



United Nations Development Programme

Country: Nigeria

Project Document

Project Title: Support to anti-corruption in Nigeria:
Civil Society Engagement

UNDAF Outcome(s): Strengthened accountability and respect for the Rule of law, compliance with international standards and human rights, provide inclusive, age- and gender-responsive, equitable access to Justice, with strengthened and coordinated institutions ensuring enhanced integrity and reduced corruption through transparency, strengthened preventive and regulatory policies and frameworks and engaged civil society and media, by 2017 .

Expected CP Outcome(s): Civil Society Organizations (CSOs) have increased capacity to mobilise citizens for anti- corruption initiatives and to monitor and report on budgets.

Expected Output(s): Output 1.1.2: Capacity of CSOs, including their internal governance mechanisms, and for constructive dialogue between Civil society organisations, media, other stakeholders and government are strengthened to enable civil society to monitor the budgetary and judicial processes, anti-corruption institutions, and can play their watchdog role.

Implementing Partner: UNDP

Responsible Parties: UNDP and Non state Actors

Brief Description

The “NGAX60 - Support to Anti-Corruption in Nigeria” project has been formulated in collaboration with national stakeholders and is funded by the European Union (EU). The EU and the Government of Nigeria have entrusted the United Nations Office on Drugs and Crime (UNODC) with the implementation of the project, which will support the Nigerian Government by contributing to Nigeria’s efforts in enhancing transparency, accountability and combating corruption. The objectives of the project are: i) to provide effective support to anti-corruption coordination, policy formulation and legislation; ii) to strengthen institutional and operational capacity in the main anti-corruption agencies, with an emphasis on cooperation; and iii) to enhance accountability, transparency and public engagement.

Underlying the aforementioned objectives is the realisation that, with coordination and support, a vibrant civil society in Nigeria can play a crucial role and is an invaluable asset in the fight against corruption through its networks and access to the community at large. Therefore this project aims to strengthen the participation of civil society organisations, by inter alia enhancing public participation through awareness raising activities and by implementing a grant scheme to strengthen the capacity and expertise of civil society to fight corruption and increase public accountability in Nigeria.

While UNODC will work with national stakeholders towards achieving the first two objectives, the third objective which seeks to achieve the stated outcome: “civil society organizations empowered to increase the provision of services and their participation in anti-corruption activities enhanced” will be implemented by UNDP.

Programme Period:	57 Months	YYYY AWP budget:	\$321,180.96
Key Result Area (Strategic Plan):	Good Governance	Total resources required:	\$4,810,000
Atlas Award ID:	00086688	Total allocated resources:	
Start date:	June 2012	• Regular	
End Date	March 2017	o EU/UNODC	\$4,810,000
		o Donor	\$0
		o Government	\$0
PAC Meeting Date:	October, 24th 2013	Unfunded budget:	N/A
		In-kind Contributions:	N/A

1.1. Problem Analysis and Counterpart Capacity¹

Anti-Corruption Challenges in Nigeria

As Africa's most populous country, with West-Africa's largest, and one of the world's fastest-growing economies, Nigeria is not immune to global threats. Of the numerous challenges emerging economies like Nigeria face, corruption and the related undermining of accountability and the rule of law are among the most threatening. The impact of corruption on Nigeria's society and economy has been devastating, as it affects the Government's ability to provide public security, rule of law and basic services, and also directly affects the well-being of the population and its ability to rise out of poverty. It is clearly not by chance that the Government of Nigeria has made implementing effective, well-balanced anti-corruption efforts one of its key priorities.

