

PROJECT DOCUMENT

UNDP Nigeria Country Office

Project Title: Strengthening Economic Planning and Sustainable Development Goals (SDGs) in Nigeria.**Project Number:** 011004408**Implementing Partners:** Ministry of Budget & Economic Planning**Start Date:** January 2025**End Date:** December 31, 2028 (L)**PAC Meeting date:** December 20, 2024**Brief Description**

This project aims to strengthen the institutional and human resource capacities of the Ministry of Budget and Economic Planning (MBEP), the National Bureau of Statistics (NBS), and the Office of the Senior Special Assistant to the President on SDGs (OSSAP-SDGs). It will enhance their ability to design, implement, and monitor development strategies that align with Nigeria's national priorities and the Sustainable Development Goals (SDGs), with a focus on inclusive growth and poverty reduction.

Key Focus Areas

- **Integrated Economic Planning** – Support the development of short- and medium-term economic plans, ensuring alignment with national growth priorities. These plans will emphasize economic diversification, trade facilitation, industrialization, and poverty reduction at both federal and state levels.
- **SDG Mainstreaming and Localization** – Ensure that the SDGs are fully embedded in national and sub-national policies by working with state governments and communities. This includes focusing on sectors that drive inclusive growth, such as agriculture, trade, and small-scale enterprises, while establishing mechanisms for regular SDG progress tracking.
- **Strengthening Statistical Systems** – Build the capacity of NBS and state-level agencies to produce reliable, disaggregated data for evidence-based policymaking. This will support the tracking of poverty reduction efforts, trade flows, and economic indicators, ensuring data-driven decision-making.
- **Public Financial Management and Resource Mobilization** – Strengthen budgeting, taxation, and domestic revenue generation to enhance funding for poverty alleviation, infrastructure, and national development priorities. This includes improving Nigeria's Integrated National Financing Framework (INFF) to ensure sustainable resource mobilization.
- **Poverty Reduction Strategies** – Address the root causes of poverty through inclusive economic growth, SME support, food security, infrastructure development, and social protection programs targeted at vulnerable populations.
- **Job Creation and Youth Employability** – Promote entrepreneurship, business growth, and workforce readiness by investing in vocational training, digital literacy, and education reform. This will ensure that young people have the skills required to meet labour market demands.
- **Development Cooperation Coordination** – Strengthen the coordination of development assistance by implementing a Development Cooperation Dashboard to improve aid transparency, accountability, and alignment with Nigeria's development priorities and the SDGs.
- **Monitoring and Accountability** – Establish robust monitoring and evaluation systems to track the implementation of national and state-level development plans. This will enhance transparency and accountability in monitoring trade policies, taxation reforms, and poverty reduction efforts, ensuring they align with SDG targets.

Contributing Outcome (UNSDCF, CPD, RPD):

Outcome 1: By 2027, Nigeria sustains inclusive economic growth and development that provides equitable opportunities for decent employment and livelihoods.

Total resources required:	USD 6,442,484	
Total resources allocated:	UNDP TRAC:	USD 0.00
	Donor:	USD 0.00
	Government:	USD 0.00
	In-Kind:	USD 0.00
Unfunded:	USD 6,442,484	

Indicative Output(s) with gender marker¹: Output 1: Strengthened capacity for national and state-level plans developed, aligned and consistent with the Sustainable Development Goals (SDGs) and the National Development Plan (NDP). Output 2: Strengthened statistical systems to produce reliable, disaggregated, and actionable data. Output 3: SDGs yearly progress reports and sector level SDGs fast track strategies developed (OSSAP-SDGs). Output 4: Increased technical and financial capacity of stakeholders, coupled with enhanced inter-agency collaboration and private-sector engagement, for sustainable resource management, effective program delivery, and innovative solutions to address social and economic challenges. Gender marker:2	
--	--

Agreed by (signatures):

Agreed by (Signatures):	
Government/Implementing Partner	UNDP
Ministry of Budget & National Planning & Date	Resident Representative & Date

I. DEVELOPMENT CHALLENGE

Nigeria, one of Africa's largest economies and most populous nation, has shown moderate economic growth in recent years. In 2022, the GDP grew by 3.25%, followed by a 2.74% increase in 2023, and a slight rebound to 3.46% as for quarter 3 of 2024, driven by a burgeoning services sector. In 2024, Nigeria's economy exhibited a gradual recovery, with Gross Domestic Product (GDP) growth rates improving over the quarters. (First Quarter (Q1) 2024: The economy expanded by 2.98% year-on-year, indicating a modest start to the year, Second Quarter (Q2) 2024: Growth accelerated to 3.19%, driven by increased crude oil production and a robust services sector, Third Quarter (Q3) 2024: The GDP growth rate further improved to 3.46%, with the services sector contributing significantly, accounting for over 50% of the aggregate output)².

Despite these positive trends, the annual growth rate remained below the 6% target set by President Bola Tinubu. Economic reforms, including the removal of fuel subsidies and currency devaluation, have been implemented to stimulate growth, yet, these measures have also led to increased inflation and a cost-of-living crisis, impacting the overall economic environment. Over 60% of Nigerians currently live below the poverty line, with many spending

¹ The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

² Nigeria Bureau of Statistics (NBS)

upwards of 63% of their income on basic food needs. The disparity between economic growth and poverty reduction highlights the persistent phenomenon of "growth without development."

The challenges driving this disconnect are multifaceted. Despite ongoing efforts to diversify the economy, Nigeria remains heavily reliant on oil revenues, exposing it to global price volatility. Climate change has also exacerbated poverty, with recent floods affecting millions and intensifying food insecurity. Furthermore, inadequate developmental financing has constrained large-scale infrastructure and social investment projects necessary for long-term growth. While the government has introduced reforms such as fuel subsidy removal, currency devaluation, and monetary tightening to address these structural issues, these measures have placed additional strain on citizens facing record-high inflation of 34.6% as of late 2024.

Approximately 38.9% of the population is within the income poverty threshold, although 63% of the population is classified as multidimensionally impoverished³. The unemployment and time-based underemployment rate persist at a significant 17.3%. Youth unemployment is rising and is a significant impediment to the nation's prosperity, peace, and stability. Nigerian youth have ingenuity, diligence, creativity, and innovation; nevertheless, these attributes have yet to be harnessed for the nation's benefit.

Nigeria ranks as one of the most food insecure nations globally, with 40% of its people experiencing food insecurity. Nigeria had the second highest frequency of stunted children globally, at 32%, with over two million children experiencing severe acute malnutrition⁴. Due to escalating inflation, this is expected to rise higher. Low income and a significantly unequal income distribution, shown by a Gini coefficient of 35.1 (according to the 2023/2024 HDR), reveal that the poorest 50% of the population receives just 15.5% of total income and 5.7% of total wealth, leaving a substantial portion of the population susceptible to economic shocks. Nigeria's vulnerabilities are evidenced by its classification in the poor human development category of the worldwide Human Development Index (HDI), where it ranks 161 out of 193 nations, having ascended just two positions in HDI ranking since 2015⁵. The persistent negative consequences of the COVID-19 epidemic and the conflict in Ukraine, coupled with escalating inflation, may disproportionately impact the impoverished, exacerbating employment and poverty circumstances.

Box 1. Key Development Challenges:

- **Multidimensional Poverty:** Despite being one of Africa's largest economies, 63% of Nigeria's population is multidimensionally poor, lacking access to basic services like healthcare, education, clean water, and electricity. This poverty is exacerbated by regional inequalities, with the northern regions being particularly affected. Tackling these issues requires a multifaceted approach addressing health, education, and infrastructure
- **Youth Unemployment and Underemployment:** Youth, comprising over 65% of the population, face unemployment rates of 6.5% and underemployment of 15.1%. This threatens Nigeria's demographic dividend and fuels social unrest, migration, and insecurity. A key challenge is the mismatch between available jobs and the skills of the youth
- **Insecurity and Conflict:** Insecurity, particularly in the North and East, has severely hampered agricultural production and economic activities. The rise of violent extremism, kidnapping, banditry, and conflict over resources such as land and water continues to destabilize the country. The negative impacts of insecurity extend to displacement, loss of livelihoods, and increased humanitarian needs.
- **Climate Change and Environmental Degradation:** Nigeria's vulnerability to climate change is stark, particularly in terms of agricultural productivity, food security, and extreme weather events such as flooding and drought. Environmental degradation, desertification, and deforestation are significant in the North, while oil spills and pollution affect the Niger Delta.
- **Energy Access as a Driver for Economic Growth:** Nigeria's inadequate energy infrastructure—where 92 million people lack access to electricity—has stifled industrial growth, hindered MSME productivity, and limited the ability of households and businesses to thrive. Without reliable and affordable energy, efforts to industrialize, scale up agricultural processing, and boost trade will falter. Therefore, expanding

