internal and regional market to support agricultural development, its agricultural economy has a staggering potential for driving sustainable development and livelihoods given the US\$10 billion per annum gap that currently exist between what is being produced and what is possible. The loss of potential earnings is compounded by high food import bill that is so far more than N2 trillion and grows annually at the rate of 11%.

With population growth, this presents challenges of food security, reduced incomes from farming and related enterprises and fewer employment and other economic opportunities for rural populations, all of which were identified for intervention in the country's medium term (Transformation Agenda) development plan.

With the dip in oil prices in the last one and half years, the current Nigerian government has apparently turned to Agriculture as a potential economic rescue sector. An Agricultural Promotion Policy (APA) has been develop in 2016 that aims at boosting productivity and increase private investment. The policy ambition is to generate at least US\$10 billion worth of Agribusiness within a four-year period promote the agricultural export revenue up to US\$25 billion, encourage local investment in the production, processing, packaging and marketing of convenient local food products including rice as a way of reducing foreign exchange demand for such importation, generate about 3 million direct employment and 12 million indirect employment.

Thus, increased local agricultural production and processing is critical by both government and the private sector in developing a stable, growth economy. However, this will be difficult to achieve using historical compartmentalization of value chains with focuses only on parts of the chain.

Even though:

- *Nigeria is capable of substituting imports with local produce;*
- *More than 30% of Nigeria's arable land is dormant including land in the North-West of Nigeria which is particularly suited to agriculture;*
- *The Agricultural Transformation Agenda (ATA) of the government has been implemented and which articulates a very clear vision for the sector and views agriculture as a "business";*
- *Stakeholders, both public and private are interacting more closely to develop strategies that develop the sector. The ATA for example brings together the Ministry of Agriculture, Ministry of Trade and the Ministry of Finance, as well as the Central Bank,*

The Roadmap for the Nigerian Agribusiness Supplier Development Program (UNDP, 2013)² highlighted the constraints of Nigeria's agricultural value chains as being:

- *The scale of farming;*
- *Limited production and marketing knowledge and capacity;*
- *Under-developed infrastructure;*
- *Lack of access to appropriate finance;*
- *An aging farmer population;*
- *Inadequate backward investment in value chains (especially processing);*

- Scattered value chains and weak value chain linkages between lead firms, processors and farmers;
- Insecurity in parts of the country, particularly the Northern states, that limits financial and human capital investments; and
- Poorly understood comparable advantages (i.e. high cost and low quality) of local produce.

It has been acknowledged that attempts at economic diversification in Nigeria have yielded only marginal results. Carefully designed and well implemented interventions are needed and those proposed in this project document seek to address prevalent challenges of agricultural value chains in Nigeria that have retarded investments in agriculture.

Working with relevant stakeholders, this project will seek to harness endogenous resources and opportunities for value addition that result in employment creation and expansion of domestic and foreign trade. The project will seek to locate and engage the missing middle and strengthen weak market linkages and build local capacities for managing and extending harvest seasons with a long-term view of achieving sustained growth of commodity markets and price stabilisation.

By its design, project outcomes will deliver strengthened public private partnerships for addressing selected value chain constraints; create opportunity for new and/or expanded enterprises that will also result in more jobs for women and youth; facilitate technology and knowledge transfer; and provide opportunity for strategic South-South partnerships. Critically, the project will focus on stimulating the emergence of commodity processing hubs that utilise endogenous resources and attract investments, improved technology and knowledge resources.

This approach is supported by the UNDP contribution to the achievement of strategic results for Nigeria (as encapsulated in UNDAF) which identifies the need to provide support for agribusiness and commodity value chains and to engage authorities to harness opportunities for job creation, poverty reduction and social protection.

Indeed, one of the strategic result areas identified within the country assistance framework is sustainable and equitable economic growth. Within this area, it is expected that interventions will result in a dramatic increase in agricultural investment, stimulate efficient value adding activities, encourage strong linkages among key sectors of the economy and support expanded competitive trade and increased employment opportunities for youth and for women. Enhancing value added production driven by private sector engagement and public-private dialogue that increases employment opportunities, are contributions that are in line with national efforts to involve private sector in the pursuit of national development goals and in the promotion of equitable economic opportunities for vulnerable groups.

Finally, the UNDP Country Programme Document outlines the intention to promote economic growth through technology transfer, local capacity building and robust public private partnership to generate opportunities for income generation and employment especially for youth and women. The aim is ultimately to support pro-poor, gender responsive and inclusive policies that will stimulate and expand domestic and foreign trade for global competitiveness

I. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

2.1 Strategic framework

The African Agribusiness Supplier Development Programme (AASDP) has the vision to improve the productivity of smallholder farmers and MSME agribusinesses by facilitating support (training, advice, access to inputs, organization, standardization etc.) and linking them with off-takers. Sustainability and inclusion aspects, especially women and youth, play an important role.

More precisely, the objectives of an NASDP to be implemented by UNDP Country Offices and their partner governments include:

1. The improvement in the supply of African agricultural products by farmers and MSMEs meeting market quality standards, with timely deliveries, reduced transportation and inventory costs, and as such to access the growing markets that are provided by off-takers;
2. Securing and offering off-takers, efficient and high-quality local agricultural products supply;
3. Contributing to the development of national African economies (through attracting Foreign Direct Investments, increased government income through taxation, job creation, an improved trade balance etc.) by developing agricultural products that can substitute imports and can access export markets;
4. Contributing to sustainable development goals, especially food security and poverty reduction, through job creation and income generation.

The NASDP program is part of the Regional Bureau for Africa's Regional Programme but it aligns clearly with the Agriculture Promotion Policy (APP) of the present Buhari led government in Nigeria.

2.2 Operational approach

Farmers are rational. They will produce only what they believe they can sell or reasonably store without degradation. Buyers too, are rational, and will only buy what is economically viable – be that driven by volume, quality, price, reliability of supply or a combination thereof. Thus, while many initiatives focus on improvements “within” the value chain components (e.g. strengthening primary production through fertilizer subsidies), a gap exists “between” them (e.g. facilitating the link between farmer and processor and processor and distributor etc.).

The two must be managed in concert to give farmers every comfort that a tripling in yield from using costlier virus free cassava stems and fertilizer, will result in a tripling in sales and an increased net profit. Off-takers themselves need to have every comfort that these farmers are committed and that reliance on them, as opposed to their own farming operations (which may be non-core to them), will result in the desired off-take outcome.

The NASDP is designed to focus on “the gaps between” the core actors in focal value chains while ensuring partners focus on remedying the gaps “within”. It identifies that the significant gap between farmer and processor/wholesaler/retailer can be mitigated through the development of appropriate storage facilities that are well constructed and managed. Such storage offers farmers more security in off-takes and buyers more security in terms of quality and availability.

While increased storage, capacity can encourage production increases, this can also be achieved by increasing the processing capacity of the country and both will have an indirect benefit in reducing post-harvest loss, extending the season for processors and flattening the price fluctuations that both threaten upstream value chain stakeholders and encourage importation.

The aim is to turn a vicious cycle into a more virtuous cycle, not by duplicating the extensive efforts being made by research organizations to breed higher yielding varieties; targeted donor programs that capacitate farmers or install infrastructure that can support yield increases, but by working with these stakeholders to ensure that gains “within” are translated across the chain.

Key to achieving this is the commitment of end chain actors – the off-takers that control much of the demand pull backwards in the value chains. Many have no desire to manage on-farm activities; the aggregation and bulking of commodities; nor the logistics involved in commodity delivery from a multitude of smallholder farmers – yet they realize the importance of doing so. This is where the NASDP will play a key role in sourcing, securing and supplying the right product at the right quality on time and on budget through a professionally managed linkage.