Corruption has, over time, marred Nigeria's economic growth and both the previous and the current Governments have recognized corruption as a key obstacle to development and economic growth. Thus, strengthening integrity and reducing corruption have been emphasized on the list of national priorities. The National Development Plan for Nigeria - Vision 20:2020 - states, for instance, that "Corruption has been identified as a key element inhibiting economic growth and social advancement in Nigeria, through its negative impact on the inflow of investments into the economy, the high cost of doing business and the erosion of public confidence in the system. Fighting corruption is therefore a pre-requisite for achieving our National Vision".² The Vision 20:2020 has as one of its Strategic Objectives the promotion of responsible leadership, transparency, accountability, rule of law and security of lives and property. The Policy Thrust includes improving governance, security, law and order; engendering more efficient and effective use of resources; and promoting social harmony and a conducive business environment for growing the economy. Likewise the Policy Thrust of the Vision document under its governance and general administration rubric outlines its targets as including: establishing accountability and transparency in governance to ensure that citizens get value for money; addressing the root causes of corruption through value reorientation; consolidating the democratic process by ensuring credible electoral process, strengthening institutions of state to guarantee a healthy and competitive business environment, strengthening the rule of law, justice and the judiciary, equipping and building the capacity and capability of law enforcement agencies and institutions and addressing the increasing security issue. All the foregoing are negatively impacted by corruption as clearly recognized in the Vision 20:2020.

Since the start of its anti-corruption efforts, Nigeria has demonstrated resolve and has progressed in achieving its policy goals, in particular with regard to adopting a legal framework, establishing anti-corruption institutions and signing international instruments, such as the UN Convention against Corruption (UNCAC), to address this problem.

The capacity of civil society to advocate for governance reforms is limited and more corruption awareness raising efforts are needed to change the widespread acceptance of corruption as a fact of life in Nigerian society.

Anti-Corruption Frameworks in Nigeria

Nigeria's anti-corruption efforts can be categorized into legal/legislative and institutional frameworks and policy/strategic frameworks. Through existing policies and structures, Nigeria has demonstrated not only an understanding of the nature and impact of the problem, but also its determination to combating it.³

¹ Based on: Montil, Francis; Gebeyehu, Nadew; Palicarsky, Constantine (March 2011), Formulation of the anti-corruption support project in Nigeria 10th EDF: Final Report

² http://www.npc.gov.ng/vault/vision%202020%20document/Nigeria_Vision_2020.docx

³ Shehu, AY. (2005) Economic and Financial Crimes in Nigeria: Policy Issues and Options. Unpublished.

1.2 Justification for UNDP's involvement

The present project was identified, conceived and formulated by the European Union (EU), which also funds it. Within the National Indicative Programme (NIP) for Nigeria, the EU has identified Governance and Human Rights as the second Focal Sectors of intervention aimed at supporting governance improvements at state and local authority level. The EU considers the fight against corruption as “a critical factor in using public funds efficiently to tackle poverty, in attracting and retaining foreign direct investment and in ensuring that government services are functioning properly”⁴.

The European Union entrusted UNODC with implementing the project. UNODC will directly implement the first two Outcomes of the project and UNDP will implement the third Outcome: “Civil Society Organisations empowered to increase the provision of services and their participation in Anti-Corruption activities enhanced.” UNDP has acquired a strong experience in Nigeria in working with CSOs in the area of anti-corruption education, awareness and advocacy.

Finally, as a member of the United Nations Country Team in Nigeria, all UNDP's interventions in the country are guided by, and fall under the framework of the United Nations Development Assistance Framework for Nigeria (UNDAF) for the period 2009-2012 extended to 2013. Since corruption is perceived as one of the major obstacles to development in Nigeria, as it undermines the population's trust in the Government⁵, this project is in line with the UN commitment to contribute to the achievement of national development aspirations, the realisation of the Millennium Development Goals (MDGs) and the advancement of the implementation of the Paris Declaration emphasizing ownership, alignment and mutual accountability, among other principles. The project specifically falls within UNDAF Outcome A.

1.3 Synergies with other programmes and projects

This project has been developed by the European Union in collaboration with national stakeholders, and contributes to UNDP's mandates to support United Nations Member States, including Nigeria, to reduce the level and effects of corruption through strong legal regimes, coordinated enforcement systems and participation of civil society and the private sector. The program will complement other projects in UNDP's Capacity for Governance projects like the Democratic Governance for Development (DGD II) that is a joint donor-funded project managed by UNDP in support of deepening democracy in Nigeria. It is funded with contributions from the European Union (EU), the UK Department for International Development (DFID), the Canadian International Development Agency (CIDA), the Korean International Cooperation Agency (KOICA) and the UNDP. The project provides technical and financial support to the Independent National Electoral Commission (INEC), civil society organizations, and institutions such as the judiciary, the media, national and State Assemblies, and political parties as a means of strengthening accountable and responsive governance institutions, and consolidating democratic governance in line with international best practices.