³ <https://www.undp.org/nigeria/publications/nigeria-multidimensional-poverty-index-2022>

⁴ <https://www.unicef.org/nigeria/>

⁵ HDR (2023/24), UNDP

access to energy—particularly renewable sources like solar—is vital for improving productivity, enabling digital and financial inclusion, and fostering sustainable industrialization

Nigeria had significant potential to lead growth throughout the continent towards prosperity; but, instability, policy errors, and inertia have hindered the nation's progress. Persistent violence and conflicts have adversely impacted national progress and the welfare of the populace. This threat intensified unemployment, food poverty, a declining industrial sector, and trade imbalances, resulting in reliance on imports to satisfy local needs. Nigeria is bearing the consequences of its historical policy errors and inactivity; yet the recent changes may serve as a pivotal starting point for implementing effective policies. Nigeria must leverage its recent achievements in policy by implementing changes across all sectors. Technological adaption is progressing slowly; however innovative technology and e-governance are steadily gaining traction in Nigeria. However, significant efforts are required for Nigeria to capitalise on the increasing global interest in innovative technology.

The aforementioned problems impose significant responsibilities on the state and other development partners to undertake decisive actions to advance the economy, including the establishment of robust institutions. Notwithstanding these developmental challenges, Nigeria persistently endeavours to provide essential social and economic infrastructure, enhance the welfare of its populace, tackle climate change, advocate for gender equality, augment youth employment, implement measures to eradicate gender-based violence, and uphold the rule of law.

The Economic Recovery and Growth Plan (ERGP), implemented by Nigeria from 2017 to 2020, aimed to restore economic growth, invest in people, and build a globally competitive economy. As of its conclusion in December 2020, the ERGP achieved mixed results. For instance, some notable achievements from the 2017-2020 ERGP include; Economic Growth- the ERGP targeted a 7% GDP growth by 2020⁶. While this specific target was not met, the Nigerian economy did exit recession during the plan's period, indicating some level of recovery. Agricultural Development: - the plan emphasized diversifying the economy through agriculture. There were improvements in agricultural output, contributing to economic diversification efforts. Some notable challenges were; unemployment and poverty-despite efforts, unemployment and poverty rates remained high, suggesting that economic growth did not sufficiently translate into job creation or poverty reduction, and infrastructure deficits- significant infrastructure gaps persisted, affecting the overall business environment and economic competitiveness. While the ERGP facilitated certain economic improvements, it fell short in fully achieving its objectives, particularly in areas of employment and poverty reduction. The subsequent NDP 2021-2025 has been designed to tackle these issues more effectively, with a comprehensive approach to national development.

In November 2021, the Federal Executive Council approved the National Development Plan (NDP) 2021-2025. This successor program, with an investment size of **N348.7 trillion**, aims to build on the foundations laid by the ERGP and address its shortcomings by focusing on economic growth and development, infrastructure, public administration, human capital development, and social and regional development⁷. The NDP seeks to achieve an average GDP growth of 5% over its duration, with funding contributions from both the public sector (N49.7 trillion) and the private sector (N298.3 trillion). The plan underscores the importance of private sector participation in driving economic growth and development.

UNDP Nigeria, in partnership with the Ministry of Budget and Economic Planning (MBEP), the National Bureau of Statistics (NBS), and the Office of the Senior Special Assistant to the President on SDGs (OSSAP-SDGs), including private sector, seeks to address some of these critical challenges, leveraging the 2021-2025 NDP, UNDP's Country Programme Document (CPD 2023-2027), UNSDCF 2023-2027, Renewed Hope Agenda, and other related government policy documents to drive inclusive sustainable growth for the country.

II. STRATEGY

Leveraging the synergy between the Ministry of Budget and Economic Planning (MBEP), National Bureau of Statistics (NBS), Office of the Senior Special Assistant to the President on SDGs (OSSAP-SDGs), and UNDP, the overall goal of the

⁶ Economic Recovery and Growth Plan (ERGP), implemented by Nigeria from 2017 to 2020.

⁷ Economic Recovery and Growth Plan (ERGP), implemented by Nigeria from 2017 to 2020.

2025-2028 project document will be to ensure a coherent approach to economic development planning, data measurement, SDGs implementation, and monitoring.

This strategy leverages the comparative advantages of MBEP, NBS, OSSAP-SDGs, and UNDP to create a coherent approach to development planning and SDG acceleration. By fostering collaboration across levels of government and sectors, the project ensures inclusive growth, sustainable development, and measurable progress toward poverty reduction and economic prosperity to accelerate the implementation of country-led development plans and the Sustainable Development Goals to increase economic prosperity and reduce poverty. The project approach builds on UNDP's strengths and long experience in supporting the development planning processes in Nigeria as well as the implementation of the SDGs.

The project will be implemented through four components:

- (1) Formulation and Preparation of harmonized sectoral and aggregate medium term and short-term plans at the Federal and State levels
- (2) SDGs Mainstreaming, Localisation and Implementation Monitoring
- (3) Strengthening National and Sub-national statistical strategies to produce data that support country-level development priorities and international development commitments.
- (4)

Component 1: Development and Harmonization of evidence-based Medium- and Short-Term Sectoral and Aggregate Plans Across Federal and State Levels, Aligned with SDGs.

This component aims to ensure that long-term, medium-term, and short-term plans in Nigeria are internally consistent with national development challenges and aspirations and are harmonized across sectors and tiers of government. The Ministry of Budget and Economic Planning (MBEP) will lead the formulation and harmonization of national and state-level development plans, ensuring alignment with the Sustainable Development Goals (SDGs), the National Development Plan (NDP) 2021–2025, and 2026-2030, and sectoral priorities. This will involve integrating sectoral targets and aspirations into medium- and short-term plans, while linking these frameworks with the Medium-Term Expenditure Framework (MTEF) and annual budgets to ensure resource availability for implementation. FMBEP will leverage data from the National Bureau of Statistics (NBS) and the Nigeria Development Cooperation Dashboard (NDCD) to develop evidence-based policies and sectoral plans, emphasizing inclusivity, gender sensitivity, and key areas such as youth employment, MSMEs, and renewable energy. The ministry will also build public sector capacity by training professionals in public finance management, policy analysis, Aid data analysis, results-based planning, plan-based budgeting and implementation, while developing tools and guidelines to standardize plan preparation and monitoring. To enhance accountability, MBEP will establish a digital fiscal dashboard to link public expenditure to planned activities and strengthen monitoring and evaluation mechanisms for real-time tracking of implementation progress. Additionally, the ministry will mobilize resources by engaging development partners, private sector actors, and civil society organizations, ensuring effective plan execution, increased institutional capacity, and alignment of development frameworks with Nigeria's socio-economic priorities

Component 2: Enhancing National and Sub-National Statistical Systems to Drive Evidence-Based Development and SDG Monitoring (NBS).

This component aims to ensure that the The National Bureau of Statistics (NBS) plays a pivotal role in producing and managing official statistics that inform Nigeria's development priorities and SDG implementation. To address systemic gaps, the NBS will focus on improving the quantity, quality, and disaggregation of data, aligning methodologies with international standards to ensure relevance and accuracy. Efforts will include rebasing the GDP and Consumer Price Index (CPI) methodologies, producing state-level GDP data, and generating comprehensive trade statistics, including informal cross-border trade, to support economic planning under the AfCFTA framework. Additionally, the NBS will conduct surveys on agriculture, gender, poverty, food security, and the Multidimensional Poverty Index (MPI) to provide actionable insights into critical socio-economic issues. Special initiatives such as baseline studies for the elderly and persons with disabilities will enhance inclusivity in policymaking, while the annual SDG Indicator Tracking Exercise will monitor Nigeria's progress toward its global commitments.

To strengthen the national statistical system, the NBS will focus on capacity building and the modernization of its tools and processes. Training programs will equip staff with advanced data science techniques, while the development of administrative data systems will enable efficient extraction and use of information across MDAs. Enhanced coordination through the National Consultative Committee of Statistics (NCCS) will ensure harmonization and comparability of data across sectors and regions. Furthermore, improved communication strategies will ensure timely dissemination of data to policymakers and stakeholders, enabling evidence-based decision-making. By addressing gaps in statistical capacity

and infrastructure, the NBS will provide the data foundation required to support Nigeria's economic growth, social development, and sustainable development agenda.

