

PROJECT DOCUMENT**NIGERIA**

Project Title: Institutional and Human Capacity Strengthening Support for the Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC), Kaduna

Project Number: 00114527

Implementing Partner: UNDP

Start Date: 01/01/2019

End Date: 31/12/2019

PAC Meeting date: 21/02/2019

Brief Description

Since the advent of the current democratic dispensation in Nigeria, the rate of criminalities and violence has significantly stretched the capacities of the civil security agencies, such as, the Nigeria Police Force and the Nigeria Security and Civil Defence Corps (NSCDC). The upsurge in the level of criminalities and violence has necessitated the engagement of military forces in providing internal security with the attendant needs for effective national capacities in protection of civilian, civil-military relations, prevention of violent extremism and deradicalization, camp management, amongst others. The reality to build and strengthen mass capacities of military and para-military forces, civil security agencies, non-governmental organizations (NGOs) to respond to the global and domestic needs of the country becomes discernible. The Boko Haram insurgency with its regional dimension and impacts, also deepens Nigeria's demand to build-up its capacities in PSOs. This resulted in the Nigerian government to transform the erstwhile Nigerian Army Peacekeeping Centre (NAPKC), Kaduna to Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC) to provide the much-needed capacities and expertise in leadership and PSOs to address the mounting global, regional and domestic demands. The project will address the capacity gaps at MLAILPKC, complements its ongoing efforts and achieve the project expected results through the following two outputs:

i) Strengthened institutional capacity of the Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC) to effectively deliver on its mandate; and ii) Enhanced human capacity of the MLAILPKC to effectively discharge its mandate.

Contributing Outcome (UNSDPF/CPD, RPD or GPD): **Outcome 2:** By 2022, citizens co-exist peacefully, enjoying increased resilience, higher state capacity for humanitarian response, and reduced incidence of armed and violent conflicts in the country/cross border

Indicative Output(s) with gender marker²: GEN1

Total resources required:	US\$329,000	
Total resources allocated:	UNDP TRAC:	
	Donor:	US\$329,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)¹:

Government	UNDP	MLAILPKC
Print Name: OLAJIDE S. ODENIYI	Print Name: JOERG KUEHN	Print Name: Imaila Sule (It Co)
Date: 08-03-2019	Date: 15-3-2019	Date: 22 March 2019

¹ Note: Adjust signatures as needed

² 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)

I. DEVELOPMENT CHALLENGE

Nigeria plays a leading role in global and regional Peace Support Operations (PSOs) dating back to the 1960 when a detachment of the Nigerian Army (NA) and Nigeria Police Force (NPF) was deployed to the Congo to restore peace. Since then, Nigeria has participated in over 43 United Nations mandated Peace Support Operations (PSOs). At the regional level, Nigeria has spearheaded PSOs missions in Chad, Sierra Leone, Liberia, Guinea Bissau and more recently in Mali. The country, therefore, has devoted both enormous human and material resources towards the maintenance of international peace and security in many parts of the world and in the West Africa sub-regions resulting into deployment of well over 300,000 troops and billions of dollars incurred in expenses. This pivotal role demands that the country possesses excellent PSOs training capacity to effectively contribute to the global peace and security.

Since the advent of the current democratic dispensation in Nigeria, the rate of criminalities and violence has significantly stretched the capacities of the civil security agencies, such as, the Nigeria Police Force and the Nigeria Security and Civil Defence Corps (NSCDC). The upsurge in the level of criminalities and violence has necessitated the engagement of military forces in providing internal security with the attendant needs for effective national capacities in protection of civilian, civil-military relations, prevention of violent extremism and deradicalization, camp management, amongst others. The reality to build and strengthen mass capacities of military and para-military forces, civil security agencies, non-governmental organizations (NGOs) to respond to the global and internal needs of the country becomes discernable. The Boko Haram insurgency with its regional dimension and impacts, also deepens Nigeria's demand to build-up its capacities in PSOs. This resulted in the Nigerian government to transform the erstwhile Nigerian Army Peacekeeping Centre (NAPKC), Kaduna to Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC) to provide the much-needed capacities and expertise in leadership and PSOs to address the mounting global, regional and domestic demands.