Beyond UNDP, the present project has complementarities with other ongoing activities supported by Nigeria's Development Partners (DPs), among which are:

- The World Bank is currently implementing a project on Nigerian Public Sector Governance Reform and Development aimed at improving transparency, accountability, and quality in public finance and human resource management systems, with a view to strengthen governance in participating Nigerian States. It is worth mentioning that the World Bank in partnership with the US Embassy in Nigeria, the DFID funded project “Justice for All” and UNODC, supported the Code of Conduct Bureau (CCB) by training about 100 staff to strengthen their capacities in various areas.

- The United Kingdom Department for International Development (DFID) through the British Council has an ongoing project “Justice for All” (J4A), with substantial planned investment in the anti-corruption and

⁴ Indicative Programme, Federal Republic of Nigeria-European Commission, Country Strategy Paper and National Indicative Programme for the period 2008-2013

⁵ For instance, the 2007 Business Crime and Corruption Survey in Nigeria revealed that the two major obstacles for doing business in the country are crime (76%) and corruption (71%).

criminal justice sectors. The J4A addresses areas of legal and judicial development, public sector policy and financial management, human rights and security systems management and reform. Concerning anti-corruption, the planned activities of the J4A closely match those anticipated under the present project, as they pertain to a) improving the strategic and operational (investigation, prosecution and asset recovery) capacity of anti-corruption agencies; b) improving the preventive capacity of anti-corruption agencies; and c) improving national and international cooperation and coordination mechanisms of anti-corruption agencies⁶. Close coordination would be required during the inception phase and throughout project implementation to avoid overlap and duplication of support with the “Justice for All” project, as the target beneficiaries of the two projects are the same, including the Anti-corruption Agencies and Civil Society Organizations (CSOs).

1.4 Target groups

The ultimate objective of the project is that the whole population will benefit directly from public awareness and dissemination campaigns and indirectly from better delivery of services through improved management of public resources and reduced corruption. The project specifically focuses on facilitating the empowerment of civil society in the area of anti-corruption. This benefits government and non-government actors involved in social mobilization against corruption, ranging from relevant Ministries, Departments and Agencies to civil society networks and implementing partners.

Nigeria has a vibrant civil society sector that can, with some coordination and support, constitute an invaluable asset in the fight against corruption through its networks and access to the community at large. Therefore this project also aims to strengthen the participation of civil society organisations, by inter alia enhancing public participation through awareness raising activities and by implementing a grant scheme to strengthen the capacity and expertise of civil society in this area. Several entities were identified by the EU during the formulation stage of the project, and UNDP would reach out to these entities during inception phase to conduct a mapping of possible beneficiaries and more precisely design the support targeting them.

1.5 Gender and Human Rights

Gender and human rights are important considerations for the EU in its development assistance to Nigeria. The EU considers that the improvements sought in the administration of justice and governance should enhance gender equity, “while the expected empowerment of non-state actors should increase the degree of effective protection women enjoy under the law”. Concerning human rights, the EU emphasizes in the Country Strategy Paper that “much remains to be done to stop arbitrary police violence/killings, prevent wrongful imprisonment, improve inhumane prison conditions and address the lack of protection for vulnerable groups”.⁷

For UNDP, a **gender-sensitive approach** will be taken into consideration in implementing the present project, in line with established UNDP criteria for the provision of technical assistance and with ECOSOC resolutions 2011/5 and 2011/6⁸ to ensure that all activities have a fair percentage of women as direct beneficiaries.

In this regard, it is to note that while collecting and analysing data within the framework of this project, this data will be disaggregated by gender, as much as possible, to assess progress towards achieving gender equality and the empowerment of women. UNDP will, for instance, when undertaking training activities within this project, encourage the fair participation of women vis-à-vis the target groups. In addition, efforts will be made during the inception phase of the project to closely assess where different approaches will be needed to ensure that the needs of both men and women are addressed. As an example of these efforts, the

⁶ Justice for All, Component Three, Anti-Corruption, British Council

⁷ Indicative Programme, Federal Republic of Nigeria-European Commission, Country Strategy Paper and National Indicative Programme for the period 2008-2013, pages 44 and 67.

