

United Nations Development Programme

Country: Nigeria

Project Document

Project Title: Support to Programme Management

UNDAF Outcomes: All

Expected CP Outcomes: All

Executing Agency: National Planning Commission

Implementing Agencies: UNDP, NPC, Implementing Partners

Brief Description

The project is designed to provide support to 8th CP Implementing Partners and address tasks that are cross-cutting and unlikely to be properly addressed and funded from individual projects. It focuses on programme quality assurance and effectiveness in the areas of quarterly/annual review meetings; HACT implementation and assurance activities; NGO/NIM audit; micro assessment of implementing partners, monitoring and evaluation for mutual accountability; programme communication and advocacy and gender activities in support of programme effectiveness.

Programme Period: 2014-2017

Key Result Area (Strategic Plan) All

Atlas Award ID: TBD

Start date: 1/1/2014

End Date 31/12/2017

Management Arrangements

Total resources required 5% of 8th CP Prog. Fund

Total allocated resources:

• Regular

• Other:

○ Donor

○ Donor

○ Donor

○ Government

Unfunded budget:

In-kind Contributions

Agreed by the Federal Government of Nigeria (FGN)

Agreed by the United Nations Dev.
Programme (UNDP) Nigeria

Signature:

Signature:

Name:

Bassey Oron Akpan

Name:

Bernardo Cocco

Title:

Director (U)

Title:

Country Director, a.i.

30/3/14

12 March 2014

I. SITUATION ANALYSIS

Nigeria's aspiration to become one of the world's largest economies by 2020 has led to the articulation of both long and medium term development plans. Nigeria UNDAF-III (2014-2017) mission statement expects to support Nigeria in achieving its national development priorities, the MDGs and other internationally agreed treaty obligations and development goals, the Paris declaration on Aid Effectiveness, fostering equitable economic growth and poverty reduction, through capacity development, strengthening national accountability systems and the delivery of quality social services focusing on the most deprived and vulnerable Nigerians. UNDP also seeks to address priorities identified in the national vision 20:2020 and is in line with the UNDAF.

II. STRATEGY

In view of the above, the Federal Government of Nigeria and the UNDP have decided to formulate a programme management support project that would enable partners specifically address and fund activities that would mitigate anticipated development challenges. The project is valued at 5% of the expected programme resources for the duration of the programme cycle. This is clearly stated in the MOUs signed between UNDP the Implementing Partners as programme management support.

The project intends to support the following:

- Annual/Quarterly monitoring field visits for the achievement of project/programme objectives.
- Effective communication of development results to ensure that visibility of UNDP's partnerships projects with the government of Nigeria receives the necessary advocacy, and further highlight its contribution to the achievement of the MDGs. (this excludes procurement of equipment).
- Coordinate and implement key programme management functions such as NIM/NGO annual audit, implementing partners micro assessment and HACT implementation and assurance activities.
- Programme quality assurance and effectiveness measured through compliance to Annual Work Plans amongst others.
- Staff training costs in line with the gender seal certification programme undertaken with HQ