The government of Nigeria continues its commitment to global peace and security by making significant contributions to the UN, AU and West African peacekeeping operations. Nigeria contributes to various peacekeeping missions around the world and particularly in Africa continent, such as, UNAMI in Dafur, UNISFA in Sudan, UNMISS in South Sudan, UNMIL in Liberia, UNOC in Cote d'Ivoire, and AMISON in Somalia amongst others. Nigeria was about the 5th largest troops contributing country and about the 2nd in Africa to UN Peacekeeping Operations (UNPKO) until recently. Nigerian contingents in UNPKO have won excellent reputation and recognition and acknowledged by UN and international community as one of the best performing troops in the world. The MLAILPKC was established as part of Nigeria's commendable contribution to regional and global peace and stability through injection of capable and skillful military, police and civilian experts to PSOs missions.

The mandate of the MLAILPKC is to deliver realistic training support to potential peacekeepers for the multidimensional challenges of contemporary Peace Support Operations (PSOs). Since inception, the Centre has trained about 85,000 troops on Pre-deployment Training (PDT) and over 1,500 persons on individual PSOs courses drawn from Nigerian Armed Forces, para-military organizations, Government Ministries and Agencies (MDAs), civilians and allied countries. To achieve the goals of its

mandate, MLAILPKC partners with key international organizations, among which are German Technical Assistance Group (GTAG), Peace Operations Training Institute (POTI), British Military Advisory Training Team (BMATT), United Nations Fund for Population Agency (UNFPA), and the United Nations Development Programme (UNDP).

II. STRATEGY

This project helps to complement the Government's vision and effort of transforming the old Nigerian Army Peacekeeping Centre (NAPKC) into a remodeled Martin Luther Agwai International Leadership Centre (MLAPKC), Kaduna with capacity to strengthen regional and national capacities in leadership and PSOs expertise at operational and tactical levels. This project will focus on strengthening the institutional capacity of MLAILPKC to sponsor PSOs courses on protection of civilians, and counter-terrorism and prevention of irregular migration, undertake renovation of participants' hostel, provide alternative power supply (solar power), and upgrade its ICT facilities. The sponsored courses will concentrate on training and deployment of military, police and civilians responsible for discharging and overseeing various units of peacekeeping operations. The project will equally support capacity building/strengthening of the officers and men of the Centre through Train-of-Trainers (TOT) on counter-terrorism and prevention of irregular migration and protection of civilians, update the skills of the personnel on ICT maintenance, and training of technical staff on solar panel maintenance.

UNDP will support the implementation of the project activities through provision of advisory services and technical assistance. Consequently, it will deploy its resource persons/technical specialists and experts who are working at the Country Office and the Regional Service Centre and may also utilize expertise and experience learned from other PSOs-related projects supported by the Government of Japan to support the Centre to achieve the project goals and objectives. Where feasible, Japanese expertise in the relevant areas will be deployed to assist in the running of the training courses particularly the Train-of-Trainers (TOT).

III. JUSTIFICATION

The Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC), Kaduna is the leading institution in the West Africa Sub-region with the mandate to deliver realistic training for multidimensional challenges of contemporary PSOs to military, para-military and civilian officers at operational and tactical levels who might serve as peacekeepers. The Centre has trained about 86,500 personnel since its establishment. It has continued to perform its functions robustly in line with the United Nations (UN) required standard for quality peacekeepers to be participating in sub-regional, regional and United Nations Peace Support Missions, as well as, supporting the internal civil security to maintain national peace and security.