Component 3: SDGs Mainstreaming, Localisation and Implementation Monitoring (OSSAP-SDGs)

This component focuses on embedding the 17 Sustainable Development Goals (SDGs) into Nigeria's medium-term plans at both national and sub-national levels, ensuring their alignment with sectoral priorities and consistency with domestic development plans such as the National Development Plan (NDP). OSSAP-SDGs will take a leading role in ensuring that SDG frameworks are not only integrated into policy and planning processes but also adapted to reflect the unique socio-economic and cultural contexts of Nigeria's states and local governments. This will involve providing technical support for the development of localized SDG action plans and mainstreaming these into annual budgets and policy frameworks, thereby fostering ownership and accountability across tiers of government.

In addition to coordination, OSSAP-SDGs will strengthen its technical leadership role by building the capacities of state and local governments to design, implement, and monitor SDG-focused interventions. This includes facilitating partnerships with the private sector, civil society, and development partners to accelerate progress on SDG targets, especially in critical areas such as poverty reduction, education, health, climate action, and gender equality. OSSAP-SDGs will also oversee the monitoring and reporting of SDG implementation through periodic Voluntary National Reviews (VNRs), leveraging disaggregated data to track progress and inform adaptive strategies. Enhanced collaboration between federal, state, and local governments, coupled with a robust framework for community engagement, will ensure that SDG interventions are inclusive and impactful, addressing the diverse needs of Nigeria's population while aligning with global sustainability objectives. Additionally, together with UNDP, OSSAP-SDGs will mobilize resources by engaging development partners, private sector actors, and civil society organizations, ensuring effective plan execution, increased capacity, and alignment of the SDGs to address Nigeria's socio-economic priorities.

Component 4: Strengthening Development Planning, Coordination, and Resource Mobilization for Inclusive and Sustainable Growth (UNDP)

The United Nations Development Programme (UNDP) will play a pivotal role in supporting Nigeria's development aspirations by providing technical, financial, and advisory assistance across federal, state, and local governments. UNDP will strengthen institutional capacities for policy formulation, social protection, public finance management, Aid data management and SDG implementation, ensuring that interventions are inclusive, data-driven, and aligned with national and global priorities. UNDP will support state governments by delivering tailored technical advisory services to design localized development plans, integrate SDGs into policies, and address unique socio-economic challenges. Furthermore, UNDP will establish innovation hubs to co-create solutions for key issues such as job creation, women empowerment, youth development, and climate resilience, fostering partnerships with the private sector, development partners, and civil society to ensure impact at scale.

In addition to its programmatic interventions, UNDP will play a critical role in coordination and resource mobilization, ensuring synergy across agencies and development actors. By serving as a bridge between stakeholders, UNDP will facilitate data and knowledge management systems that support evidence-based decision-making, leveraging disaggregated data to monitor and evaluate progress effectively. Resource mobilization efforts will include engaging international donors, foster public-private partnerships, and advise on innovative financing mechanisms to ensure the sustainability of development initiatives. UNDP will also enhance inter-agency collaboration by convening regular platforms for dialogue, alignment, and knowledge-sharing, driving coherence and efficiency in Nigeria's development planning and SDG acceleration efforts. Through these expanded roles, UNDP will help build a robust framework for sustainable development, ensuring that no one is left behind.

Theory of Change

The Theory of Change posits that if Nigeria addresses systemic issues across data measurement, policy formulation, capacity building, and programmatic interventions, it will create an enabling environment for inclusive, sustainable development. This transformation requires multi-stakeholder engagement, prioritization of vulnerable populations, and an integrated approach in advancing the sustainable development goals, by addressing multidimensional poverty, unemployment, and environmental challenges. Leveraging frameworks like the UNDP Country Programme Document (CPD) for Nigeria (2023–2027), the UN Sustainable Development Cooperation Framework (UNSDCF), and the National Development Plan (NDP) 2021–2025/2026–2030, and other key policy frameworks, Nigeria can achieve tangible progress.

Impact

Nigeria achieves inclusive and sustainable development, characterized by economic prosperity, reduced multidimensional poverty, strengthened governance, job creation, enhanced social protection, and resilience to environmental and socio-economic shocks.

Outcomes

1. Harmonized and evidence-based medium- and long-term development plans drive economic transformation and poverty reduction.
2. Disaggregated, high-quality data enables evidence-based decision-making, policy formulation, and implementation monitoring.
3. Localized and mainstreamed Sustainable Development Goals (SDGs) accelerate socio-economic improvements and leave no one behind.
4. Enhanced institutional capacity and multi-stakeholder coordination ensure efficient resource mobilization, implementation, and monitoring of development initiatives.

Outputs

1. Strengthened capacity for national and state level development of aligned national and state-level plans consistent with the SDGs and the National Development Plan (NDP).
2. Strengthened statistical systems to produce reliable, disaggregated, and actionable data.
3. Localized SDG frameworks integrated into state and federal policies and budgets.
4. Increased technical and financial capacity of stakeholders, coupled with enhanced inter-agency collaboration and private-sector engagement, for sustainable resource management, effective program delivery, and innovative solutions to address social and economic challenges.

Box 2: Assumptions:

If Nigeria effectively addresses systemic challenges in data measurement, policy formulation, capacity building, and programmatic interventions;

- **If** key institutions like the Ministry of Budget and Economic Planning (MBEP), National Bureau of Statistics (NBS), OSSAP-SDGs, and UNDP collaborate to harmonize efforts across national and sub-national levels;
- **If** disaggregated, actionable data is produced to inform evidence-based policymaking;
- **If** the Sustainable Development Goals (SDGs) are effectively localized and mainstreamed into development plans;
- **If** adequate financial and technical resources are mobilized and efficiently managed;
- **If** multi-stakeholder coordination across government, private sector, and civil society is strengthened to ensure synergy and accountability;

THEN: Positive Outcomes

- **Then** Nigeria will achieve harmonized and evidence-based medium- and long-term development plans that are consistent with its economic and social priorities.
- **Then** inclusive policies and programs targeting multidimensional poverty, unemployment, and environmental resilience will result in measurable socio-economic improvements.
- **Then** SDG localization will accelerate progress at the grassroots, ensuring that vulnerable populations are not left behind.
- **Then** inter-agency collaboration and resource optimization will drive sustainable outcomes, strengthening the governance system and enhancing public trust.
- **Then** the country will experience reduced poverty, improved social protection, job creation, and climate resilience, driving long-term sustainable development.

ELSE: Risks and Mitigation

- **Else** (if systemic challenges are not addressed): Development efforts may be fragmented, leading to inefficiencies, duplication of efforts, and suboptimal outcomes. Mitigation: Establish clear institutional roles, robust coordination mechanisms, and accountability frameworks.
- **Else** (if quality data is unavailable): Policymaking will remain reactive and inconsistent, failing to address root causes effectively. Mitigation: Strengthen statistical systems and invest in data collection and analysis capacity.
- **Else** (if SDGs are not localized): Progress will be uneven, exacerbating regional inequalities and leaving marginalized groups behind. Mitigation: Prioritize community engagement, tailored interventions, and decentralized funding mechanisms.
- **Else** (if resources are inadequately mobilized or mismanaged): Programs may fail to scale, and sustainability will be compromised. Mitigation: Implement transparent financial management systems, engage diverse funding sources, and conduct regular audits.

FMBEP

Data Infrastructure and Analysis:

- Establish a centralized data monitoring system for poverty, employment, and economic growth metrics.
- Develop data repository/dashboards for tracking annual progress and trends against the National Development Plan (NDP) targets and SDGs.
- Establish real-time fiscal dashboards linking public spending to sectoral priorities, including Aid flows to the states.
- Implement training programs for state-level data officers on advanced analytics and data-driven decision-making.

- Develop and harmonize national and state development plans aligned with SDGs, medium-term expenditure frameworks, and annual budgets.

Policy Development:

- Design policies that integrate climate resilience into economic planning frameworks.
- Develop youth employment policies that align with skills demand in high-growth sectors like technology and agriculture.

Capacity Building:

- Organize workshops on strategic planning and policy formulation for FMBEP officials.
- Foster partnerships with academic and research institutions for policy research and innovation.
- Capacity building on blended finance framework for inclusive and sustainable development.
- Review, Refine and domesticate Nigeria's SDG model
- Surveillance and assessment of the Nigerian economy (full year 2024)
- Tracking and production of Annual and Bi-annual Reports on the Productive Sector
- Capacity building on youth mapping, targeting, and empowerment to increase employability, reduce poverty and create jobs

NBS

Programme Activities for NBS

Data Measurement:

- Conduct regular multidimensional poverty assessments using disaggregated data.
- Modernize data collection methods through digital tools and AI-enabled systems.
- Expand surveys to include emerging development indicators, such as digital inclusion and green economy metrics.