There is clear interest from both **large off-takers** such as Flour Mills of Nigeria, Olam, Nestle, Cargill etc. and **smaller off-takers**. Many large off-takers have acquired land for either their own farming practices or for settlement and support of out-growers and all recognize that their interest is not primarily in facilitating primary production but in sourcing and manufacturing, but own production is a means to an end in securing reliable inputs to their processing plants.

Small off-takers are processors who onward sell their products to both the end market (e.g. supermarkets) and larger off-takers.

Finally, the NASDP further identifies the need to strengthen agro-dealers and support “master farmers¹” who can interface effectively with farmers. The aggregation and bulking warehouses, which are proposed as privately run entities, will need these linkages to ensure adequate supply and the same business and technical assistance offered to the entrepreneurs operating the warehouses to link forward with larger off-takers, can be used to support the growth and development of these agro-dealers and master farmers at the same time.

2.2.1 Focal value chains

The selection of focal value chains was undertaken by evaluating value chains against the six key infoDev (World Bank) requirements for successful agribusiness value chain intervention². The results indicated that rice, cassava and sorghum were highly ranked and hence rice and cassava were selected as focal crops. Moreover, the 2016 Agriculture Promotion Policy (APP) of the Nigerian Government has identified seven value chains of priority: Soybeans, Cassava, Wheat, Rice, Fertilizer, Maize and Palm.

The key reason for government’s choice of focus on these value chains relate to the enormous comparative advantages across the States in these seven areas. Besides, there are big sized local and multinational firms that have current investments in these selected value chains. For instance, for Cassava, Dangote Group, FMN and OLAM are active local investors, while Cargill is an active multinational investor in the Cassava value chain. For Rice, Dangote Group, FMN and OLAM also have huge investments in Nigeria while Lois Dreyfus is a huge multinational investor. While Dangote has committed to investing additional \$2.3 billion in rice and sugar over the next five years, OLAM has already invested about \$70 million in mechanized rice farm. Cargill is also currently investing about \$100 million in a cassava starch plant in Kogi State.

Some Donors/Development Partners in Nigeria also have ongoing and proposed projects in the Rice and Cassava value chain. For instance, AfDB, GIZ, IFAD, JICA, USAID, World Bank are currently involved in the rice value chain, while for cassava, AfDB, DFIF, GIZ, IFAD, USAID and World Bank are also involved.

Rice Value Chain

That rice is a crop that will be well supported by the Nigerian government from an import substitution perspective cannot be over emphasized. At present, without an import duty, local rice is more expensive than imported rice and yields and chain efficiencies need to rise to enable duty free competitiveness. This is a key driver for this chain and strong local support can be expected from government and the private sector.

The Strategic Grain Reserve (SGR) has been tasked to support this value chain and plans are underway for additional integrated milling facilities and warehouses. The NASDP could assist in supporting this chain with technical assistance and linking farmers to mills and storage facilities which are managed by private sector operators.

¹ Experienced local farmer who have demonstrated farming and managerial capability by building sizeable operations of their own and have established trust in local networks and the ability to facilitate linkages thus

² Scalable production potential; accessible markets; geographically clustered growth entrepreneurs; access to finance; infrastructure and regulatory environment

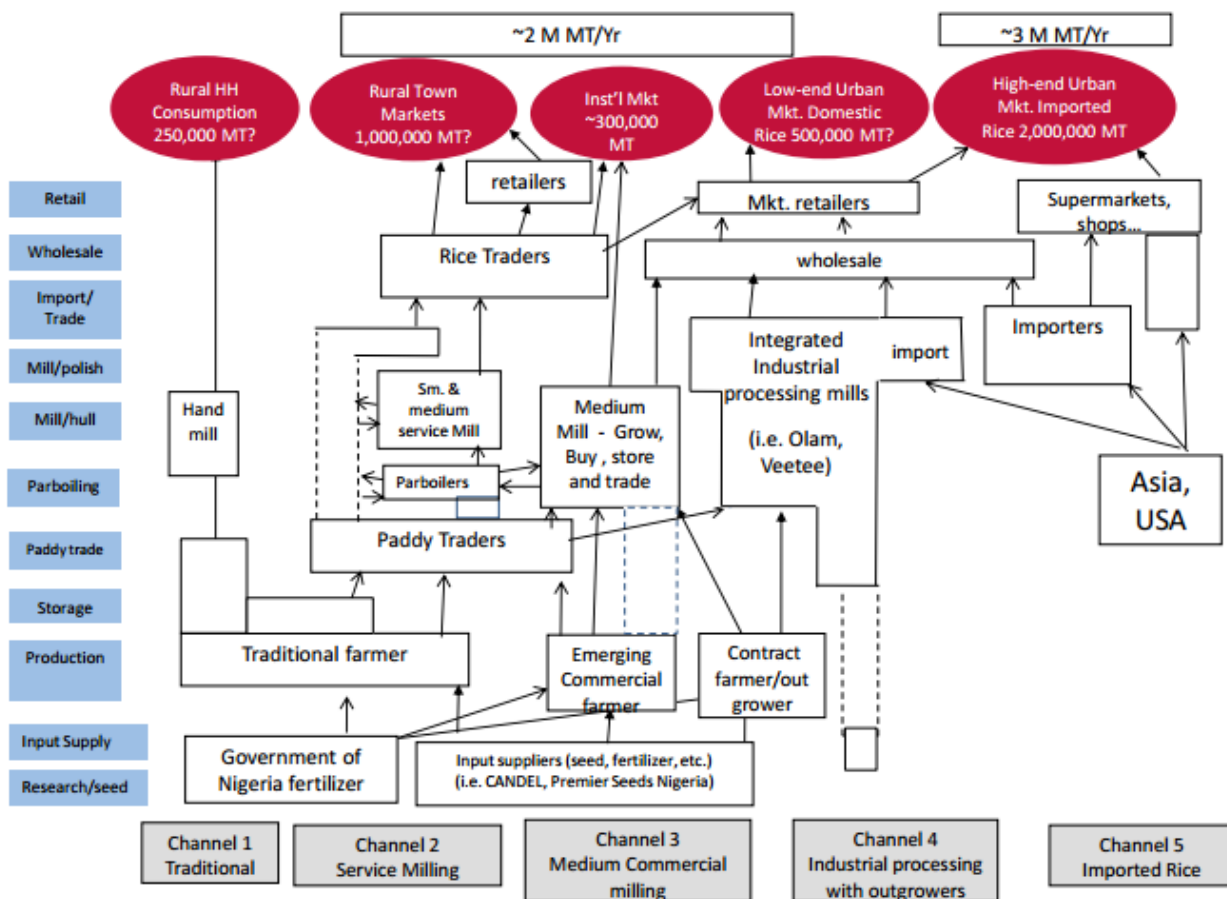


Figure 1. Rice value chain in Nigeria³

The value chain is constrained by current production methods, scarcity and high costs of inputs, poor post-harvest and processing methods, inefficient milling techniques and poor marketing. There are also challenges with importation of machinery into Nigeria, inconsistent government policies on rice importation and poor infrastructure.

Yet there are opportunities⁴ offered by new varieties of rice, increased donor support by USAID and DfID, increased irrigation initiatives like the World Bank Fadama 2 project, improvements in the efficiency and profitability of rice processing through the introduction of improved technology and especially de-stoners, cheaper fuels for par-boiling and possibly from the transfer of best practices from Southeast Asian processing to Nigeria.