The Centre has also been playing a leading role in training the required military, para-military and civilian personnel for deployment into the various crisis areas in Nigeria to complement the effort of civil security organizations. The pivotal role of the institution

in PSOs necessitated UNDP partnership with the institution in the recent past to train required personnel in military and civil security agencies in Nigeria in various courses for deployment into PSOs missions and national deployment to violence hotspots.

The current support will ensure that the institutional and human capacities of MLAILPKC are enhanced to continue to provide conducive learning environment and quality training for target beneficiaries that will help to reduce extremism, violence and all forms of criminality in Nigeria and in the Sub-region.

In addition, it will help African countries to further strengthen their institutional effectiveness, inclusiveness, accountability, transparency and responsiveness at local and national levels and promote stability through institutional and human resource capacity-building. This will be achieved by continuous support to training their personnel, design/update of training curricula and technical advisory, particularly about science and technology as specified during the closing session of the 6th Summit of the Tokyo International Conference on African Development (TICAD VI), 23rd-28th August 2016 in Kenya. The support will contribute to the determination to address the underlying causes of the emerging security challenges, including transnational organized crime, radicalization, the spread of violent extremism and terrorism by promoting an inclusive and equitable society. This project will contribute to the implementation of the Themes of the TICAD VI priority areas through provision of trainings on PSOs which incorporate key thematic areas relevant to the specified priority areas.

Furthermore, the project will contribute towards the achievement of Goal 16 of the Sustainable Development Goals (SDGs) that is dedicated to the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective and accountable institutions at all levels in the continent. The capacity strengthening programme proposed under this project will potentially contribute to reduce extremism, violence, crime and exclusion. Specifically, the crosscutting themes, such as, Gender, Human Rights, International Humanitarian Law, Rule of Law and other relevant frameworks that will help to create just and peaceful societies.

IV. PREVIOUS SUPPORT AND LESSONS LEARNT

UNDP with funding support from the Japanese Government has previously supported Nigerian Army and Peacekeeping Centre (NAPKC) now known as MLAILPKC to strengthen national integrated capability of military, civil security and civilian personnel in West Africa. The support resulted into the running of courses for 252 beneficiaries in three subject areas in 2014/2015, such as, protection of civilian course; foundation course on PSOs; and civil-military cooperation course. UNDP also supported MLAILPKC to run 6 courses on counter-terrorism and prevention of irregular migration through which 302 participants benefitted. The courses enhanced the participants' knowledge and understanding of the principles and fundamental procedures involved in counter-terrorism and migration.

The key lessons learned under the previous projects which can help to improve the implementation of this project include:

- Reduce time lag between project design and funding: the time lag between project design and commencement of implementation should be minimized to ensure project achieves its goals, objectives and targets. It will also ensure validity of project budget/estimates.
- Project activities' cost estimates, particularly when it relates to renovation or construction, should be based on Bill of Quantities prepared by certified professionals for adequacy of project budget.
- Joint monitoring of project activities by all the stakeholders including the Japanese Embassy will enhance quality, timeliness and prompt identification of project constraints for quick resolution. It will build trust, confidence and understanding among partners, as well as, promote quick decision taking on critical issues that may affect project implementation.
- Constructive engagement with national implementing partners with regular technical advisory support to project implementation will promote national ownership, build national capacity and assure sustainability.

V. RESULTS AND PARTNERSHIPS

Institutional and human capacity strengthening of the MLAILPKC aims to improve the learning environment of the Centre and enhance the technical competence of the Centre's personnel. This will ensure that the Centre has up-to-date knowhow to discharge on its mandate. This predominant objective of the project will be achieved through attainment of the following two outputs and planned activities:

Output 1: Strengthened institutional capacity of the Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC) to effectively deliver on its mandate.

This output intends to strengthen the existing institutional capacity of the Centre to provide standard and conducive learning environment to its students and participants. This will include updating two course curricula, conducting training on counter-terrorism and protection of civilians, renovation of participants' hostel, provision of alternative power supply (solar power), and upgrading of the ICT facilities.