⁸ ECOSOC Resolution 2011/5, The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women and ECOSOC Resolution 2011/6, Mainstreaming a gender perspective into all policies and programmes in the United Nations system; <http://www.un.org/en/ecosoc/docs/res2011.asp>

grants scheme to be established under the third component of the project could facilitate specific gender oriented activities (grants to NGOs focusing on the role of women in anti-corruption prevention for instance).

Human rights are at the core of all work of the UN system and represent one of the three, interlinked and mutually reinforcing, pillars of the United Nations enshrined in the Charter, the other two pillars being peace and security, and development. UNDP will maximise the positive human rights impact of its work, and always takes the human rights perspective into account while planning its programmes. Thus, specific human rights measurables will be included in the monitoring plan of this project.

In planning and implementing activities within this project, UNDP also aims at ensuring the participation of all relevant stakeholders, including hard-to-reach and disenfranchised groups. Furthermore, UNDP must also ensure that its partners in the project, including national counterparts, civil society organizations and the private sector respect human rights principles and have a positive human rights record.

2. Project Description

2.1 Project Objectives, Outcomes, and Outputs

The overall objective of the project is to support Nigeria in its efforts to fight corruption. The expected outcome of the project is Civil Society Organizations empowered to increase the provision of services and their participation in AC activities enhanced.

The following are the expected outputs:

- Initial project outcome implementation plan developed incorporating baseline studies and analysis, as well as finalised log frames and work plans.
- Strengthen CSOs' capacities for project planning, implementation and reporting, as well as their expertise on A-C.
- Grant scheme for CSOs to contribute more effectively to the prevention and combating of corruption and to promote integrity, accountability and the proper management of public affairs and property.
- Assist in the expansion and strengthening of civil society anti-corruption networks.
- Support to enhance public participation through awareness raising and citizen engagement.

2.2 Location and duration

The activities of this project will be carried out mainly at the federal level, but will include stakeholders from across the country. The project will be implemented during a period of 57 months.

3.1 ANNUAL WORK PLAN 2013

Outcome 3: Civil society organisations empowered to increase their participation in AC activities enhanced (UNDP Implementation)													
Output 3.1. Initial project outcome implementation plan developed incorporating baseline studies and analysis, as well as finalised log frames and work plans													
Activities:	3	4	5	6	7	8	9	10	11	12	Amount Euro	Amount USD	
3.1.1: Recruitment of project personnel											62,979	81,609.54	
3.1.2: Capacity / gap / needs analysis and baselines											38,462	49,839.88	
3.1.3: Consult with representatives of key CSO stakeholder groups to discuss/brainstorm on the substantive direction of Outcome 3											19,231	24,919.94	
Output 3.2. Strengthen CSOs’ capacities for project planning, implementation and reporting, as well as their expertise on A-C													
Activities:	3	4	5	6	7	8	9	10	11	12	Amount Euro	Amount USD	
3.2.1: Assess and map current and potential anti-corruption CSO stakeholders.											38,460.16	49,837.50	
3.2.2: Consult on effective needs-based capacity-building strategy and work-plan to improve their capacities for project planning, implementation, and reporting on A-C											19,231	24,919.94	
Output 3.3. Grant scheme for CSOs to contribute more effectively to the prevention and combating of corruption and to promote integrity, accountability and the proper management of public affairs and property.													
Activities:	3	4	5	6	7	8	9	10	11	12	Amount Euro	Amount USD	
3.3.1: Develop grant scheme based on existing experience with CSO grants.											19,231	24,919.94	
Output 3.4. Assist in the expansion and strengthening of civil society anti-corruption networks													
Activities:	3	4	5	6	7	8	9	10	11	12	Amount Euro	Amount USD	