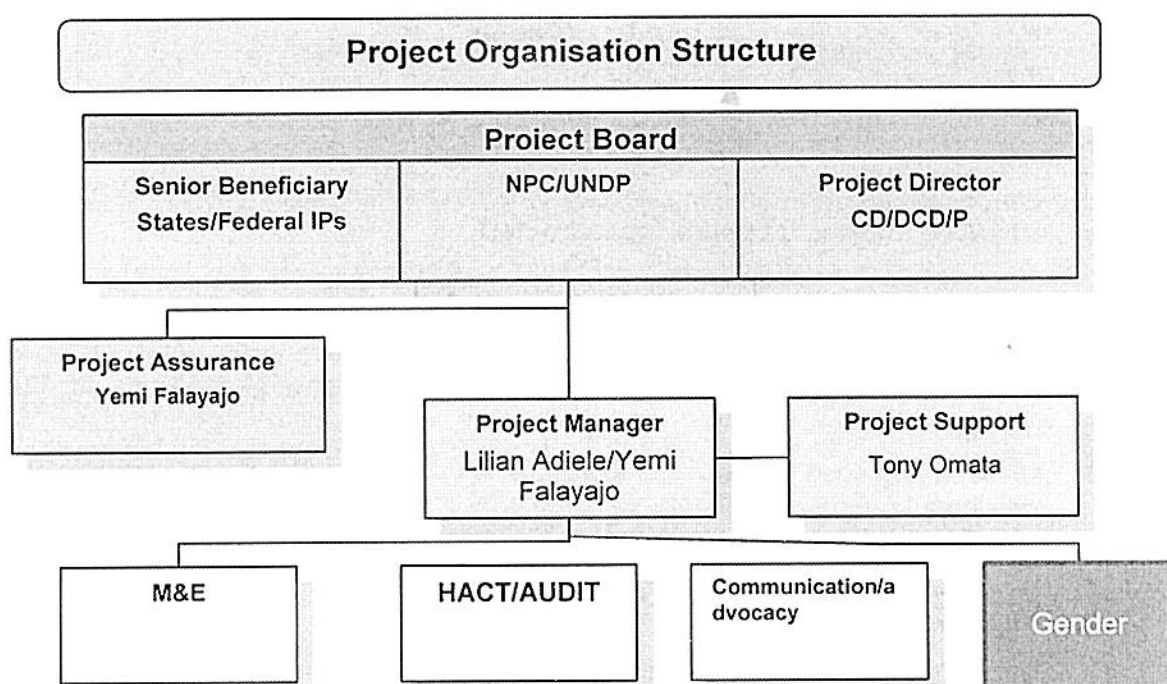
III. RESULTS AND RESOURCES FRAMEWORK

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	
<i>Capacity for results orientation and monitoring and evaluation</i> Baseline: Focus on programme development reflects inadequate results orientation. Indicators: Number of monitoring visits undertaken, lessons learnt documents and events.	- Monitoring visits to states/federal IPs - Implementing Partners annual/quarterly review meetings		
<i>Effective programme quality assurance</i> Baseline: Weak Implementation of key elements of HACT from programme inception to delivery of planned programme outputs and activities Indicators: Adequate disbursement modality identified for respective IPs, audit exercise conducted, spot checks conducted and capacities of IPs built.	- Application of Key elements of HACT - Annual audit exercise - Spot checks exercises		
<i>Programme communications and advocacy</i> Baseline: Indicators:	- Formulate communication & advocacy strategy for 8th CP launch - Production of programme briefs and quarter CO e-newsletter		
<i>Gender capacity development</i> Baseline: Capacities in gender mainstreaming relatively weak Indicators: Gender appropriately mainstreamed into projects; gender advocacy increased	Trainings on gender seal certification programme in line with HQ		

IV. ANNUAL WORK PLAN

Year: 2014

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Capacity for results orientation and monitoring and evaluation:	Quarterly monitoring visits	X	X	X	X	UNDP/NPC		travel	
	Quarterly outcome board meeting	X	X	X	X	UNDP/NPC		workshop	
	HACT micro assessments					UNDP/NPC		Contract services	
	Annual audit exercise		X			UNDP/NPC		Contract services	
Effective programme quality assurance	HACT assessments					UNDP			
	Annual audit exercise		X						
Gender capacity development	Gender seal certification training		X	X		UNDP			
Programme communications and advocacy	Formulate communication & advocacy strategy for 8 th CP launch	X				UNDP			
	Production of programme briefs		X			UNDP			
	Quarterly CO e-newsletter	X	X	X	X	UNDP			
TOTAL									