Capacity Building:

- Train enumerators on modern data collection techniques.
- Host annual knowledge-sharing forums with other African statistical organizations.
- Participate in international conferences and events to learn and share knowledge on statistical best practices, particularly in the tracking of SDGs.
- Train on the methodology for computing informal cross-border trade to support AfCFTA implementation

Public Engagement:

- Publish user-friendly infographics and reports to increase public understanding of Nigeria's socio-economic statistics.
- Rebase GDP and CPI methodologies and produce disaggregated economic and social statistics.
- Conduct Multidimensional Poverty Index (MPI) and sectoral surveys (e.g., agriculture, gender, food security).
- Modernize data systems using advanced analytics and improve statistical coordination across agencies.

OSSAP-SDGs

Programme Activities for OSSAP-SDGs

SDG Accelerations:

- Develop state-level SDG acceleration plans focusing on key areas like education, health, and clean energy.
- Establish an innovation fund for projects addressing SDG gaps at local levels.
- Implement the Nigeria Integrated National Financing Framework (INFF)

Voluntary National Review (VNR):

- Implement capacity-building workshops for stakeholders on data collection and reporting for VNRs.
- Conduct Voluntary Local Reviews (VLRs) and produce annual SDG progress reports
- Conduct citizen engagement programs to include grassroots inputs in the VNR process.

SDG Integration:

- Develop tools for integrating SDGs into state and local government budgets.
- Collaborate with the private sector to adopt SDG-aligned business models.
- Localize and mainstream SDGs into state-level action plans and budgets.
- Build partnerships to fund innovative SDG interventions targeting vulnerable populations.

Joint SDGs Programming with UNDP:

- Launch youth-focused entrepreneurship programs in high-demand sectors.

- Provide MSMEs with access to credit and technical assistance.
- Train state and local government officials on innovative public finance mechanisms.
- Develop insurance products to mitigate risks from climate change and disasters.
- Facilitate programs that enhance women's participation in leadership and decision-making.
- Support access to education and financial resources for women entrepreneurs.
- Conduct regular multidimensional poverty assessments using disaggregated data.

UNDP

Programme Activities for UNDP

Social Protection:

- Expand cash transfer programs targeting women and vulnerable groups.
- Develop a social insurance scheme for informal sector workers.
- Coordinate multistakeholder support towards the operationalisation of the Multidimensional Poverty Index (MPI)

Policy:

- Support climate adaptation policies and risk mitigation strategies.
- Advocate for gender-responsive budgeting at federal and state levels.
- Provide technical advisory support for development planning, resource mobilization, and program design.

Job Creation and Skills Development:

- Launch youth-focused entrepreneurship programs in high-demand sectors.
- Provide MSMEs with access to credit and technical assistance.
- Develop innovation hubs addressing job creation, women empowerment, and climate resilience.

Public Finance and Risk Finance:

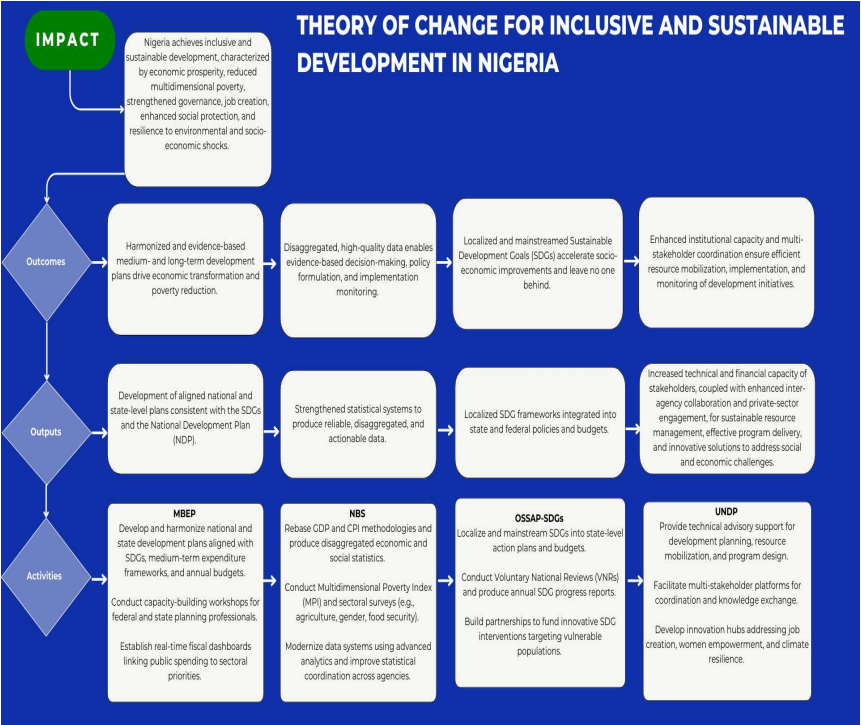
- Train state and local government officials on innovative public finance mechanisms.
- Develop insurance products to mitigate risks from climate change and disasters.

Women Empowerment:

- Facilitate programs that enhance women's participation in leadership and decision-making.
- Support access to education and financial resources for women entrepreneurs.

Learning and Capacity Building:

- Create e-learning platforms for public sector officials.
- Organize annual leadership summits for policy and program stakeholders.
- Facilitate multi-stakeholder platforms for coordination and knowledge exchange.



PROJECT DOCUMENT

UNDP Nigeria Country Office

III. RESULTS AND PARTNERSHIPS

Expected Results

The implementation of this project will yield both short term and long-term results. The results expected from the project in the short term include;

- (a) Availability of medium-term plans at the federal and partner States with realistic targets, consistent with the SDGs and aligned across sectors and tiers of Government.
- (b) Cohort of Knowledgeable Public Sector officials with key skills on aggregate/ sector plan development, implementation and monitoring as well as statistical system development.
- (c) Production of SDGs sector strategies and regular progress reports.
- (d) Availability of comprehensive and reliable data for the production of Annual Development Cooperation Report (DCR).
- (e) Annual Implementation and Monitoring Reports for implementation of the Medium-Term Plans and the SDGs,
- (f) Production of regular disaggregated sectoral statistics to guide plan formulation and implementation monitoring,

Expected Outcomes:

FMBEP:

- Increased coherence and alignment of federal and state development plans with national and international goals.
- Enhanced capacity of public institutions to formulate, implement, and monitor integrated development plans.
- Improved resource allocation and fiscal discipline through the alignment of planning frameworks with MTEF and annual budgets.
- Greater accountability and transparency in the planning and implementation of public sector programs.
- Effective and efficient coordination of development cooperation in the country.

NBS:

- Enhanced Data Production: Increased availability of disaggregated and harmonized statistics to support development priorities and SDG monitoring.
- Evidence-Based Decision-Making: Policymakers, MDAs, and development partners will have access to timely and accurate data for effective planning and implementation.
- Improved Statistical Capacity: A more skilled workforce equipped with modern tools and techniques to meet the demands of the evolving statistical landscape.
- Integrated National Statistical System: Better coordination across MDAs, states, and international stakeholders to ensure data consistency and usability.
- Inclusive Development Support: Data-driven insights into poverty, gender, food security, and other areas will enable targeted interventions for marginalized groups.

OSSAP-SDGs

1. Enhanced Localization and Mainstreaming of SDGs: State and local governments effectively integrate SDG frameworks into their policies, budgets, and action plans, ensuring alignment with national development priorities and the unique needs of sub-national levels.
2. Accelerated Progress on SDGs: Tangible improvements in critical areas such as poverty reduction, quality education, healthcare access, gender equality, and environmental sustainability, measured through disaggregated SDG indicators.
3. Improved Monitoring and Reporting: Regular Voluntary National Reviews (VNRs) and comprehensive annual SDG progress reports provide actionable insights for adaptive implementation and global accountability.
4. Strengthened Institutional Capacity: State and federal agencies have enhanced technical expertise and resources to implement and monitor SDG initiatives effectively.
5. Increased Stakeholder Engagement: Private-sector partnerships, community participation, and international collaboration drive innovation and investment in SDG-aligned projects, ensuring inclusivity and broad-based impact.