Surveys have also shown that many urban consumers are willing to buy local rice if quality with regards to colour, taste and even price is improved and there is recent improved demand for local (Ofada rice).

At the retail level, the Nigerian rice market is worth well over \$1 billion. Rice consumption is expanding at the expense of other staples. Increased consumption, particularly of imported rice, is linked to the product's convenience over most other staples and the quality of the internationally traded commodity.

Since storage of paddy and lack of, or poor, intermediate processing (parboiling) are both seen as critical intervention areas to increase production and yields, marketability and to reduce post-harvest losses, the NASDP intervention will focus on improving these. The following figure (Figure

³ August 2009. Attachment IV to the Global Food Security Response West Africa Rice Value Chain Analysis. Micro Report 159, Markets, USAID

⁴ Asante-Pok A., 2013. Analysis of incentives and disincentives for cassava in Nigeria. Technical notes series, MAFAP, FAO, Rome. (Graphic acknowledged as from Markets 2009)

2) indicates the potential not only for an NASDP to assist in storage of paddy, but also the processing opportunities that might support off-takes and supply into off-taker supply chains⁵:

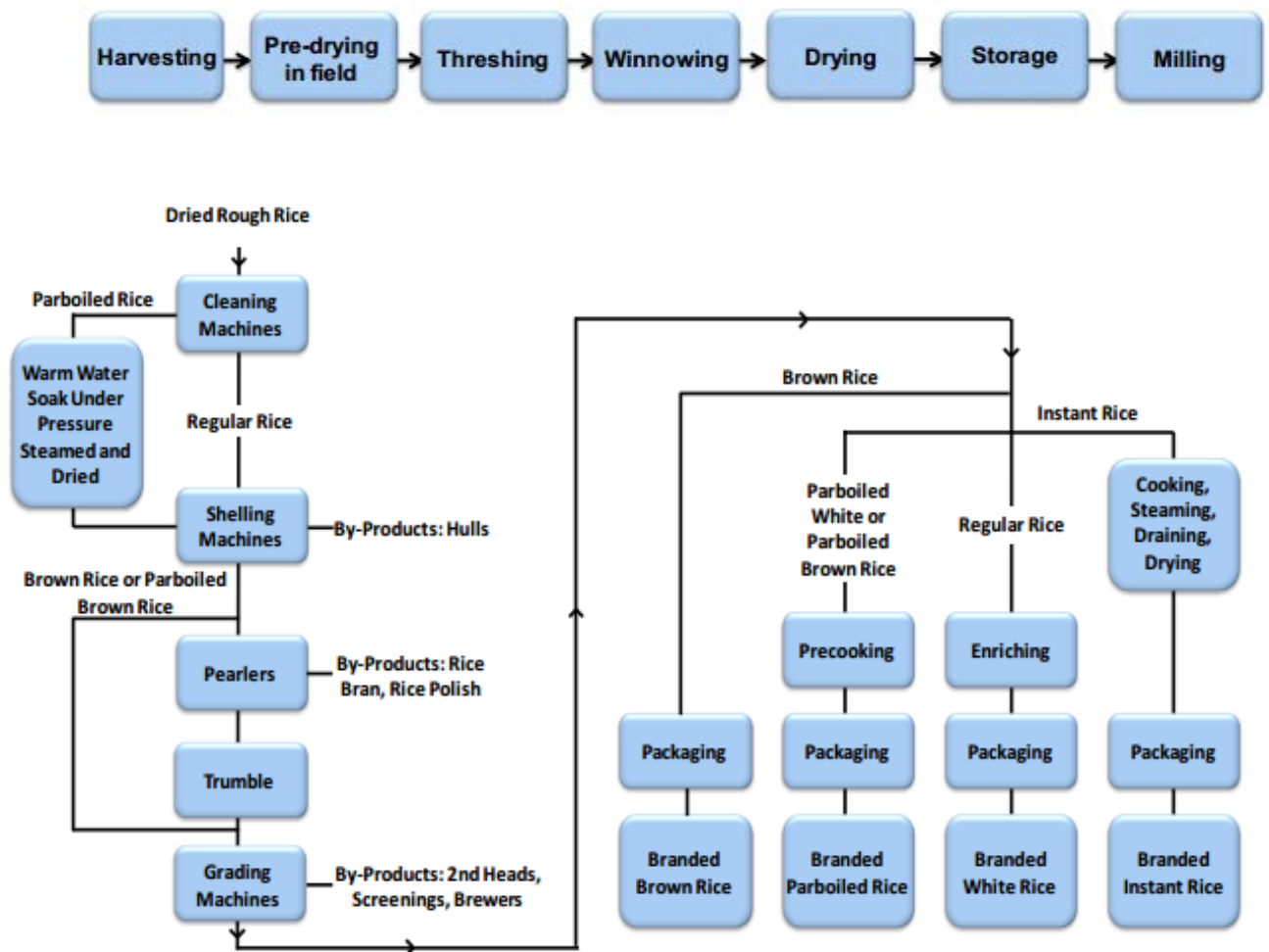


Figure 2. Processing in the rice value chain

Cassava Value Chain

Nigeria is the world's largest producer of cassava. Available production data for 2010 indicates that over 37 million tonnes were produced in 2010 but less than 0.6 million tonnes were exported in 2011.

The typical value chain for cassava is presented in Figure 3⁶.

⁵ USAID, October 2009. Global Food Security Response: West Africa Rice Value Chain Analysis. Micro REPORT 161.

⁶ Asante-Pok A., 2013. Analysis of incentives and disincentives for cassava in Nigeria. Technical notes series, MAFAP, FAO, Rome. (Graphic acknowledged as from Markets 2009)