Output 2: Enhanced capacity of the MLAILPKC to effectively discharge its mandate.

This output is designed to boost the technical and operational capacity of the Centre's personnel to meet the demand of the PSOs and its beneficiaries. Under this output, there will be training-of-trainers session on the updated/reviewed course curricula; training of MLAILPKC on principles and practices of PKO, sponsorship of PSOs courses, training on maintenance of the solar power equipment, and ICT facilities and equipment.

Resources Required:

To achieve the project outputs and activities outlined above, a sum of Three Hundred and Twenty-Nine Thousand United States Dollars (US\$329,000) will be required for the 12 months' period. The budget will be distributed across the two project

outputs/results areas which are further broken down into activities. The funding for the project will come from the Japanese Government. The Federal Government of Nigeria through MLAILPKC will make contributions to the project in-kind, that is, staff time, office facilities and other operational costs while UNDP will provide expertise and advisory support services.

Beneficiaries:

The primary beneficiary of this project is the Martin Luther Agwai International Leadership Centre (MLAILPKC), Kaduna and its personnel, as well as, the participants in the various PSOs courses. Gender parity will be prioritized in the implementation of the project. However, given the gender imbalance in the targeted and beneficiaries' institutions, prior agreement will be reached with MLAILPKC to guarantee that, at least, 30 percent of the beneficiaries is women. The improved learning environment at the Centre with funding from the project will ensure effective and attractive learning environment for the participants.

The indirect beneficiaries are the Federal Government of Nigeria, the West African and the Central Africa Sub-region and the countries where Nigeria contingents are deployed on PSOs missions. The citizens of West and Central Africa Sub-regions and the world, at large, will benefit from improved regional security and stability that is a pre-requisite for sustainable development and attainment of SDGs, Agenda 2030 and AU Agenda 2063 through reduced activities of the irregular migrants and reduced violent extremism.

Risks and Assumptions:

It is assumed that the Federal Government of Nigeria will continue to attach strategic importance to conflict prevention and peace keeping efforts. Equally, the Government of Japan has expressed interest to continue to provide the much-needed financial support to the Centre to ensure that it delivers on its mandate. Increase in the incidence of complex emergencies that requires the right expertise, trainers and facilitators for quality courses are regarded as the main risks and challenges that may affect the project implementation. To mitigate those risks, the project will be working and building a roster of facilitators and establish a curriculum advisory ad hoc committee to review courses in partnership with the Centre. A Risk Log will be maintained throughout the duration of the project.

VI. FINANCIAL ARRANGEMENT

This project will be implemented by UNDP through Direct Implementation Modality. A Note Verbale to be exchanged by the parties (UNDP and the Japanese Government) shall spell out any specific requirement. A General Management Support (GMS) costs of 8% shall be charged by UNDP to the value of the contribution, pursuant to the UNDP Board-endorsed policy on the recovery of GMS. All other costs associated with the management of the project will be charged directly to the project. This shall be reflected in the Note Verbale to be exchanged between the parties and the UNDP.

Interest on income and unspent balances as applicable to this project will be handled according to the terms, policies, and procedures of the Japan-UNDP partnership fund.

UNDP will submit an interim (mid-term) report, as well as, a final report upon project closure, including a financial report. If there is a necessity to change the period, the content or the project budget, MLAILPKC and UNDP will consult with the Embassy of Japan in Nigeria in advance.

Equipment:

The general policies and procedures governing procurement, recruitment and contracting of inputs as set out by the UNDP Programmes and Operations Policies and Procedures (POPP) shall be used for project implementation. Where the procurement, recruitment and utilization of inputs involve complex and/or technically sophisticated issues of a specialized nature, the executing agent may request the assistance of an implementing agent, such as, a United Nations agency. Such agent(s) may apply the procedures, rules and conditions of their respective organizations in rendering the assistance.

The equipment procured with the project funds shall be disposed of at the end of the project in accordance with the UNDP rules and regulations governing disposal of equipment.