UNDP

1. Improved Development Planning and Coordination: Harmonized federal and state-level development plans align with the SDGs, National Development Plan (NDP), and medium-term priorities, ensuring coherence across all tiers of government.
2. Strengthened Institutional Frameworks: Public institutions at federal and state levels demonstrate enhanced capacity in policy formulation, resource mobilization, public finance management, and program implementation.
3. Data-Driven Decision-Making: Enhanced availability and use of disaggregated and actionable data enable evidence-based planning, program monitoring, and targeted interventions.
4. Inclusive Economic Growth: Programs addressing job creation, social protection, and gender empowerment generate measurable reductions in unemployment, poverty, and inequality.
5. Enhanced Multi-Stakeholder Collaboration: Effective coordination among government agencies, private sector actors, development partners, and civil society fosters synergy and amplifies impact across key development initiatives.
6. Increased Resource Mobilization: Sustainable funding mechanisms and innovative financing approaches ensure long-term viability and scalability of development programs.

The long term expected results of the project is that Nigeria achieves inclusive and sustainable development, characterized by economic prosperity, reduced multidimensional poverty, strengthened governance, job creation, enhanced social protection, and resilience to environmental and socio-economic shocks

- (a) Reduction in Poverty: The vicious cycle of poverty can only be broken by structural transformation through rapid development in agriculture, industry, services and infrastructure, all of which comes about through effective medium and long-term plan implementation. This will in turn increase national income and improve the standard of living.
- (b) Employment Creation: A crucial objective of economic planning is to create additional employment opportunities by creating stable conditions for private sector growth. This will include state investment in infrastructure, development of human resources, proper utilisation of natural resources.
- (c) Reduction of inequalities in the Distribution of Income and Wealth: Through economic planning, there can be equitable distribution of the benefits among different sections of the people.

Box 3: Multidimensional Budgeting for Ending Poverty

Despite its vast resources, Nigeria faces a significant poverty challenge, with 63% of the population, or 133 million people, classified as multidimensionally poor in 2022, according to the National Bureau of Statistics (NBS). The Multidimensional Poverty Index (MPI) reveals deprivation across critical dimensions, including health, education, living standards, and employment. Addressing this requires a holistic, integrated approach.

Nigeria's 2022 federal budget allocated ₦863 billion (5.3% of the total budget) to social development and poverty reduction. However, this represents only 23.3% of the estimated ₦3.7 trillion annual investment needed to close the poverty gap and eradicate extreme poverty (BusinessDay, 2022). Expenditure utilization further complicates matters, as actual spending on social assistance equated to just 0.28% of GDP, highlighting inefficiencies in fund disbursement and implementation.

By leveraging partnerships with UNDP, Multidimensional Budgeting for Ending Poverty (MBEP), and the Office of the Senior Special Assistant to the President on SDGs (OSSAP-SDGs), the government of Nigeria should prioritize:

Strengthen Social Protection Systems: Scale up initiatives like conditional cash transfers and universal health coverage to reach more of the 133 million multidimensionally poor.

Align Budgets with Poverty Priorities: Adopt MBEP to ensure that budgets are integrated and targeted at MPI dimensions.

Enhance Fund Utilization: Improve efficiency in disbursing allocated funds through digital payment platforms and robust monitoring systems.

Invest in Data Systems: Collaborate with UNDP and OSSAP-SDGs to establish real-time poverty tracking mechanisms.

Resources Required to Achieve the Expected Results

To realize the expected outcomes outlined in the Theory of Change, a significant investment in financial, technical, and human resources will be required. The Government of Nigeria must take a leading role by providing a substantial portion of the funds necessary for implementation, demonstrating ownership and commitment to the initiative’s success. These resources will be complemented by UNDP, which will spearhead the mobilization of additional funding and technical support from development partners, the private sector, and other stakeholders.

UNDP will collaborate with the Federal Government, state governments, and local authorities to pool initial resources for project takeoff. Drawing on its expertise in resource mobilization and development coordination, UNDP will engage with national and international partners to secure financial and technical contributions. Based on past successes, such as the One UN Basket fund established during the preparation of 'Nigeria Vision 2020', similar mechanisms will be explored to streamline donor contributions. UNDP will also establish partnerships with development agencies, multilateral institutions, and philanthropic organizations, leveraging their expertise and resources to scale interventions.

Potential partners include traditional donors-UNDP partners at core, alongside newer actors such as the African Development Bank (AfDB), the Bill and Melinda Gates Foundation, and the Global Environment Facility (GEF). Private sector entities, including large corporations like Dangote Group, MTN Foundation, and international firms with sustainability commitments such as Google, will also be engaged to co-finance projects, particularly in areas like digital inclusion, and job creation. Philanthropic organizations and impact investors focusing on green and inclusive growth will also be approached.

The Government of Nigeria, alongside UNDP, will proactively engage with UN agencies such as UNICEF, UNESCO, WHO, and FAO to provide technical expertise in areas like education, health, agriculture, and SDG implementation. Regional bodies like ECOWAS will be involved to ensure alignment with broader West African development initiatives. Partnerships with academic institutions, research organizations, and local civil society groups will enhance the project's evidence base and ensure inclusivity in its design and implementation.

In addition to mobilizing external resources, significant investments will be required to build capacity within implementing agencies such as the Ministry of Budget and Economic Planning (MBEP), the National Bureau of Statistics (NBS), and OSSAP-SDGs. These efforts will include staff training, knowledge exchange programs, and technological upgrades to enhance data systems and decision-making processes. Investments in public finance management systems will also ensure accountability and transparency in fund allocation and usage.

This comprehensive approach ensures that while the Government of Nigeria provides the foundation for funding, UNDP and its partners will expand the resource pool and build the institutional capacity required for success. By aligning commitments and fostering strong partnerships, this initiative will drive inclusive and sustainable development across Nigeria.

Partnerships

The success of this initiative will rely heavily on robust partnerships among key national and sub-national stakeholders, development partners, the private sector, civil society, and international organizations. At the core of the partnership structure are the Federal Ministry of Finance, Budget, and Planning; the Ministries of Planning in participating states; the National Bureau of Statistics (NBS); and state-level Bureaus of Statistics, ensuring alignment and coordination across national and sub-national levels. The Office of the Senior Special Assistant on SDGs (OSSAP-SDGs) and corresponding state-level SDG offices will also play critical roles in integrating and localizing the Sustainable Development Goals (SDGs) into state and federal policies.

UNDP will serve as the lead development partner, bringing its expertise in capacity building, resource mobilization, and technical advisory to support effective planning and implementation. Collaboration with other UN agencies such as UNICEF, FAO, UNESCO, and WHO will ensure a multidisciplinary approach, drawing on their expertise in education, health, agriculture, and social development. Partnerships with regional bodies such as ECOWAS will also facilitate alignment with broader West African development strategies.

To drive innovation and scale, the project will actively engage with private sector and philanthropic organizations. Key collaborators may include foundations such as the Bill and Melinda Gates Foundation and corporate entities with sustainability commitments like the Dangote Group and MTN Foundation. Civil society organizations will be essential in fostering community engagement and ensuring that interventions are inclusive and contextually appropriate.

Additionally, high-level experts, both domestic and international, will be engaged in short-term assignments to provide specialized training and capacity building in areas such as economic planning, data analytics, and SDG monitoring. This comprehensive and collaborative approach will ensure effective coordination, resource optimization, and sustained progress toward achieving the project's goals.

Risks and Assumptions

The success of this project hinges on addressing both endogenous and exogenous risks while leveraging key assumptions to guide implementation. On the endogenous side, a critical risk is the lack of local ownership of national and sub-national economic plans and SDGs. Historically, economic plans in Nigeria have been perceived as top-down exercises, disconnected from grassroots realities and stakeholders. To mitigate this, a participatory and inclusive planning process will ensure that sub-national governments, private sector actors, and civil society are involved in the design stages to foster ownership and alignment.

Frequent political and bureaucratic turnover presents another endogenous risk, as it often leads to program abandonment or delays. Continuous capacity building, targeted training for incoming officials, and institutionalizing economic planning processes within robust frameworks will minimize disruptions. The use of digital tools for planning and monitoring will further enhance institutional memory and continuity.

On the exogenous side, the unpredictability of funding poses a significant challenge. Mitigation will involve proactive resource mobilization through partnerships with development agencies, private sector actors, and innovative financing mechanisms. Lessons can be drawn from Malaysia's Economic Transformation Programme (ETP), which used private sector investments and public-private partnerships (PPPs) to implement its goals successfully. By embedding flexibility in funding mechanisms and diversifying sources, Nigeria can shield its economic plans from financial instability.