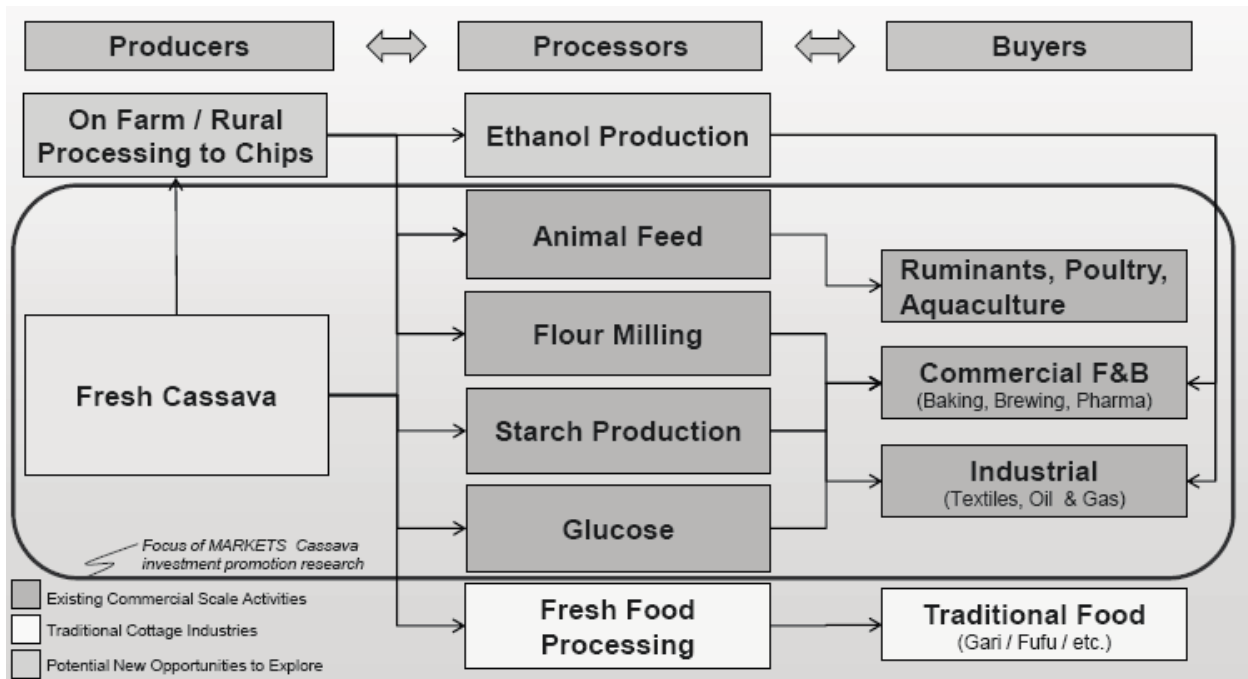


Figure 3. Cassava value chain in Nigeria

Cassava can be cultivated nearly all year round (March through November) in the rainforest agro-ecological zone that runs across southern Nigeria. While cassava has great potential for an NASDP given the diversity of products, long chains with large off-take opportunity, its input into numerous other value chains (e.g. feed for aquaculture and livestock) and its high poverty-reduction potential, it is beset with challenges that include diseases and pests that causes losses from planting through to storage (e.g. large grain borer on dry chips)⁷

The key factors in retarding development of the cassava value chain have been identified as being⁸ the lack of access to production inputs, high cost of labour, erratic input supply, lack of BDS services, low yields (~10MT/Ha although there are varieties of cassava that can yield between 25 – 40 tonnes/Ha), lack of knowledge on flour and grits' production and poor linkage to markets and market information.

But since cassava is a major food crop in Nigeria that affects the livelihoods of over five million smallholder farm families, and with more processors emerging, especially in the production of flour, starch, and chips there are opportunities to focus on meeting quality requirements for the different products and to train processors on how to meet these market requirements.

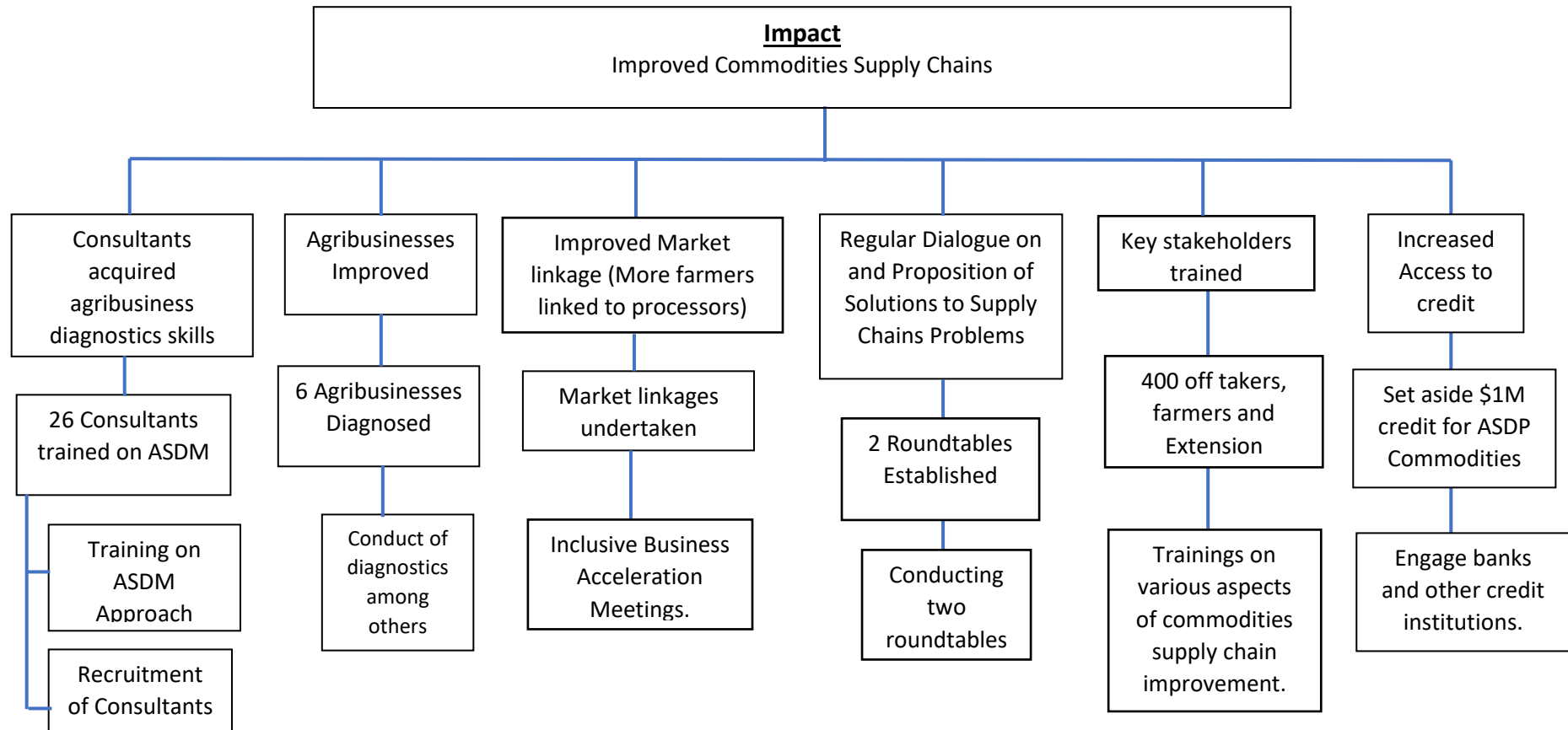
The most realistic opportunity for increasing industrial use seems to be in the production of chips, pellets and flour. Recent actions of government such as the directive for 10% inclusion of cassava flour in bread, ban on importation of livestock feed and imposition of duty on starch products has led to increased demand for cassava products.

Emerging industrial activities offer an opportunity to increase access to markets for producers that are far from the urban centres where prices have escalated and to establish efficient supply chain relationships that would lower costs and increase efficiency. For example, cassava is a very viable source of ethanol production. Yield of alcohol per tonne is much higher from cassava ((150 litres/MT of fresh roots) than from sugar cane (48 litres/MT).

⁷ Nweke, F. 2004. New challenges in the cassava transformation in Nigeria and Ghana. Environment and Production Technology Division. International Food Policy Research Institute (IFPRI). Washington, USA.

⁸ Asante-Pok A., 2013. Analysis of incentives and disincentives for cassava in Nigeria. Technical notes series, MAFAP, FAO, Rome. (Graphic acknowledged as from Markets 2009)

The Nigerian Agribusiness Supplier Development Programme (NASDP) – Theory of Change



II. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

- *The expected results from the NASDP project include the following:*
 - Project Advisory Committee Established
 - Selected lead firm partnership agreements signed
 - SDP consultants pool created and trained
 - Supply chain diagnostic and supply chain development plans developed
 - Partner lead firms supply chains development plans implemented
 - Inclusive Business Acceleration (IBA) Models developed
 - Roundtable of stakeholders held
 - Policy initiatives to support rice and cassava supply chains identified
 - Policy Advocacy forums organized
 - Study on the impact of policy of rice and cassava supply chains conducted
 - Storage hubs established for the supply chains.
 - Efficient supply chain logistics models established for rice and cassava
 - Participation of women in NASDP commodities supply chains improved.