Audit:

The project will be audited in line with the provisions of the UNDP Programmes and Operations Policies and Procedures (POPP) applicable to UNDP managed projects. The audit exercise will include a review of the effectiveness of the activities undertaken in relation to the funds expended and commitment to the principle of transparency and accountability to the stakeholders in general and the donor.

VII. VISIBILITY OF JAPAN

The project will take all appropriate measures to publicise the initiatives by the Japan/UNDP partnership in supporting the activities to be implemented by MLAILPKC. All communications relating to the project in UNDP's website, information given to the press and project beneficiaries, advertisements, all related publicity materials, official notices' reports and publications, shall acknowledge that the project was carried out with funding from the Japanese Government, and shall display the logos of Japan and UNDP.

The project will also organise a launch event upon commencement of implementation of the project to publicise the role of Japan and the UNDP in supporting regional peacekeeping efforts. Effort shall be made, where feasible, to engage Japanese expertise through Japanese International Cooperation Agency in Nigeria (JICA) to support implementation of the relevant aspects of the project.

VIII. RESULTS FRAMEWORK²

Intended Outcome as stated in the UNSDPF/Country Programme Results and Resource Framework: By 2022, citizens co-exist peacefully, enjoying increased resilience, higher state capacity for humanitarian response, and reduced incidence of armed and violent conflicts in the country/cross border.							
Outcome indicators as stated in the UNSDPF/Country Programme Results and Resource Framework, including baseline and targets: Global Terrorism Index; Baseline: 2.314 score (2016); Target: 1,200 score (2022)							
Applicable Output(s) from the UNDP Strategic Plan (2018-2021): National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities.							
Project title and Atlas Project Number: Institutional and Human Capacity Strengthening Support for the Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC), Nigeria							
EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Final	
Output 1: Strengthened institutional capacity of the Martin Luther Agwai International Leadership and Peacekeeping Centre (MLAILPKC).	1.1 # of course curriculum updated and printed	MLAILPKC UNDP	2	2017	2	4	Course curriculum; progress and annual report
	1.2 # of persons trained on counter-terrorism and preventions of irregular migration	MLAILPKC UNDP	0	2017	80	80	Progress and annual reports
	1.3 # of persons trained on protection of civilians	MLAILPKC UNDP	252	2016	40	292	Activity, progress and annual reports
	1.4 # of persons that can use the ICT Centre at a time.	MLAILPKC UNDP	40	2017	40	80	Activity, progress and annual reports
	1.5 # of hours that the solar power to generate light in a day	MLAILPKC UNDP	0	2017	6	6	Progress and annual reports
	1.6 # of participants accommodated	MLAILPKC	0	2017	20	20	Progress and annual reports

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	in the hostel annually	UNDP					reports
Output 2: Enhanced human capacity of the MLAILPKC to effectively discharge its mandate.	2.1 # of ToT beneficiaries	MLAILPKC UNDP	0	2017	10	10	Progress and annual reports
	2.2 # of MLAILPKC staff trained	MLAILPKC UNDP	0	2017	30 (20 men, 10 women)	30	Progress and annual reports
	2.3 # of MLAILPKC ICT staff trained	MLAILPKC UNDP	0	2017	5	5	Progress and annual reports
	2.4 # of MLAILPKC trained on solar power maintenance.	MLAILPKC UNDP	0	2017	5	5	Progress and annual reports

IX. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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.	Bi-annually	Slower than expected progress will be addressed by project management.	MBNP, MLAILPKC, UNDP, Japanese Embassy (JE)	\$1,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been	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	MBNP, MLAILPKC, UNDP, JE	\$1,000

	required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	MBNP, MLAILPKC, UNDP, JE	\$1,000
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.	MBNP, MLAILPKC, UNDP, JE	\$1,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MBNP, MLAILPKC, UNDP, JE	\$1,000
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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Mid-term and at the end of the project (final report)		MBNP, MLAILPKC, UNDP, JE	\$1,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold bi-annual project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure	Inception, mid-term and end of project	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed	MBNP, MLAILPKC, UNDP, JE	\$1,000