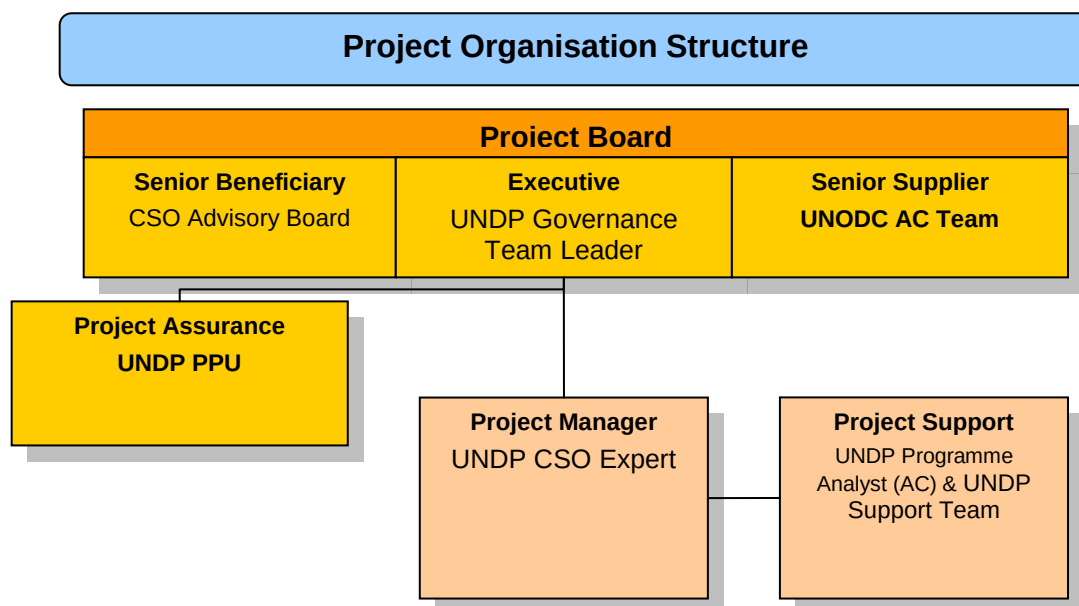
3.4.1: Assess current and potential anticorruption CSO stakeholders, including business associations and private sector organisations (to be implemented in conjunction with 3.2.1 above)												UNDP (to be impl. in conj. with 3.2.1 above)
Output 3.5. Support to enhance public participation through awareness raising and citizen engagement.												
Activities:	3	4	5	6	7	8	9	10	11	12	Amount Euro	Amount USD
3.5.1: Assess opportunities for anti-corruption citizen engagement											19,231	24,919.94
3.5.2: Consult on awareness raising and engagement strategy											19,231	24,919.94
Total programmable amount											236,056.16	305,886.63
Indirect support costs											11,802.81	15,294.33
GRAND TOTAL											247,858.97	321,180.96

3.2 Logical Framework

Project Objective: To support the Nigerian Government in its efforts in preventing and fighting corruption.			
	Indicators	Means of Verification	Risks
Outcome 3: Civil Society Organizations empowered to increase the provision of services and their participation in AC activities (UNDP Implementation)	- Change in CSOs' Organizational Capacity Index score	-Activity reports by UNDP CSOs' reports	Weak cooperation between relevant government agencies and Civil Society Organizations (CSOs) Reluctance of ACAs to facilitate the participation of CSOs in their activities
Output 3.1: Initial project outcome implementation plan developed incorporating baseline studies and analyses, as well as finalized log frames and work plans	-Study reports -Work and procurement plans -Log frame completed	-Analysis documents -Work and procurement plans -Log frame	Programme implementation is impacted by delays in recruitment and deployment of qualified and experienced staff
	<u>Activities relating to Output 3.1</u> Activity 3.1.1: Recruitment of Project Personnel Activity 3.1.2: Capacity/gap /needs analysis and baselines Activity 3.1.3: Consult with Representatives of Key CSOs' stakeholders groups to discuss/brainstorm on substantive direction of the component		
Output 3.2 Strengthen CSOs' capacities for project planning, implementation and reporting, as well as their expertise on A-C	-Number of CSOs benefiting from AC capacity strengthening training; -Number of CSO representatives trained (m/f)	- Questionnaires - Pre/post testing and training reports	Level of_capacity of CSOs to absorb technical assistance
	<u>Activities relating to Output 3.2.</u> Activity 3.2.1: Assess and map current and potential anti-corruption CSO stakeholders Activity 3.2.2: Consult on effective needs-based capacity-building strategy and work-plan to improve their capacities for project planning, implementation, and reporting on A-C Activity 3.2.3: Provide capacity-building and work towards enabling the grants scheme		
Output 3.3:	-Number and Value of grants disbursed	- Project reports	Limited interest and