Resources Required to Achieve the Expected Results

- *To achieve the expected results stated earlier, resources required include an Agribusiness Specialist, Agribusiness Programme Associate, Field Consultants, working equipment, financing and partnership with the private sector and government agencies that will allow for cost sharing and leveraging on existing expertise and resources.*

Partnerships

To achieve the desired results, partnership with a wide range of stakeholders is crucial. The core partnership in implementing the NASDP is with the Federal Ministry of Agriculture and Rural Development (FMARD), and the Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL). NASDP will also partner with several cassava and rice lead firms in implementing the supply chain diagnostics. In addition, partnership with other private, bilateral, multilateral, governmental, Cooperatives, Farmers' Associations and Non-for-profit organizations in attaining the desired outcome of the project. In this regards, the project will partner with The Nigerian Cassava Growers Association, Rice Farmers Association, AFEX Commodities Exchange, Poultry Farmers Association of Nigeria, University of Abuja, Japan International Cooperation Agency (JICA), Bill & Melinda Gates Foundation (BMGF), African Development Bank, International Fund for Agricultural Development (IFAD), World Bank, Department for International Development (DFID), among others. The goals of the partnership include project implementation and resource mobilization.

Risks and Assumptions

- *A major risk that can threaten the achievement of key result is the change of government policy from the current which gives tacit support for the development of the NASDP Nigeria focal commodities – rice and cassava. Another risk is the change of composition of the members and representation of implementing partners in the Local Project Advisory Committee. This risk will mainly bring about delay in implementation.*

Stakeholder Engagement

The NASDP's primary focus is on improving access to markets for rice and cassava farmers, either through:

1. Access to storage facilities that allow aggregation and bulking and/or storage while preferred prices are sought; and/or
2. Access to off-takers for raw materials.

In doing so, the target groups are expanded to include individuals and enterprises that can process raw materials either for storage or for end markets or intermediaries.

Furthermore, the target groups will also include agro-dealers who provide inputs into the value chain, and who will be capacitated to improve their service delivery and thereby improve the potential for increasing farmer yields and quality.

The project will target the empowerment of women and youth in agri-businesses through support to women's cooperatives and particularly on women and youth enterprises. The Inclusive Business Acceleration Model will be deployed toward this groups.

Two regions of Nigeria have been identified for the NASDP. They meet many of the requirements for comparative advantage, markets, farmers, processors, logistics, SPCZ, and SGR infrastructure etc. These are the southern states of Oyo, Osun, Ogun, Ondo, Edo, and Kogi for primarily rice and cassava and Kaduna, Kano and Katsina for primarily sorghum, but also rice.

Besides these reasons, the two regions have been chosen because:

1. Each has a distinct and strategically important location for market access. The southern hub has the population reach into Lagos State and the northern hub into neighbouring countries;
2. Both regions offer potential for up-scaling the NASDP value chain focus into chains already of interest to large scale off-takers. For example, the southern region has off-takers interested in cocoa, juices, palm oil and rubber off-take and the northern region into tomato and rice off-take (as this is confidential information, company names are not published)
3. All the big local and multinational firms with investments in cassava and rice are also located in these two regions.

South-South and Triangular Cooperation (SSC/TrC)

- *Since the NASDP is a regional initiative of the UNDP regional office being implemented by UNDP CO, the project will key into existing and upcoming South-South and Triangular Cooperation pertaining to agriculture and rural enterprise development.*

Knowledge

To achieve the desired results, some knowledge products will be produced. These will include promotional videos and audios, training videos and audios, manuals for Inclusive Business Accelerations, Reports from mapping and other related studies on the rice and cassava supply chains. Articles, journal and conferences papers will also be produced during the project.

Sustainability and Scaling Up

- *The outcomes of the ASDP project, which focuses on rice and cassava will be easily replicated for other important commodities in Nigeria. The benefit of using the NASDP model in creating a link between smallholder farmers and the market and improving agricultural raw materials supply to off takers will fit into the Nigeria's vision of making farming business and stimulating agricultural industrialization. The capacity of the agribusiness experts in conducting supply chain diagnostics will be easily extended to other agricultural subsectors.*

III. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

- *The fact that the NASDP is a UNDP regional project, though with focus on different commodities in different pilot implementing countries helps in the attaining of cost efficiency and effectiveness. Through the NASDP pathway, there will be opportunity for joint training and capacity building across implementing countries.*
- *The some of the problems affecting the two commodities value chains already have tested and validated solutions. NASDP will be leveraging on some of these solutions, existing with some of the listed and would partners during the project. This sort of portfolio management will be deployed in training and capacity building tailored towards key stakeholders. Joint operation, involvement in and aligning the NASDP to existing national and regional projects that pertains to the commodities of interest to NASDP Nigeria will be utilized in accessing more resources and fostering the contributions of the project to the sector.*

Project Management

The NASDP project is a national project but by the distribution of the intensity of cultivation of the focal crops, there will be variation in the location. The cassava related interventions will be focused more in the southern to central part of Nigeria, where cassava production is higher and there exist more major lead firms utilizing cassava and raw materials. The northern to central Nigeria will be focus of the interventions pertaining to rice. The adoption of the NASDP model as part of the UNDP intervention in the North East means the project will also be implemented in the crisis region. The Ministry of Agriculture and Rural Development will be the main implementing partner through which the Faceforms and other resource utilization and audit procedures will be channelled.

IV. RESULTS FRAMEWORK⁹

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Nigeria's productive system is value-chain driven, productivity enhancing, sectorally-linked and inclusive, based on green and relevant technology, supported by robust private sector friendly investment policies that provide gender-friendly opportunities and promote rural economic development by 2017

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Inclusive Economic Growth

Applicable Output(s) from the UNDP Strategic Plan: Strategies for enhanced value-added production developed, implementation plan, coordination mechanism and framework for integrating inputs suppliers, producers, processors and marketers established; leading to economic diversification, job opportunities, enhanced income and poverty reduction especially for women and youth

Project title and Atlas Project Number: Support to Agriculture Transformation Agenda. Project ID: 00107974

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 <i>Agency Output 1:</i> <i>Rice and cassava supply chains improved.</i>	<i>1.1 Formal commitment (signed agreement) from lead firms to participate in the programme obtained</i>	<i>Project Report</i>	0	2018	6	10	10	10		36	<i>Report Review</i>
	<i>1.2 SDP Consultants pool created</i>	<i>Project Report</i>	0	2018	25	25	25	25		100	<i>Report Review</i>
	<i>1.3 Partner lead firms supply chains diagnostics carried-out and supply chain development plans developed</i>	<i>Project Report</i>	0	2018	6	10	10	10		36	<i>Report Review</i>
	<i>1.4 Partner lead firms supply chains development plans implemented</i>	Project Report	0	2018	6	10	10	10		36	<i>Report Review</i>

⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹⁰ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.5 Supply Chains roundtables organized	Project Report	0	2018	2	2	2	2		8	Report Review
Output 2 Agency Output: 2 The policy environment for the cassava and rice supply chains improved.	2.1 Inclusive Business Acceleration Forums Organized	Project Report	1	2018	2	2	2	2		9	Report Review
	2.2 Policies pertaining to the two NASDP commodities mapped for increasing effectiveness.	Project Report	0	2018	1	1	1	1		4	Report Review
	2.3 Advocacy and enlightenment events on Agric and other policies pertaining to NASDP commodities in Nigeria.	Project Report	0	2018	1	1	1	1		4	Report Review
	2.4 Studies on the impact of policies on the NASDP commodities conducted.	Project Report	0	2018	0	1	0	0		1	Report Review
	2.5 Training and capacity building for increasing productivity of NASDP commodities.										
Output 3 Agency Output: 3 Storage facilities for cassava and rice supply chains revitalized and established.	3.1 Existing storage facilities such as silos, warehouses, and the operators and service providers, needs and gaps are mapped	Project Report	0	2018	0	1	0	0		1	Report Review
	3.2 Existing policy on agricultural produce storage and processing scoped and reviewed.	Project Report	0	2018	0	1	0	0		1	Desk Review
	3.3 Capacity building on improving storage and warehousing service for NASDP Commodities.	Project Report	0	2018	1	1	1	1		4	Report Review
	3.4 Storage hubs and aggregation canters are delineated	Project Report	0	2018	0	1	0	0		1	Report Review
	3.5 Policy for utilizing stored agricultural produce as collateral is developed and presented to government	Project Report	0	2018	0	1	0	0		1	Desk Review
Output 4 Agency Output: 4 Efficient logistics models for cassava and rice supply chains	4.1 NASDP commodities supply chain logistics mapped – consisting of needs, gaps, challenges and players.	Project Report	0	2018	0	0	1	0		1	Desk Review
	4.2 Policy for improving agricultural commodities supply chain logistics developed.	Project Report	0	2018	0	1	1	1		3	Desk Review

<i>developed.</i>	4.3 Cooperative organizations for agricultural commodities logistics formed around hubs.	<i>Project Report</i>	0	2018	0	10	10	10		30	<i>Desk Review</i>
Output 5 <i>Agency Output 5: Participation of women in the NASDP commodities supply chain improved</i>	5.1 Study to access the level and depth of involvement of women in NASDP Commodities value chain conducted	<i>Project Report</i>	0	2018	0	1	0	0		1	<i>Report Review</i>
	5.2 Training and capacity building of women for promoting increase participation in ASDP commodities supply chains conducted.	<i>Project Report</i>	0	2018	0	1	1	1		3	<i>Report Review</i>
	5.3 Framework of support services (credit, grant, input) for increasing women participation in ASDP commodities supply chains established	<i>Project Report</i>	0	2018	0	1	1	1		3	<i>Assessment Survey</i>
	5.4 Infrastructure support for promoting women participation in ASDP commodities supply chains designed and executed	<i>Project Report</i>	0	2018	0	1	1	1		3	<i>Assessment Survey</i>
	5.5 National Policy for promoting women participation in ASDP commodities supply chain developed and submitted to government	<i>Project Report</i>	0	2018	0	1	0	0		1	<i>Assessment Survey</i>
Output 6 <i>Agency Output 6: Access to Finance and Credit for NASDP commodities supply chain improved</i>	6.1 Study to review past and present financing and insurance interventions and policies for NASDP Commodities value chain conducted	<i>Project Report</i>	0	2018	0	1	1	1		3	<i>Report Review</i>
	6.2 Framework of credit support services for NASDP commodities supply chains established	<i>Project Report</i>	0	2018	0	1	1	1		3	<i>Assessment Survey</i>

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan¹¹

Evaluation Title	Partners (if joint)	Related Strategic Plan	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of
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¹¹ Optional, if needed

		Output				Funding
e.g., Mid-Term Evaluation						

VI. MULTI-YEAR WORK PLAN ¹²¹³

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1 <i>Rice and cassava supply chains improved</i> 1.1 Formal commitment (signed agreement) from lead firms to participate in the programme obtained 1.2 SDP Consultants pool created 1.3 Partner lead firms supply chains diagnostics carried-out and supply chain development plans developed 1.4 Partner lead firms supply	1.1.1 Activity - Identify six (6) lead firms to sign MOU with on the conduct of diagnostics and implementation of supply chain improvement plan.	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	1.1.2 Activity - Sign partnership agreements with them	1000	1000	1000	1000	UNDP CO/Partners	UNDP CO		4000
	1.1.3 Activity - Prepare and print knowledge product for promoting SDP Approach	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	1.1.4 Activity - Organize meeting for promoting SDP Approach	1000	1000	1000	1000	UNDP CO/Partners	UNDP CO		4000
	1.2.1 Activity - Develop and advertise the Expression of Interest for the SDP Diagnostics training	500	500	500	500	UNDP CO/Partners	UNDP CO		2000
	1.2.2 Activity - Identify twenty possible consultants that will be trainers on conducting supply chain diagnostics, planning and implementation through EoI.	500	500	500	500	UNDP CO/Partners	UNDP CO		2000

¹² Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹³ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

<i>chains development plans implemented</i> 1.5 <i>Supply Chains roundtables organized</i>	1.2.3 Activity - Conduct two different trainings for the identified consultants, 1st on SDP diagnostics approach, 2nd on designing improvement plan for key off takers, and implementing them	16000	16000	16000	16000	UNDP Co/Partners	UNDP CO		64000
	1.2.4 Activity – Organize NASDP launch ceremony and award of certificate to trained consultant	5000	5000	5000	5000	UNDP Co/Partners	UNDP CO		20000
	1.3.1 Conduct supply chain diagnostics and develop improvement plans of selected six firms	20000	20000	20000	20000	UNDP CO/Partners	UNDP CO		80000
	1.4.1 Identify service providers for various interventions in the plan.	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	1.4.2 Implement supply chain development plans for selected partner firms.	40000	40000	40000	40000	UNDP CO/Partners	UNDP CO		160000
	1.4.3 Conduct Follow up activities.	1000	1000	1000	1000	UNDP CO/Partners	UNDP CO		4000
	1.5.1 Revise the initial stakeholders' mapping	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	1.5.2 Organize yearly roundtable meetings to identify supply chains improvements.	32000	32000	32000	32000	UNDP CO/NIRSAL	NIRSAL		128000
	MONITORING	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	Sub-Total for Output 1								
Output 2 The policy environment for the cassava and rice supply chains improved.	2.1.1 Activity - Organise periodic IBA meetings for the supply chains.	32000	32000	32000	32000	UNDP CO/Partners	UNDP CO		CCC
2.1 <i>Inclusive Business Acceleration Forums Organized</i>	2.1.2 Activity - Develop and deploy linkage tools and mechanism for IBA for the supply chains.	7500	7500	7500	7500	UNDP CO/Partners	UNDP CO		30000
	2.2.1 Activity - Collate policies pertaining to the two NASDP commodities in Nigeria. This should capture the past, present and planned policies that have a bearing on improving the supply chain of the NASDP commodities.	7500	7500	7500	7500	UNDP CO/Partners	UNDP CO		30000
2.2 Policies pertaining to the two NASDP commodities mapped for increasing effectiveness.	2.2.2 Activity - Organize a forum review and improving existing policies.	5000	5000	5000	5000	UNDP CO/Partners	UNDP CO		20000
2.3 <i>Advocacy and</i>	2.4.1 Activity - Conduct in-depth studies on the impact of the policies having a bearing on the NASDP commodities.	0	8000	0	0	UNDP CO/Partners	UNDP CO		8000