- **PROJECT BOARD:** NPC/UNDP-RESPONSIBLE FOR THE STRATEGIC DIRECTION, GUIDANCE AND OVERSIGHT OF THE PROJECT AND MAKES CONSENSUS, MANAGEMENT DECISIONS FOR THE PROJECT. IT IS ALSO RESPONSIBLE FOR MAKING RECOMMENDATION FOR PROJECT PLANS AND REVISION.
- **SENIOR BENEFICIARY:** THE STATE AND FEDERAL IPs ARE THE DIRECT BENEFICIARIES OF THE PROJECT AS THE MAIN FUNCTION OF PROJECT IS TO SUPPORT MANAGEMENT OF CROSS CUTTING ACTIVITIES OF THE 8TH COUNTRY PROGRAMME IN TERMS OF MONITORING AND EVALUATION FOR RESULTS, IMPLEMENTATION OF HACT, COMMUNICATION AND ADVOCACY AS WELL AS GENDER SEAL ACTIVITIES OF THE PROGRAMMES.
- **PROJECT DIRECTOR:** HE OR SHE IS ACCOUNTABLE FOR THE PROJECT. HE OR SHE APPROVES ALL TRANSACTIONS CHARGEABLE TO THE PROJECT, ENSURING THAT ACTIVITIES RELATES AS STATED IN THE AWP.
- **PROJECT ASSURANCE MANAGER:** THE PROJECT ASSURANCE MANAGER CARRIES OUT PROGRAMME OVERSIGHT AND MONITORING FUNCTIONS AND ENSURES APPROPRIATE PROGRAMME MANAGEMENT MILESTONE ARE MANAGED AND COMPLETED.
- **PROJECT MANAGER:** THE PROJECT MANAGER IS RESPONSIBLE FOR THE SUCCESSFUL PROGRAMME MANAGEMENT AND CONTRIBUTION TO THE ACHIEVEMENT OF PROGRAMME OUTCOMES AND EFFICIENT RESOURCES MANAGEMENT. HE OR SHE CLEARS AND APPROVES ALL TRANSACTIONS CHARGEABLE TO THE PROJECT ENSURING THAT THEY ARE IN LINE WITH PLANNED ACTIVITIES.
- **PROJECT SUPPORT:** THIS IS THE SECRETARIAT FOR THE PROJECT THAT HANDLES THE ADMINISTRATION OF THE PROJECT AND DAY TO DAY SUPPORT TO THE PROJECT MANAGER AND ASSURANCE MANAGER. HE OR SHE ALSO ENSURES EFFECTIVE RESOURCES MANAGEMENT AND CARRIES OUT BUDGET REVISION AND MAINTAIN PROJECT RECORDS.

VI. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. COMMITMENT OF UNDP/GOVERNMENT

UNDP will work to support management of cross cutting activities within the framework of UNDP in the implementation of the AWP, secure monitoring and evaluation of activities and projects, and commission NEX and project audits. UNDP will also observe active participation on annual reviews and periodic progress reporting jointly with the Federal and State Governments implementing partners.

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

- a. Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
 - b. Identification and facilitation of training activities, including fellowships and study tours;
 - c. Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services;
- UNDP shall receive and administer through this project 5% programmable resources of all implementing partners annually for the implementation of cross cutting activities already outlined in this document in accordance with the regulations, rules and directives of UNDP.
 - All financial accounts and statements shall be expressed in United States dollars.
 - In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy 011 Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely:
 - ✓ Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 8%.
 - ✓ Direct costs incurred for implementation support services (ISS) provided by UNDP and/or an executing entity or implementing partner. As long as they are unequivocally linked to the specific programme/project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project/programme according to standard service rates.
 - The project shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

Dear Sir,

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

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

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

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

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

Yours sincerely,

For the Federal Government of Nigeria (FGN)

For the United Nations Dev.
Programme (UNDP) Nigeria

Signature:  _____

Signature:  _____

Name: BASSEY Oron ALHANYUN

Name: Bernardo Cocco

Title: DIRECTOR (C)

Title: Country Director a.i.

20/3/14

12 March 2014

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between National Planning Commission (NPC), the institution designated by the Government of Nigeria and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project UNDP [insert programme or project number and title], "the Programme" [or "the Project"].

2. In accordance with the provisions of the letter of agreement signed on [insert date of agreement] and the programme support document [or project document], the UNDP country office shall provide support services for the Programme [or Project] as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Programme quality assurance and effectiveness (Outcome Board Meetings)	Quarterly	To be determined	SPM Budget
2. Monitoring and evaluation for mutual accountability	Quarterly	To be determined	SPM Budget
3. HACT Assurance Activities (Spot Checks and capacity building)	Quarterly	To be determined	SPM Budget
4. NIM/NGO Annual Audit	Annually	To be determined	SPM Budget
5. Implementing Partners Micro Assessment	Once in programme cycle	To be determined	SPM Budget

7. Gender Programme	Seal	As required	To be determined	SPM Budget
8. Identification and/or recruitment of project and programme personnel		As required	To be determined	SPM Budget
9. Identification and facilitation of training activities;		As required	To be determined	SPM Budget
10. Procurement of goods and services;		As required	To be determined	SPM Budget
11. Communications and Advocacy		As required	To be determined	SPM Budget