	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.		to address the issues identified.		
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Evaluation Plan⁴

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDPF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Evaluation	MBNP, MLAILPKC, UNDP, Japanese Embassy	3.2.1	UNSDPF Outcome 2	December 2019	MBNP, MLAILPKC, UNDP, Japanese Embassy	\$5,000; CS – JPN

⁴ Optional, if needed

X. ANNUAL WORK PLAN⁵⁶

All anticipated programme 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	RESPONSIBLE	PLANNED BUDGET		
			Funding Source	Budget Description	Amount
Strengthened institutional capacity of the Martin Luther Agwai International Leadership Centre and Peacekeeping Centre (MLAILPKC).	1.1 Update and print two curricula on counter-terrorism and protection of civilian courses	UNDP/MLAILPKC	CS - JPN	Consultancy	10,000
	1.2 Conduct two streams of counter-terrorism and prevention of irregular migration.	UNDP/MLAILPKC	CS - JPN	Consultancy, travel	70,000
	1.3 Conduct one stream of protection of civilians' course.	UNDP/MLAILPKC	CS - JPN	Consultancy, travel	35,000
	1.4 Upgrade the ICT infrastructure of the Centre to host 80 users through provision of internet facility and 20 computers.	UNDP/MLAILPKC	CS - JPN	Consultancy, travel	35,000
	1.5 Provision of alternative source of energy – solar power	UNDP/MLAILPKC	CS - JPN	Consultancy, travel, equipment	50,150
	1.6 Renovation of (1No) students' hostel.	UNDP/MLAILPKC	CS - JPN	Consultancy, travel equipment	40,000
	1.7 Monitoring & Communication	MLAILPKC, J/Embassy, MBNP, UNDP	CS - JPN	Travel, DSA	2,500
Sub-Total for Output 1					242,650

⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Output 2: Enhanced human capacity of the MLAILPKC to effectively discharge its mandate.	2.1 Train-of-Trainers sessions for instructors and facilitators of MLAILPKC	UNDP/MLAILPKC	CS - JPN	Catering service, training materials	10,000
	2.2 Train, at least, 30 technical and operation personnel of MLAILPKC on principles of PKO.	UNDP/MLAILPKC	CS - JPN	Catering service, training materials	2,500
	2.3 Train the ICT staff on the use and maintenance of installed facility and equipment	UNDP/MLAILPKC	CS - JPN	Catering service, training materials	2,500
	2.4 Train technical officials on maintenance of the solar power equipment	UNDP/MLAILPKC	CS - JPN	Catering service, training materials	2,500
	2.5 Monitoring & Communication	MLAILPKC, J/Embassy, MBNP, UNDP	CS - JPN	Travel, DSA	2,500
	Sub-Total for Output 2				20,000
Direct Project Costing (DPC) – 12%	Analyst (1No) – 15%; Associate (SC-1No) – 100%; Team Leader (1No) – 5%; Evaluation & Audit		CS - JPN	Consultancy, allowance DSA & travel	41,980
General Management Support (GMS) – 8%					24,370
Sub-Total					66,350
TOTAL					329,000