enlightenment events on Agric and other policies pertaining to NASDP commodities in Nigeria.	2.4.2 Activity - Prepare, based on inputs from studies, project implementation plans etc., that identify value chain constraints and mechanisms to mitigate these in form policy briefs for submission to government	0	4000	0	0	UNDP CO/Partners	UNDP CO		4000
2.4 Studies on the impact of policies on the NASDP commodities conducted.	2.5.1 Activity - Organize Awareness and Training on Paddy Grading and Standardization.	20000	20000	20000	20000	UNDP CO/Partners	UNDP CO		80000
2.5 Training and capacity building for increasing productivity of NASDP commodities	2.5.2 Activity - Training on rice production, seed multiplication, weed control and irrigation for increasing productivity.	20000	20000	20000	20000	UNDP CO/NIRSAL	NIRSAL		80000
	2.5.3 Activity - Training on cassava cultivation, weed control and general management for increasing productivity.	20000	20000	20000	20000	UNDP CO/NIRSAL	NIRSAL		80000
	2.5.4 Activity - Organize in-country training on NASDP Approach for L-PAC	7500	7500	7500	7500	UNDP CO/NIRSAL	NIRSAL		30000
	2.5.5 Activity - Organize agribusiness management trainings for agro-processors and agribusiness owners.	0	30000	30000	0	UNDP CO/NIRSAL	NIRSAL		60000
	MONITORING	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	Sub-Total for Output 2								
Output 3 Storage facilities for cassava and rice supply chains revitalized and established.	3.1.1 Activity – Engage a consultant for the mapping existing storage facilities	0	6000	0	0	UNDP CO/Partners	UNDP CO		6000
3.1 Existing storage facilities such as silos, warehouses, and the operators and service providers, needs and gaps are mapped	3.1.3 Activity - Organize validation meeting for presenting and reviewing the report	0	1500	0	0	UNDP CO/Partners	UNDP CO		1500
	3.2.1 Activity - Hire a consultant for scoping and review of the storage policies	0	7500	0	0	UNDP CO/Partners	UNDP CO		7500
	3.2.2 Activity - Conduct the actual scoping and review	0	10000	0	0	UNDP CO/Partners	UNDP CO		10000
	3.2.3 Activity - Presentation and validation of the outcome from the scoping	0	1500	0	0	UNDP CO/Partners	UNDP CO		1500
3.2 Existing policy on agricultural produce storage and processing scoped and reviewed.	3.3.1 Activity - Develop training module for storage and warehousing	7500	0	0	0	UNDP CO/NIRSAL	NIRSAL		7500
	3.3.2 Activity - Hire or identify resource persons	5000	5000	5000	5000	UNDP CO/Partners	UNDP CO		20000
	3.3.3 Activity - Conduct the training in major hubs for NASDP commodities across Nigeria	20000	20000	20000	20000	UNDP CO/NIRSAL	NIRSAL		80000

3.3 Capacity building on improving storage and warehousing service for NASDP Commodities.	3.3.4 Activity - Conduct follow-up evaluation of the impact of the capacity building	2500	2500	2500	2500	UNDP CO/Partners	UNDP CO		10000
	3.4.1 Activity - Develop criteria for delineating storage hubs and aggregation centres	0	3000	0	0	UNDP CO/Partners	UNDP CO		3000
3.4 Storage hubs and aggregation centres are delineated	3.4.2 Activity - Delineate storage hubs and aggregations centres for NASDP Commodities	0	5000	0	0	UNDP CO/Partners	UNDP CO		5000
	3.4.3 Activity - Delineate the mapped storage facilities under the various hubs	0	5000	0	0	UNDP CO/Partners	UNDP CO		5000
3.5 Policy for utilizing stored agricultural produce as collateral is developed and presented to government	3.4.4 Activity - Organize IBA meeting for intending storage, warehousing operators to identify biz opportunities	0	20000	0	0	UNDP CO/Partners	UNDP CO		20000
	3.4.5 Activity - Facilitate the formation of cooperatives and association of storage and warehousing service providers	0	10000	0	0	UNDP CO/Partners	UNDP CO		10000
	3.5.1 Activity - Develop TOR for hiring a consultant and advertise.	0	500	0	0	UNDP CO/Partners	UNDP CO		500
	3.5.2 Activity - Hire a consultant to draft a policy on agricultural produce storage and use as collateral	0	7500	0	0	UNDP CO/Partners	UNDP CO		7500
	3.5.3 Activity - Draft agricultural produce storage policy for the country	0	2000	0	0	UNDP CO/Partners	UNDP CO		2000
	3.5.4 Activity - Presentation and Validation of the initial draft by IPs and other stakeholders	0	1500	0	0	UNDP CO/Partners	UNDP CO		1500
	3.5.5 Activity - Presentation of the final policy to the government	0	1000	0	0	UNDP CO/Partners	UNDP CO		1000
	MONITORING	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
Sub-Total for Output 3									205,500
Output 4 Efficient logistics models for cassava and rice supply chains developed.	4.1.1 Activity – Engage a consultant to conduct the mapping of logistics needs, gaps, challenges etc	0	0	10500	0	UNDP CO/Partners	UNDP CO		10500
	4.1.2 Activity - Presentation of the result from the mapping to IPs and stakeholders	0	1500	0	0	UNDP CO/Partners	UNDP CO		1500
4.1 NASDP commodities supply chain logistics mapped – consisting of needs, gaps, challenges and	4.2.1 Activity – Engage a consultant to draft a policy on agricultural commodities logistics management	0	10000	0	0	UNDP CO/Partners	UNDP CO		500
	4.2.2 Activity - Presentation and Validation of the initial draft by IPs and other stakeholders	0	2500	0	0	UNDP CO/Partners	UNDP CO		2500

players.	4.3.1 Activity - Organize initial meeting of Agric logistics service providers	0	20000	0	0	UNDP CO/Partners	UNDP CO		20000
4.2 Policy for improving agricultural commodities supply chain logistics developed.	4.3.2 Activity - Facilitate the drafting of memorandum for the association	0	6500	0	0	UNDP CO/Partners	UNDP CO		6500
	4.3.3 Activity - Create a linkage between Agric logistics and other stakeholders	0	10000	0	0	UNDP CO/Partners	UNDP CO		10000
4.3 Cooperative organizations for agricultural commodities logistics formed around hubs.	MONITORING	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	Sub-Total for Output 4								57,500
Output 5	5.1.1 Activity - Hiring consultants to undertake national survey	0	60000	0	0	UNDP CO/Partners	UNDP CO		60000
Participation of women in the ASDP commodities supply chain improved	5.1.2 Activity - Organizing a National Survey on women in agriculture	0	100000	0	0	UNDP CO/Partners	UNDP CO		100000
	5.1 Study to access the level and depth of involvement of women in ASDP Commodities value chain conducted	5.1.3 Activity - Organizing validation workshop for the survey outcome	0	20000	0	0	UNDP CO/Partners	UNDP CO	
5.2 Training and capacity building of women for promoting increase participation in agric supply chains conducted.	5.1.4 Activity - Production and distribution of report – knowledge products	0	5000	0	0	UNDP CO/Partners	UNDP CO		5000
	5.2.1 Activity - Developing training modules on a wide array of enterprises	0	6500	0	0	UNDP CO/NIRSAL	NIRSAL		6500
5.3 Framework of support services for increasing women participation in agric supply chain established	5.2.2 Activity – Producing and acquiring training materials and resources	0	5000	0	0	UNDP CO/NIRSAL	NIRSAL		5000
	5.2.3 Activity - Recruiting trainers and resources persons	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		30000
5.4 Infrastructure support for promoting women participation in agric supply chains designed and executed	5.2.4 Activity - Organizing training sessions across the country	0	20000	20000	20000	UNDP CO/NIRSAL	NIRSAL		60000
	5.2.5 Activity - Monitoring, evaluation and feedback	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		30000
5.5 National Policy for promoting women participation in agric supply chain developed and submitted to government	5.3.1 Activity - Developing a framework for providing support service for women in agriculture value chain	0	7500	0	0	UNDP CO/Partners	UNDP CO		7500
	5.3.2 Activity - Formation of women farming hubs and cooperative farm clusters	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		30000
	5.3.3 Activity - Linking women farm hubs and farm clusters to lead firms	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		30000
	5.3.4 Activity - Linking women farmers to other sources of agric finance and insurance	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		30000
	5.3.5 Activity - Recruiting and deploying extension agents	0	6000	6000	6000	UNDP CO/Partners	UNDP CO		18000