Stakeholder Engagement

The project's success depends on strategic and consistent engagement with stakeholders across all levels of government, the private sector, professional associations, civil society, and international partners. Sub-national governments, including state and local administrations, will be integral in localizing economic plans and SDG priorities. Private sector actors will be engaged early to identify priorities for public-private partnerships (PPPs), especially in renewable energy, job creation, and technological innovation.

Civil society organizations (CSOs) will play a dual role: amplifying community voices during consultations and contributing to monitoring and evaluation processes to ensure accountability and transparency. To ensure meaningful engagement, a Stakeholder Coordination Forum will be established, convening quarterly meetings to align priorities and track progress. This collaborative model reflects successful approaches in countries like Rwanda, where inclusive governance mechanisms have driven high levels of stakeholder involvement in planning and implementation.

South-South and Triangular Cooperation (SSC/TrC)⁸

Leveraging South-South and Triangular Cooperation, the project will draw lessons and technical expertise from countries with similar socio-economic contexts that have implemented effective economic planning frameworks. India's decentralized planning models, South Korea's rapid development driven by targeted industrial policies, and Ethiopia's integration of SDGs into national plans offer valuable insights. Partnerships will be formed to facilitate technical exchange programs, study visits, and peer-learning workshops for Nigerian policymakers and statisticians.

The project will emphasize demand-driven and mutually beneficial partnerships, ensuring that Nigerian priorities remain central. For instance, statistical system strengthening may involve collaboration with India's Ministry of Statistics or learning from Kenya's Huduma Centers for integrated service delivery. Such cooperation will enhance local capacity and introduce best practices tailored to Nigeria's unique challenges.

Digital Solutions

The project will integrate digital technologies to improve beneficiaries' experiences, streamline implementation, and address the development challenges of data gaps, inefficient resource management, and fragmented planning frameworks. Digital solutions will play a transformative role in ensuring transparency, inclusivity, and efficiency across all activities. To address the challenge of data gaps, a National Digital Data Hub will be established to centralize, process, and disseminate disaggregated statistics from the National Bureau of Statistics (NBS), UNDP, and other agencies. This platform will use advanced analytics and artificial intelligence to generate real-time insights on poverty, employment, and SDG progress, enabling evidence-based decision-making at all levels. The data hub will feature dashboards accessible to policymakers, private sector actors, and civil society, fostering transparency and collaboration.

For planning and monitoring, a Digital Planning and Monitoring Tool will be deployed to link development plans with financial expenditures and project implementation progress. This tool will integrate seamlessly with the Medium-Term Expenditure Framework (MTEF), allowing stakeholders to track budgetary allocations against performance indicators. Sub-national governments will benefit from localized versions of the tool to ensure their plans align with federal priorities. Target beneficiaries will access certain services through a Mobile Application that provides real-time updates on job creation programs, training opportunities, and social protection initiatives, building on existing work that the UNDP is supporting the Ministry of Budget and economic Planning with- The Development Cooperation Dashboard.

Knowledge

A core component of the project will be generating and disseminating knowledge of products that inform policymaking and inspire replication. Annual SDG reports, statistical updates, and sector-specific fast-track strategies will be produced in both print and digital formats. These reports will provide policymakers with actionable insights and establish Nigeria as a thought leader in regional economic planning.

Lessons learned will be shared widely within Sub-Saharan Africa through regional forums, workshops, and publications. For instance, methodologies used to harmonize national and sub-national plans will be documented and shared with ECOWAS member states. By creating a centralized knowledge hub, the project will ensure that data, insights, and innovations remain accessible to stakeholders at all levels.

Sustainability and Scaling Up

⁸ Please see [Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation](#).

The project will initially focus on federal and pilot state levels, with plans to scale up based on early successes. A State Advocacy Programme, in collaboration with the Nigerian Governors Forum, will promote adoption across all 36 states. Advocacy efforts will be strengthened by showcasing tangible results from pilot states, such as improved job creation rates, enhanced data systems, and SDG progress.

Sustainability will be prioritized by embedding economic planning activities within annual national and sub-national budgets. Capacity-building initiatives will target core technical teams in every state to institutionalize planning frameworks. Drawing inspiration from Indonesia's approach to decentralization, which empowered local governments through structured capacity development and budgetary allocations, Nigeria will ensure that each state can independently sustain planning activities. Additionally, innovative financing mechanisms, such as development bonds or results-based funding, will be explored to secure long-term resources. Collaboration with private sector actors and international donors will provide the necessary financial and technical support to scale up successful initiatives.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The importance of cost efficiency and effectiveness in this multi-stakeholder implementation approach cannot be overemphasized. As such, the project activities will be with then necessary checks and balances which will be provided by the project steering committee and UNDP. This requires that all stakeholders contribute to the decision-making process that drives the entire project.

As a nationally implemented project, the administrative and technical support shall be provided as an in-kind contribution by the implementing partners to the project. Except in situations where expertise of consultants will be required to support the implementation. As such, all staff related participating in the project shall be drawn from the existing personnel in the implementing partners' offices. Transparency and due process in the project implementation will be emphasised in line with the HACT procedures.

Project Management

The project will be executed using the National Implementation modality with the three agencies (Federal Ministry of Finance, Budget and National Planning, Office of the Special Assistant to the President on SDGs, National Bureau of Statistics) as implementing partners. UNDP will follow its own internal policies to coordinate specific activities. The implementing partners will be responsible for the effective and efficient implementation of all project activities including the necessary reporting requirements.

The Project Steering Committee comprises top representatives (senior management) of the three implementing partners and UNDP senior representatives. Their role will be advisory but will be providing the technical and strategic direction for the implementation of the project.

V. RESULTS FRAMEWORK⁹

Intended Outcome as stated in the UNSDCF Programme Results and Resource Framework: Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Outcome 2: By 2027, Nigeria sustains inclusive economic growth and development that provides equitable opportunities for decent employment and livelihoods.
Applicable Output(s) from the UNDP Strategic Plan: Output 1.1: Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity. Output 1.2: Systems and services strengthened across agriculture sector with increased investment. Output 1.3: Policies enabled for inclusive and sustainable social protection programmes to strengthen livelihood opportunities for the vulnerable. Output 1.4: National data collection, measurement, and analytical systems strengthened using SDG-aligned state development plans and systems.
Project title and Quantum Project Number: Strengthening Economic Planning and SDGs implementation

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2025	2026	2027	2028	FINAL	
Output 1: National and state-level plans developed, aligned and consistent with the Sustainable Development Goals (SDGs) and the National Development Plan (NDP).	1.1: Number of National and State-development Plans Harmonized and Aligned with SDGs and NDP Targets	MBEP, NBS	1, 3	NDP, 2021 SDP, 2024	2	4	6	8	8	National budget and expenditure reports. Sectoral ministries' programme budgets (health, education, social welfare, labour, etc.). Social subsidy and poverty alleviation programme records. Surveys and reports on MPI and poverty indicators. Surveys and reports on MPI and poverty indicators.
	1.2: Number of Policy Frameworks Designed on key development priorities on economic prosperity	MBEP, NBS	3	2024	1	2	3	4	4	

⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2025	2026	2027	2028	FINAL	
	1.3 Data Infrastructure and analysis system developed and operationalized to monitor poverty, employment, and economic growth metrics at national and state levels.	NBS, MBEP	3	2024	1	2	3	4	4	-Data Sources for Quantitative Measurement: -National and sub-national budgets and expenditure reports. -Poverty reports from statistical bureaus or development partners.
	1.4: Number of State-Level Data Officers Trained in Advanced Analytics and Data-Driven Decision-Making.	MBEP	3	2024	1	2	3	4	4	Data Sources for Quantitative Measurement: -National and sub-national budgets and expenditure reports. -Poverty reports from statistical bureaus or development partners.
	1.5: Proportion of the allocated budget for MPI-aligned programmes to the total budget required for extreme poverty eradication. (Based on total budget)	MBEP, NBS, MoF	5.3%	2022	5.3%	6.3%	7.3%	8.3%	3% Increase	- National and sub-national budgets and expenditure reports. - .
	1.6: strengthened capacity of MBEP on the coordination of the implementation of social protection at both national and sub national levels	MBEP	20	2024	20	20	20	20	80	- National and sub-national budgets and expenditure reports. - Poverty reports from statistical bureaus or development partners. - MPI-based survey data