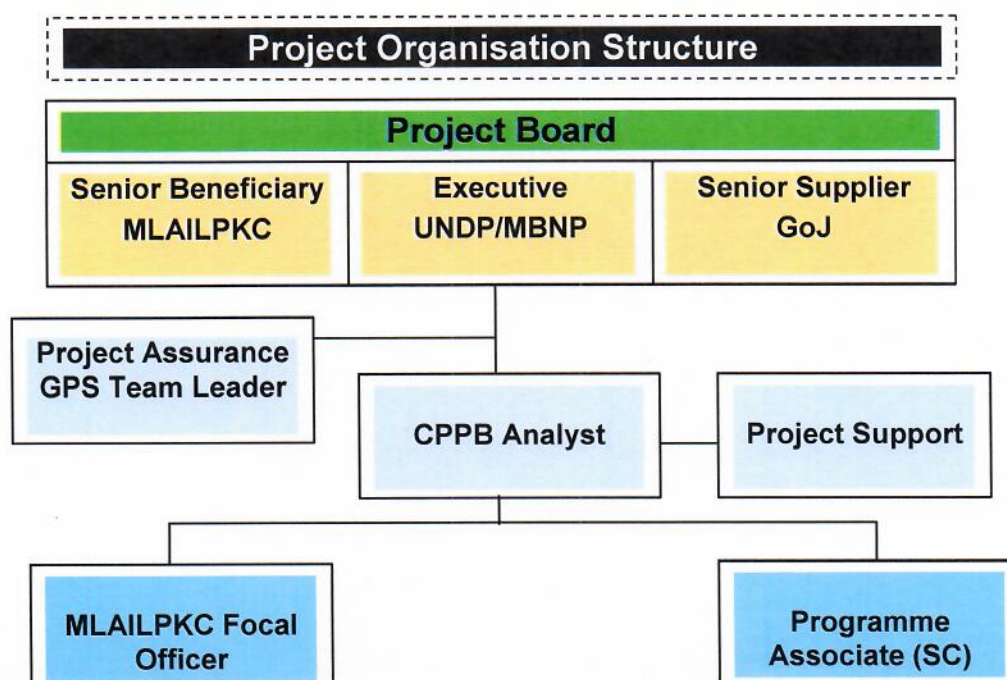
XI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be executed using Direct Implementation Modality (DIM). The UNDP Country Office will be held accountable for the financial management and overall reporting aspects of the project on behalf of the Japanese Embassy and other contributing partners (if any) while the MLAILPKC will have responsibilities for the timely and effective implementation of the project activities, reporting and achievement of the project deliverables.

For purposes of implementation of this project, a Project Steering Committee shall be established with membership drawn from the key partners' institutions including UNDP, the Ministry of Budget and National Planning (MBNP), MLAILKPC, Japanese Embassy and other relevant partners. The Project Steering Committee will provide policy direction for the overall management of the project.

For speedy implementation of the project, UNDP may delegate responsibility for direct implementation of all or component(s) of the project activities to MLAILPKC through a Letter of Agreement (LoA) mutually signed and executed by both. Where LoA is signed, MLAILPKC will procure goods and services to implement the project in accordance with its financial regulations, rules and other directives, only to the extent they are consistent with UNDP's Financial Regulations and Rules and international best practices. UNDP shall perform oversight functions and effectively engage with MLAILPKC, at all stages, to ensure quality of services, equipment and for the smooth implementation of the project.

The signing of the LoA shall not obligate UNDP to transfer any funds to MLAILPKC for executing the terms of the agreement. Payments for consultancies, equipment and services procured by MLAILPKC, under the agreement, shall be made directly to the vendors/beneficiaries through Face Forms duly signed and transferred to UNDP for that purpose by MLAILPKC. UNDP shall pay MLAILPKC for any expenses incurred with UNDP's consent on key services through issuance of Face Forms and payment for such services shall be made directly into the accounts of MLAILPKC. Such services shall include but not limited to accommodation to participants and logistics for field training.



XII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Nigeria and UNDP, signed on 12 April, 1988. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("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.

XIII. 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]⁷ [UNDP funds received pursuant to the Project Document]⁸ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. 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. 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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

⁷ To be used where UNDP is the Implementing Partner

⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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 party's, 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 party's, 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 party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, 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 and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. 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 and (b) 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.
- e. 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.
- f. 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 or corruption 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.

- g. 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 or corruption, 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 party's, subcontractor's or sub-recipient's obligations under this Project Document.

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 or corruption, 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.

- h. 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.
- i. 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.
- j. 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.