Provide Grant scheme for CSOs to contribute more effectively to the prevention and combating of corruption and to promote integrity, accountability and the proper management of public affairs and property.	-Number of CSOs representatives trained on prevention and combating corruption -Number (and type) of AC activities implemented by CSOs from grants disbursed -Geographical coverage of AC activities implemented by CSOs from grants disbursed	- Assessment reports - Media reports - Pre/post testing and training reports	engagement among the CSOs
	<u>Activities relating to Output 3.3:</u> Activity 3.3.1: Develop grant scheme based on existing experience with CSO grants Activity 3.3.2: Design and implement first round of smaller grants with larger number of recipients Activity 3.3.3: Review success of first round and launch second round with most promising CSOs Activity 3.3.4. Provide capacity-building through the delivery of training packages to CSOs		
Output 3.4: Assist in the expansion and strengthening of civil society anti-corruption networks.	-Number of anti-corruption CSO network meetings facilitated -Number of joint AC activities implemented between and among CSOs	-Project reports -Meeting records, list of participants	Limited readiness and willingness among CSOs to cooperate with each other
	<u>Activities relating to Output 3.4:</u> Activity 3.4.1: Assess current and potential anti-corruption CSO stakeholders, including business associations and private sector organizations Activity 3.4.2: Consult on effective CSO anti-corruption cooperation strategy Activity 3.4.3: Promote existing tools to expand public-private partnerships on anti corruption.		
Output 3.5: Support to enhance public participation through awareness raising and citizen engagement	-Number of consultations and meetings held on awareness raising and public engagement strategy -Number of AC outreach materials (a) produced and (b) disseminated by supported CSOs -Estimated coverage of people through supported CSO awareness and public engagement activities -Number of AC awareness raising activities conducted by assisted CSOs	- Meeting attendance records - CSO reports - Assessment report	Limited interest among the general public on corruption issues

4. MANAGEMENT ARRANGEMENTS



In order to ensure the successful implementation of this large-scale project, an adequate professional and administrative structure will be put in place in the country office in Abuja, which will operate with the support and backstopping of UNDP Headquarters in New York, to ensure proper management and monitoring.

The Direct Implementation modality will be used, with UNDP taking on the role of Implementing Partner. Here, UNDP assumes overall management responsibility and accountability for project implementation.

The Direct Implementation Modality is being used because of the sensitive nature of some of the expected outputs, to ensure that CSO independence is maintained during anti-corruption campaigns. Also, to achieve coherency in implementation of the overall project, as UNODC in implementing the other Outcomes is using the DIM approach.

4.1 Staffing, Management and Coordination Arrangements

Implementation Principles

Funded by the EU's 10th EDF, the main project will be implemented by UNODC on the basis of a Standard Contribution Agreement. UNODC will lead the overall coordination; implementation, monitoring and reporting of this project and consult broadly with UN and non-UN development partners, including the UNCT. The purpose of these consultations would be to exchange information on different actors' interventions in the area of anti-corruption, avoid possible duplication, and share lessons learned and best practices. UNODC will directly implement the first two components of the projects and is working with UNDP for the implementation of the third component "Empowered participation of society" in line with the UN joint programming approach⁹, and in line with the Memorandum of Understanding (MoU) signed in

⁹ United Nations Development Group (2003), Guidance Note on Joint Programming, <http://www.who.int/hdp/publications/5d.pdf>

December 2008 between the two Agencies which focuses on cooperation and coordination particularly in the areas of governance, anti-corruption, rule of law and criminal justice reform. UNDP has acquired a strong experience in Nigeria in working with CSO's in the area of anti-corruption education, awareness and advocacy.