	5.3.6 Activity - Monitoring, Evaluation and feedback.	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		30000
	5.4.1 Activity - Designing infrastructure concepts for production, processing, storage and logistics	0	10000	0	0	UNDP CO/Partners	UNDP CO		10000
	5.4.2 Activity - Constructing infrastructure for production, processing, storage and logistics	0	1200000	1200000	1200000	UNDP CO/Partners	UNDP CO		3600000
	5.4.3 Activity - Acquisition and delivery of equipment and machineries	0	500000	500000	500000	UNDP CO/Partners	UNDP CO		1500000
	5.4.4 Activity - Monitoring, evaluation and feedback	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		30000
	5.5.1 Activity - Hiring consultants to undertake desk review, concept papers and draft of the policy on women in Agric	0	10000	0	0	UNDP CO/Partners	UNDP CO		10000
	5.5.2 Activity - Organizing regional public forum for collating memorandum and submission to the policy	0	30000	0	0	UNDP CO/Partners	UNDP CO		30000
	5.5.3 Activity - Organizing validation workshops	0	20000	0	0	UNDP CO/Partners	UNDP CO		20000
	5.5.4 Activity - Presenting the policy and action plan to government	0	1500	0	0	UNDP CO/Partners	UNDP CO		1500
	MONITORING	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	Sub-Total for Output 5								5,669,500
Output 6									
<i>Agency Output 6: Access to Finance and Credit for NASDP commodities supply chain improved</i>	6.1.1 Activity - Hiring consultants to undertake national survey	0	10000	0	0	UNDP CO/Partners	UNDP CO		10000
	6.1.2 Activity – Organize validation workshop for the report from the survey.	0	2000	0	0	UNDP CO/Partners	UNDP CO		2000
	6.1.3 Activity – Production and Distribution of the Report	0	2000	0	0	UNDP CO/Partners	UNDP CO		2000
6.1 Study to review past and present financing and insurance interventions and policies for NASDP Commodities value chain conducted	6.2.1 Activity – Organize enlightenment campaign on accessing credit/finance.	0	5000	5000	5000	UNDP CO/Partners	UNDP CO		15000
	6.2.2 Activity - Organize workshop on accessing credit/finance.	0	10000	10000	10000	UNDP CO/Partners	UNDP CO		15000
	6.2.3 Activity - Administering and facilitating credit for women in NASDP Value chains	0	0	500000	500000	UNDP CO/NIRSAL	NIRSAL		1,000, 000
6.2 Framework of credit support services for NASDP commodities supply chains	6.2.4 Activity - Organize forum for financing of the improvement plan	0	5000	5000	5000	UNDP CO/NIRSAL	NIRSAL		15000

established	6.2.5 Activity – Organizing forums for engaging bankers and other financial institutions on facilitating access to credit	0	5000	5000	5000	UNDP CO/Partners	UNDP CO		15000
	MONITORING	1500	1500	1500	1500	UNDP CO/Partners	UNDP CO		6000
	Sub-Total for Output 6								1,080,000
General Management Support									
TOTAL									8,066,500

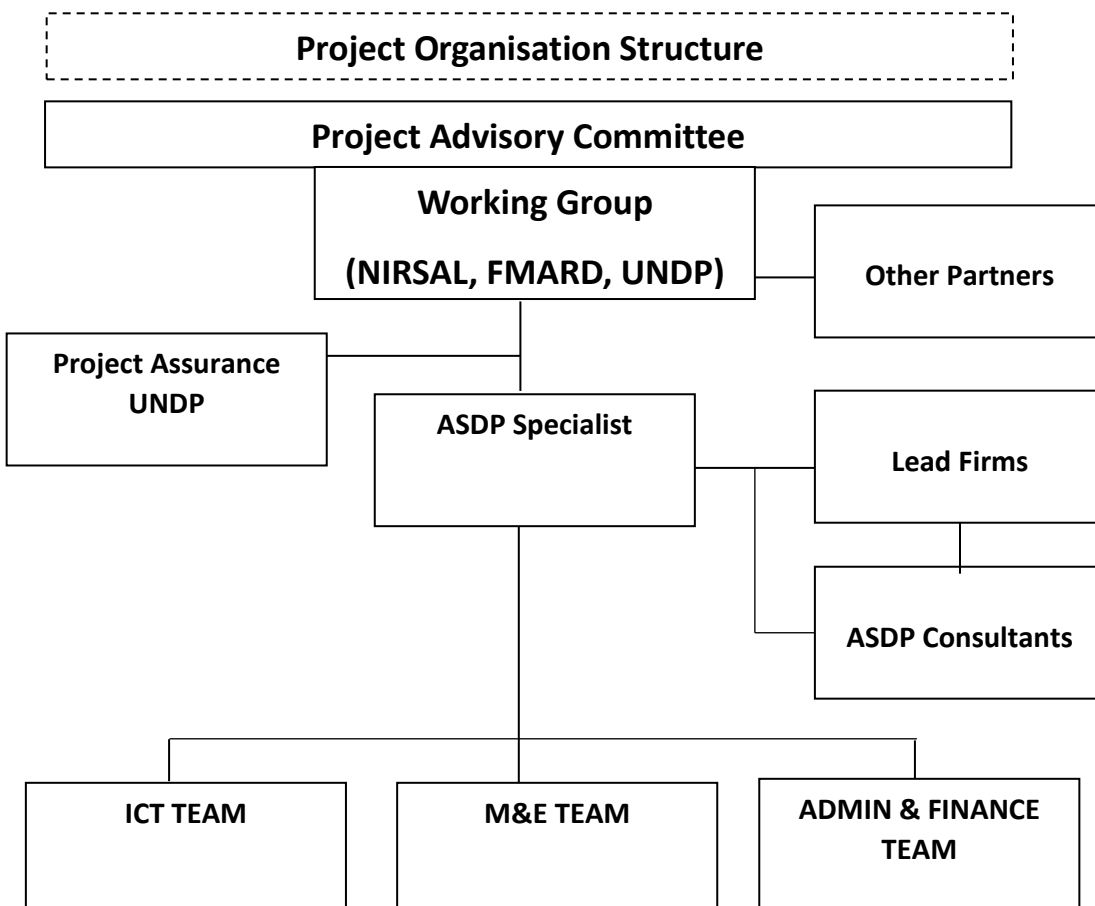
VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The NASDP will be implemented through national implementation framework with two implementing partners – namely the Federal Ministry of Agriculture and Rural Development and the Nigeria Incentive-Based Risk Sharing System for Agricultural Lending.

The Project implementation will be overseen by the Project Advisory Committee which consist of representatives from the three implementing partners. The PAC will meet monthly to deliberate on the project implementation and give direction and guidance to the project in the delivery of the outputs and activities set out in the project plan.

The PAC shall from time to time constitute working groups that will be responsible for developing concept notes, proposals, strategies and necessary preparations for the implementation of the activities set out in the project multiyear plan. The working group members will be draw from the implementing partners as well as other partners collaborating with the project in the implementation of the output/activities.

The NASDP specialist/project manager will interface with the lead firms and consultants, as well as coordinate the work of ICT, Finance and Monitoring and Evaluation team of the project.



VIII. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

2. Implementing Partner:

- Government Entity (NIM) Federal Ministry of Agriculture and Rural Development (FMARD)/Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

Or [click here for the MS Word version of the standard legal and risk management clauses](#).

IX. ANNEXES

1. Project Quality Assurance Report

- 2. Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

- 3. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

- 5. Project Board Terms of Reference and TORs of key management positions**