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2025	2026	2027	2028	FINAL	
Output 2: NBS National and subnational statistical systems restructured to produce disaggregated, and actionable data to inform evidence-based decision-making and SDG monitoring in a timely manner.	2.1: Number of Rebasement Exercises Completed for GDP and CPI to Reflect Current Economic Realities	NBS	3	2024	1	1	1	1	4	National budget and expenditure reports. Sectoral ministries' programme budgets (health, education, social welfare, labour, etc.). Social subsidy and poverty alleviation programme records. Surveys and reports on MPI and poverty indicators.
	2.2 Percentage of Labor Force Data Disaggregated by Sector, Gender, and Region	NBS	3%	2024	1%	1%	1%	1%	4	
	2.3: Number of Sectoral Multidimensional Poverty Index (MPI) Reports Published	NBS	3	2024	1	1	1	1	4	National budget and expenditure reports. Sectoral ministries' programme budgets (health, education, social welfare, labour, etc.). Social subsidy and poverty alleviation programme records. Surveys and reports on MPI and poverty indicators.
	2.4: Number of Reporting Standards Aligned Across Sectors and States	NBS	3	2024	1	1	1	1	4	NBS reports, State Bureau of Statistics reports.
	2.5: Number of Unified Statistical Reports Produced Covering Multiple Sectors and Regions.	NBS	3	2024	1	2	3	4	4	NBS reports, State Bureau of Statistics reports.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2025	2026	2027	2028	FINAL	
	2.6: NBS and State Bureau Staff Trained and supported to attend local and international capacity strengthening workshops/programmes	NBS	3	2024	100	200	500	800	800	NBS reports, State Bureau of Statistics reports.
Output 3: SDGs yearly progress reports and sector level SDGs fast track strategies developed (OSSAP-SDGs).	3.1 No of SDGs Annual Reports produced	OSSAP-SDGs Report NBS MBEP	3	2024	2	4	6	8	8	NBS reports, State Bureau of Statistics reports.
	3.2 No of SDGs sectoral fast track strategies produced.	OSSAP-SDGs Report NBS MBEP	2	2024	1	2	3	4	4	Sectoral ministries' programme budgets.
	3.3 Number of Voluntary National Reviews (VNRs) and Voluntary Local Reviews (VLRs) Conducted Annually	OSSAP-SDGs Report NBS MBEP	2	2024	1	0	2	3	3	national and regional MPI surveys and social protection monitoring reports.
	3.4 Number of State-Level SDG Acceleration Plans Developed and Implemented	OSSAP-SDGs Report NBS MBEP	2	2024	1	0	2	3	3	Surveys and Reports: Use national and regional MPI surveys and social protection monitoring reports. Policy Reviews: Analyze government and agency documentation to assess if

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2025	2026	2027	2028	FINAL	
										MPI is being used for social protection planning. Stakeholder Interviews: Conduct interviews with policymakers, development partners, and agencies. Measurement:
	3.5 Rate of Multidimensional Poverty Index (MPI) Operationalization for Targeting and Monitoring Social Protection Initiatives	OSSAP-SDGs Report NBS MBEP	0	2022	Partially adopted	Fairly Adopted	Fairly Adopted	Fully Adopted	Fully Adopted	Count the total number of policies explicitly targeting women and vulnerable groups.
Output 4: Increased technical and financial capacity of key stakeholders for inter-agency collaboration and private-sector engagement, sustainable resource management, effective program delivery, and innovative solutions to address social and economic challenges.	4.1 Number of Social Protection Policies Developed or Enhanced to Target Women and Vulnerable Groups	OSSAP-SDGs Report NBS MBEP	9	2024	1	1	1	1		Government Budgets: Analyse national and subnational budgets for allocations.
	4.2: Percentage of Funding from Government Budgets and Private Sector Investments for Economic Growth Initiatives	OSSAP-SDGs Report NBS MBEP	NGN4.2 trillion	2023	NGN 4.5 trillion	NGN 4.8Trillion	NGN 5 trillion	NGN 5.2 trillion		Private Sector Surveys: Collect data on corporate social responsibility (CSR) and economic growth investments.
	4.3: Number of Multi-Stakeholder Coordination Meetings Held Annually	OSSAP-SDGs Report NBS MBEP	3	2024	1	1	1	1	1	Partnership Reports: Review joint reports from public-private initiatives.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2025	2026	2027	2028	FINAL	
										Meeting Records: Track meeting schedules, minutes, and attendance. Stakeholder Surveys: Verify participation and engagement levels. Progress Reports: Analyse periodic reports from coordination bodies. Risks: Lack of clarity in policy definitions may lead to underreporting. Resistance to policy reform due to political or cultural barriers. Low attendance or participation, undermining meeting effectiveness. Inconsistent documentation of meetings and follow-up actions.

VI. 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.	UNDP, OSSAP SDGs, MBEP, NBS	USD 0.0
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 be 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.	UNDP, OSSAP SDGs, MBEP, NBS	USD 0.0
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.	UNDP, OSSAP SDGs, MBEP, NBS	USD 0.0
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.	UNDP, OSSAP SDGs, MBEP, NBS	USD 5,000
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.	UNDP, OSSAP SDGs, MBEP, NBS	USD 0.0
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)		UNDP, OSSAP SDGs, MBEP, NBS	USD 0.0
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed	UNDP, OSSAP SDGs, MBEP, NBS	USD 0.0

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	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.		by the project board, and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term Evaluation	UNDP and all implementing partners		Outcome 1	December 31, 2026	UNDP and all implementing partners	40,000
Final Evaluation	UNDP and all implementing partners		Outcome 1	December 31, 2028	UNDP and all implementing partners	40,000