In implementing this project, UNDP will take an approach that aims at building ownership and sustainability with beneficiary CSOs. The preparation of yearly project work plans would require agreeing with these organisations/groups on priority areas of support identified in their medium-term strategies, in order to provide an assistance that would measurably contribute to progress towards their own objectives. This is in direct respect of the Paris Declaration emphasizing ownership, alignment and mutual accountability, and the Accra Agenda for Action on aid effectiveness. While making sure that project activities directly support the priorities of the beneficiary organizations, UNODC would also strictly conform to the terms of the Financing Agreement signed between the Government of Nigeria and the European Union on 19 March 2012, which limit the nature/scope of the actions that can be undertaken under the project.

Governance Structures

Civil Society Advisory Board

A Civil Society (CS) Advisory Board will be set up under the Component 3 of the project "Support to anti-corruption in Nigeria" with overall organization, composition and functions as follows:

Overall Objective:

The CS Advisory Board is set-up to provide a forum for project stakeholders to monitor the progress of project implementation and ensure ownership. Its specific objectives are as follows:

Specific Objectives:

The CS Advisory Board objectives are:

- Monitoring the overall progress and implementation of project activities and providing guidance for the different outputs;
- Ensuring timeliness and quality of implementation;
- Making inputs and reviewing semi-annual and annual project progress reports;
- Considering and reviewing the results of the Mid-Term Evaluation (MTE);
- Addressing specific issues raised by the MTE.

Composition:

The CS Advisory Board will be composed of:

- Representatives of key civil society sector stakeholder and other non-state actors;
- Government Anti-Corruption Agencies;
- UNODC with observer status;
- UNDP; and
- Such other members as the Committee may co-opt.

UNDP serves as a member of the Project **Management Committee (PMC)** that will oversee and validate the overall direction and policy of the bigger project, to monitor, supervise and co-ordinate the overall progress and implementation of project activities and provide guidance for the different components. The PMC will validate and approve the annual work plans prepared by UNODC with the contribution of UNDP for Outcome 3, the annual progress reports and the final report of the project. The PMC will be the primary body overseeing and monitoring project implementation and will meet twice a year, with the meetings organized by UNODC. It is made up of representatives of the NPC (Chairperson, as National Authorising Officer), the beneficiary agencies, UNODC, UNDP, and a representative of the EU Delegation in Nigeria (observer status).

A *monthly technical meeting* will also take place between the EU, the National Planning Commission (NPC) and the Project Support Unit (PSU) throughout project implementation, for a continuous exchange on the project related issues. This will be coordinated by UNODC and UNDP will be in attendance.

Implementation Structures

On the operational side, UNDP will attend UNODC Project *Support Unit (PSU)* which will be responsible for carrying out the day-to-day project operations with the specific target institutions. The PSU will consist of the long-term national and international staff, who would work closely with focal points from the beneficiary agencies as required. PSU meetings will be held with beneficiary agencies to exchange information and decide on the preparation and implementation of activities.

All Financial and administrative arrangements will be in line with established UNDP rules and regulations. In addition, UNDP will use a pool of national and international short-term technical experts to secure the necessary expertise that might be needed on a short-term basis for the implementation of the project. Expertise will also be sought from UNDP Regional Centre and Headquarters to provide support on technical issues.

Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) Services shall be charged to the project. To cover these GMS costs, the contribution shall be charged a fee equal to 5%. For direct costs incurred for implementation support services (ISS) provided by UNDP and/or an executing entity or implementing partner, as long as they are unequivocally linked to the specific programming project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project according to standard service rates.

This project shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

5.1 MONITORING AND EVALUATION FRAMEWORK

Technical and financial monitoring will be a continuous process. In addition to the reporting required by the Contribution Agreement with the EU, UNDP country office in Nigeria will employ its standard internal monitoring system, with regular progress reports including progress towards target values for key indicators included in the log frame. The logical framework will serve as a basis for measuring progress and final assessment and will be further refined and adjusted during the inception phase, to ensure that the indicators used are well chosen and are SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

Annual and Semi-annual project progress reports on the implementation of Outcome 3 of the Project will be made to UNODC. This will include specific narrative report on Outcome 3 following the European Union's Format.

In line with UNDP Evaluation rules and regulations, an external independent evaluation will be conducted at the end of the project in close coordination with UNDP Independent Evaluation Unit (IEU) and as per UNDP evaluation policy and handbook. The exact modalities will be jointly agreed upon between UNDP, and the CSO Advisory Board. The Project Support Unit will provide any support required for the organization and implementation of the evaluation, to be conducted by independent evaluators. The final report will be made available to the beneficiary country and to UNODC. One of the main objectives will be to assess the overall impact of the project, to identify gaps and to make recommendations for future possible interventions.