VII. **MULTI-YEAR WORK PLAN**

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: National and state-level plans developed, aligned and consistent with the Sustainable Development Goals (SDGs) and the National Development Plan (NDP). Gender marker: 2	Activity 1.1 - Policy Development: Design policies that integrate climate resilience youth employment and others into economic planning frameworks in high-growth sectors like technology and agriculture.	30,000	35,000	50,000	50,000	MBEP	Govt of Nigeria /UNDP		
							Govt of Nigeria /UNDP		165,000
	Activity-1.2 Development of national development plan (2026-2030).	7,000	33,000	0	0	MBEP	Govt of Nigeria /UNDP		40,000
							Govt of Nigeria /UNDP		
	Activity 1.3 -Develop annual dashboards tracking progress against the National Development Plan (NDP) targets.	5,000	10,000	10,000	10,000	MBEP	Govt of Nigeria /UNDP		35,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	1.4 Activity -Develop and harmonize national and state development plans aligned with SDGs, medium-term expenditure frameworks, and annual budgets.	20,000	80,000	50,000	50,000	MBEP/OSSAP-SDGs	Govt of Nigeria /UNDP		200,000
	Activity 1.5 - Technical support to the Honourable Minister's office and the technical support on Development Assistance Database (DAD)	20,000	20,000	20,000	20,000	MBEP	Govt of Nigeria /UNDP		80,000
	Activity 1.6 Donor-Govt. Dialogue on growth and economic sustainable development	15,000	15,000	15,000	15,000	MBEP/UNDP	Govt of Nigeria /UNDP		60,000
	Activity 1.7: Organize workshops on evidence-based policy formulation for MBEP officials.	15,000	15,000	15,000	15,000	MBEP/UNDP	Govt of Nigeria /UNDP		60,000
	Activity 1.8 Enhance the MBEP's ability to design robust Public Finance Management system for Social Protection at the National and sub national c) Coordinate Peer review mechanisms among Social Protection implementing States; and d) Support for the quarterly meetings for the Technical Working Group on National Social Protection Policy.	15,000	15,000	15,000	15,000	MBEP/UNDP	Govt of Nigeria /UNDP		60,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	Sub-Total for Output 1								700,000
Output 2: NBS National and subnational statistical systems restructured to produce disaggregated, and actionable data to inform evidence-based decision-making and SDG monitoring in a timely manner. Gender marker: 2	2.1 Activity: Rebasings of Gross Domestic Product (GDP) – to update the methodology and produce more accurate and reflective national GDP estimates.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000
	2.2 Activity: Production of state-level GDP – to assist States in producing their respective GDPs, giving them a better picture of the structure and size of their economies.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000
	2.3 Activity: Rebasings of Consumer Prices Index – to update the methodology and consumer basket of goods and services used in producing the monthly price statistics.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000
	2.4 Activity: Conduct regular multidimensional poverty assessments using disaggregated data, and New MPI Survey – follow up MPI Survey	12,500	12,500	12,500	12,500	NBS/UNDP/OSS AP-SDGs	Govt of Nigeria /UNDP		50,000
	2.5 Activity: Job Creation and Labour Force Analysis – to produce Job Creation statistics and further analysis into the Labour Force in Nigeria, to get a better picture of sectors that are generating jobs.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	2.6 Activity: Gender Statistics for Women's economic contribution and activities – Time Use Survey.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000
	2.7 Activity: Poverty Analysis – to produce an updated poverty analysis, particularly considering recent economic reforms to see how households have been affected.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000
	2.8 Activity: Capacity building towards local and International Statistical Programs particularly those with a high focus on the SDGs, such as the UN annual Statistical Commission (UNSC), the African Statistical Commission (StatCom), and the UN General Assembly (UNGA).	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000
	2.9 Activity: Support improved communication and knowledge management using data Science on the use and application of modern tools, techniques, and sources of data.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000
	2.10 Activity: National Consultative Committee of Statistics (NCCS) Coordination meeting between NBS and the State Bureaus of Statistics and Line MDAs to enhance and strengthen Coordination of the System.	12,500	12,500	12,500	12,500	NBS	Govt of Nigeria /UNDP		50,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	Sub-Total for Output 2								500,000
Output 3: SDGS yearly progress reports and sector level SDGs fast track strategies developed (OSSAP-SDGs). Gender marker:2	3.1 Activity: SDG Accelerations: Develop state-level SDG acceleration plans focusing on key areas like education, health, and clean energy.	40,000	40,000	40,000	40,000	OSSAP/UNDP	Govt of Nigeria /UNDP		160,000
	3.2 Activity: Provide Technical Advisory support to SSAP-SDGs (4 TAs)	150,000	150,000	150,000	150,000	OSSAP/UNDP	Govt of Nigeria /UNDP		600,000
	3.3 Activity: Establish an innovation fund for projects addressing SDG gaps at local levels.	80,000	80,000	80,000	80,000	OSSAP/UNDP	Govt of Nigeria /UNDP		320,000
	3.4 Activity: Annual SDGs Indicator Tracking Exercise – to produce a report tracking the progress of SDGs in Nigeria	40,000	40,000	40,000	40,000	OSSAP/UNDP	Govt of Nigeria /UNDP		160,000
	3.5 Activity: Voluntary National Review (VNR): Implement capacity-building workshops for stakeholders on data collection and reporting for VNRs.	40,000	40,000	40,000	40,000	OSSAP/UNDP	Govt of Nigeria /UNDP		160,000
	3.6 Activity: Joint SDGs Programming with UNDP: Launch youth-focused entrepreneurship programs in high-demand sectors.	30,000	30,000	30,000	30,000	OSSAP/UNDP	Govt of Nigeria /UNDP		120,000
	3.7 Activity: Collaborate with the private sector to adopt SDG-aligned business models.	40,000	40,000	40,000	40,000	OSSAP/UNDP	Govt of Nigeria /UNDP		160,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	3.8 Activity: Conduct regular multidimensional poverty assessments using disaggregated data.	100,000	250,000	100,000	250,000	OSSAP/UNDP	Govt of Nigeria /UNDP		700,000
	3.9 Activity: Produce Annual SDGs Progress Reports	30,000	30,000	30,000	30,000	OSSAP/UNDP	Govt of Nigeria /UNDP		120,000
	3.10 Activity: Private sector collaboration to adopt SDG-aligned business models.	20,000	30,000	30,000	20,000	OSSAP/UNDP	Govt of Nigeria /UNDP		100,000
	3.1.11: Advocacy, Sensitization and Capacity Building workshop on SDGs Mainstreaming and Acceleration at the State Level	20,000	30,000	30,000	20,000	OSSAP/UNDP	Govt of Nigeria /UNDP		100,000
General Management Support									
Sub-Total for Output 4									2,700,000
Output 4: Increased technical and financial capacity of key stakeholders for inter-agency collaboration and private-sector engagement, sustainable resource management, effective program delivery, and innovative solutions to address social and economic challenges. Gender marker:2	4.1 Activity: Coordinate multistakeholder support towards the operationalization of the Multidimensional Poverty Index (MPI)	40,000	40,000	40,000	40,000	UNDP	Govt of Nigeria /UNDP		160,000
	4.2 Activity: Job Creation and Skills Development: Launch youth-focused entrepreneurship programs in high-demand sectors.	165,000	165,000	165,000	165,000	UNDP	Govt of Nigeria /UNDP		660,000

Commented [EA1]: @Grace Arinze Ononwu kindly cross-check what is the difference between 3.6 and 4.2 activities as the narrative seems the same

Commented [G02R1]: @Elena Andres, the two activities are handled by two different partners. The implementation modality will not be the same.

Commented [EA3R1]: Understood, thanks for your quick response!

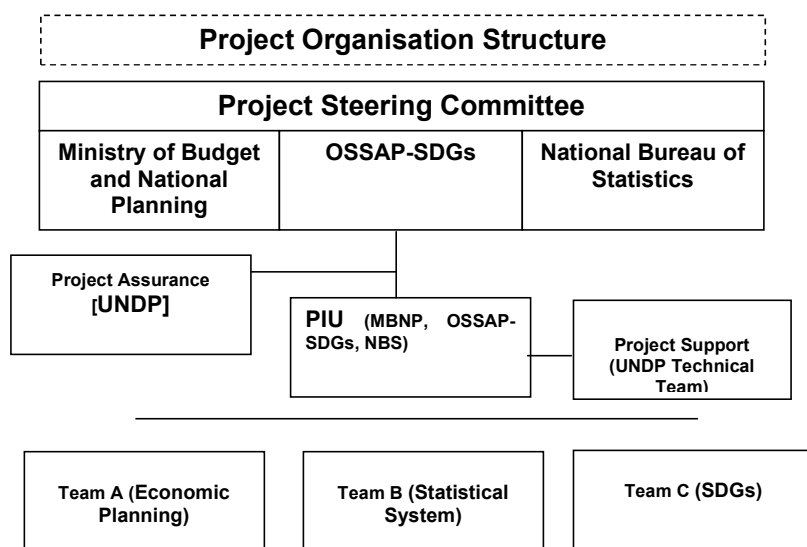
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	4.3 Activity: Provide technical advisory support for development planning, resource mobilization, and program design.	50,000	50,000	50,000	50,000	UNDP	Govt of Nigeria /UNDP		200,000
	4.4 Activity: Facilitate multi-stakeholder platforms for coordination, research and knowledge exchange	50,000	50,000	50,000	50,000	UNDP	Govt of Nigeria /UNDP		200,000
	4.5 Activity: Social Protection: Expand cash transfer programs targeting women and vulnerable groups.	60,000	60,000	60,000	60,000		Govt of Nigeria /UNDP		240,000
	4.6 Activity: Facilitate the mobilisation of critical core resources from government and partners to drive sustainable inclusive economic growth	60,000	60,000	60,000	60,000	UNDP	Govt of Nigeria /UNDP		240,000
	4.7 Activity: Project management Support Office: hire critical personnel and consultants to support the actualisation of the project document. - Economic Inclusion Analyst - Resource Mobilisation specialist - Programmes Specialist - Programme Support Officer	65,000	65,000	65,000	65,000	UNDP	Govt of Nigeria /UNDP		260,000
General Management Support (5%)									

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	Sub-Total for Output 4								1,960,000
General Management Support (GMS) 5%									293,000
Direct Project Costing (DPC) 4.94%									289,485
TOTAL									6,442,484

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in governing and managing the project. While an example diagram is below, it is not required to follow this diagram exactly. A project can be jointly governed with other projects, for example, through a national steering sub-committee linked to Results Groups under the UNDG Standard Operating Procedures for countries adopting the Delivering as One approach.

Minimum requirements for a project's governance arrangements include stakeholder representation (i.e., UNDP, national partners, beneficiary representatives, donors, etc.) with authority to make decisions regarding the project. Describe how target groups will be engaged in decision making for the project, to ensure their voice and participation. The project's management arrangements must include, at minimum, a project manager and project assurance that advises the project governance mechanism. This section should specify the minimum frequency the governance mechanism will convene (i.e., at least annually.)



IX. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁰ [UNDP funds received pursuant to the Project Document]¹¹ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

¹⁰ To be used where UNDP is the Implementing Partner

¹¹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
- a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible parties, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible parties, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible parties, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
 - d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

- (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
- Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

k. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible parties, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. 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 Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
- 5. Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found [here](#).
- 6. On-Granting Provisions Applicable to the Implementing Partner¹².** On-granting clauses for non-UNDP Implementing Partners can be found [here](#).

¹² Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.