An evaluation strategy will be developed at the beginning of the project for all key activities to be carried out within the project. This will incorporate the establishment of baselines, an independent evaluation/assessment at the mid-term of the project, and one final external evaluation at the closure of the project.

6. Quality Management for Project Activity Results

OUTPUT 3.1: Initial project outcome implementation plan developed incorporating baseline studies and analyses, as well as finalized log frames and work plans		
Activity Result 1 (Atlas Activity ID)	Capacity/gap /needs analysis and baselines	Start Date: Q4, Year 1 End Date: Year 1
Purpose	To ensure the existence of accurate data for setting baselines and targets and also developing the annual workplan.	
Description	To commission baseline studies and CSO capacity Assessment studies.	
Quality Criteria	Quality Method	Date of Assessment
CSO Capacity Assessment	Reports	Year 1
Baseline Studies	Reports	Year 1

OUTPUT 3.2: Strengthen CSOs' capacities for project planning, implementation and reporting, as well as their expertise on A-C		
Activity Result 1 (Atlas Activity ID)	Provide capacity-building and work towards enabling the grants scheme	Start Date: Year 2 End Date: Year 4
Purpose	To enhance the capacity of CSOs in implementing AC activities.	
Description	This involves carrying custom made training activities for CSOs on specific project implementation areas and AC technical areas.	
Quality Criteria	Quality Method	Date of Assessment
Number CSOs trained.	Training attendance sheets	annually
Number of trainings held.	Training Reports	annually

OUTPUT 3.3: Grant scheme for CSOs to contribute more effectively to the prevention and combating of corruption and to promote integrity, accountability and the proper management of public affairs and property.		
Activity Result 1 (Atlas Activity ID)	Design and implement first round of smaller grants with larger number of recipients	Start Date: Year 2 End Date: Year 4
Purpose	Strengthen the participation of civil society organisations, by inter alia enhancing public participation in anti-corruption activities.	
Description	To design and implement grant schemes for CSOs for awareness and advocacy issues around anti-corruption.	

Quality Criteria	Quality Method	Date of Assessment
Number of CSOs awarded grants.	Copy of grant agreement	Annually
Value of Grants for CSOs	Copy of grant agreement	Annually

OUTPUT 3.4: Assist in the expansion and strengthening of civil society anti-corruption networks.		
Activity Result 1 (Atlas Activity ID)	Promote existing tools to expand public-private partnerships on anti corruption	Start Date: Q1, Year 2 End Date: Year 4
Purpose	To build broad based coalition on anti-corruption crusade including potential anti-corruption CSO stakeholders, including business associations and private sector organizations.	
Description	To develop and implement a CSO anti-corruption cooperation strategy that involves broad non-state actors.	
Quality Criteria	Quality Method	Date of Assessment
Number of anti-corruption CSO network meetings facilitated	Project reports	Annually
Number of activities supported with CSOs, private entities and ACAs participating	Meeting records, list of participants	Annually

OUTPUT 3.5: Support to enhance public participation through awareness raising and citizen engagement		
Activity Result 1 (Atlas Activity ID)	Design and implement AC Awareness and Engagement Strategy strategy with relevant UN, ACA & CSO partners.	Start Date:Q1, Y2 End Date:Y4
Purpose	To enhance AC awareness amongst the populace.	
Description	Consult on and implement awareness raising and engagement strategy.	
Quality Criteria	Quality Method	Date of Assessment
Number of activities supported to enhance citizens participation on AC	CSO and assessment reports	Annually
Number of AC outreach materials (a) produced and (b) disseminated	Outreach materials	Annually

7. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) between the Government of Nigeria and the United Nations Development Programme, signed by both parties on 12 April 1988, and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) 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;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

Mr. Bernardo Cocco, LPAC Chair / Deputy Country Director (Programmes), UNDP	
Ms. Lilian Ekeanyanwu, Head, Technical Unit on Governance and Anti-Corruption Reforms (TUGAR)	