

Annex 2

Proposed UN Mission Statement for UNDAF II: 2009-12

In the context of the country's international commitments:

The UN Country Team will support Nigeria in its efforts to secure a policy and institutional environment within which all citizens are active agents of development that distributes benefits equitably to the present generation without jeopardizing gains for future generations.

A. Strengthen Governance and Accountability (8 February 2008)

Nigeria's Stated Development Priorities:

- Combating Corruption/Improving Governance.
- Macroeconomic Framework: effective revenue and expenditure management.
- Good Governance and Sound Macroeconomic Management: (i) performance-based budget process; (ii) rigorous application of the provisions of the Fiscal Responsibility Bill; (iv) promotion of citizen participation in public budgeting and expenditure monitoring.
- Public Service Reform: evolve measures for service-wide inter and intra-sector linkages as well as for joining-up of services.

UNDAF Outcome A.1:

Resource mobilisation and public expenditure management at Federal level and in X States meet statutory standards of fiscal responsibility and requirements for achieving national development targets, consistent with the 7-Point Agenda and the MD/MDGs.

	Agency Outcomes	Outputs	Role of Partners	Projected Resource Targets (PRT) ¹
	<p>Agency Outcome A.1.1: Cross-sectoral planning and budgeting organisations and sectoral MDAs at Federal level and in X States able to develop medium-term plans to achieve key development targets in NEEDS2 and SEEDS2.</p> <p>(note: this Agency Outcome is cross-linked with Agency Outcomes B.1.1, C.1.1 and D.1.1)</p>	<p>A.1.1.1: Options for a transparent, participatory and integrated² planning and fiscal policy process developed for adoption at Federal and State level.</p> <p>A.1.1.2: A core 'toolkit' of methods and instruments for fiscal policy management piloted in selected institutions.³</p> <p>A.1.1.3: Data and analysis for effective cross-sectoral and sectoral development planning is in place.⁴</p> <p>A.1.1.4: Networks of expert practitioners are available to (a) formulate medium-term development and sector strategies/plans; (b) apply tools and techniques for fiscal policy analysis and planning; and (c) monitor and evaluate fiscal policies and budgets.</p>	<p>Partners such as CIDA, DFID, IMF, USAID and the World Bank have considerable experience and engagement in some of the same or complementary areas such as public financial management (PFM) and tax policy. Exchange of experiences as well as joint advocacy, financial and technical support are likely elements for collaborative work with the UN System. A suggestion has been mooted for the creation of a support facility which could provide a more strategic and coherent framework for donor assistance at Federal level and to States.</p>	<p>USD 43 million</p>

¹ PLEASE NOTE THAT THESE FIGURES ARE PROVISIONAL AND INDICATIVE, NOT COMMITMENTS. THEY INCLUDE BOTH ESTIMATES OF AVAILABLE RESOURCES AND TARGETS FOR RESOURCE MOBILIZATION – AND WILL BE SUBJECT TO CHANGE.

² Integration refers to multiple linkages: between annual and medium-term expenditure, sectoral and macro/cross-sectoral issues, and Federal, State and Local levels.

³ Possibilities include needs assessments, macro modelling (Federal), tax analysis and revenue forecasting, MTEF and budget preparation, budget tracking, and assessment of public expenditure performance (e.g. tracking surveys and public expenditure reviews).

⁴ As it relates to, for example: (a) costs and budgeting for NEEDS2/SEEDS2 targets and the MD/MDGs; (b) the fiscal space available for capital and recurrent spending; (c) the macroeconomic trade-offs arising from increased public expenditure at Federal and State level; and (d) the development and fiscal impact of climate change (effects, mitigation and adaptation).

<p>Agency Outcome A.1.2: Timely, reliable and accessible data available nationally and in X States on the MDGs and other social, environmental and economic targets in NEEDS2/SEEDS2.</p> <p>(note: this Agency Outcome is cross-linked with Agency Outcomes B.1.1 and C.1.1)</p>	<p>A.1.2.1: Organisational restructuring plans (where appropriate), systems redesign and a minimum skills base in place to manage functioning statistical systems.</p> <p>A.1.2.2: Key surveys within regular and coordinated national and State level data collection programmes generate timely, relevant and reliable data on MDG-based and other priority social, environmental and economic indicators.</p> <p>A.1.2.3: User-friendly and publicly accessible databases in place within key governmental planning agencies and MDAs with information on resource flows as well as MDG-based and other priority social, environmental and economic indicators.</p>	<p>DFID, USAID and the World Bank have considerable engagement in capacity development for better statistics as does the UN System. These elements could provide the basis for collaboration to minimise duplication and help achieve sustainable improvements in systems at Federal and State level.</p>	<p>USD 19 million</p>
<p>Agency Outcome A.1.3: Broad coalitions and/or campaigns involving non-state actors at Federal level and in X States create public demand for fiscal responsibility and effective use of resources for development.</p>	<p>A.1.3.1: Technical advisory services, grant-making facilities and skills development programmes set up to assist national and State coalitions to strategise, network, and develop and implement campaign initiatives.</p> <p>A.1.3.2: Tools and procedures are developed and demonstrated in civil society institutions to provide access to and disseminate information on resource flows and development performance. (note: this output is cross-linked to Agency Outcome A.1.2 above and output D.1.1.4)</p> <p>A.1.3.3: Selected civil society organisations, both formal and informal, have the analytic and advocacy skills to monitor, assess and communicate on fiscal policy issues.</p>	<p>The UN System is already engaged with the GCAP and ‘Make Your Money Work’ campaign coalitions and expects to deepen this partnership around a medium-term civil society-led and national campaign on the MD/MDGs.</p>	<p>USD 5 million</p>

Nigeria's Stated Development Priorities:

- Security, Law and Electoral Reform: electoral reform, internal security, law enforcement, justice.
- Combating Corruption/Improving Governance: new value orientation, enforcement of anti-corruption measures (zero tolerance), liaising with the following institutions on policies, strategies and programmes – ICPC, EFCC, Code of Conduct.
- Macroeconomic Framework: accountability and transparency in private and public sector financial management.
- Good Governance and Sound Macroeconomic Management: (iii) vigorous pursuit of 'Due Process'.
- Public Service Reform: reduce corruption in the public service.
- Cross-Cutting Issues: gender.
- Cross-Cutting Issues – Gender: to promote gender equality and women's empowerment in the social, political and economic sectors for sustainable democracy and development.

UNDAF Outcome 2:

Improvements in the three main pillars of accountable governance - elections, justice and anti-corruption - achieved in accordance with the rule of law and in response to public demand.

	Agency Outcomes	Outputs	Role of Partners	PRT
	<p>Agency Outcome A.2.1: National and State electoral organisations able to perform key functions⁵ associated with the planning, conduct and monitoring of free and fair elections, in collaboration with key stakeholders and in conformity with national and international standards.</p>	<p>A.2.1.1: Organisational restructuring plans, systems and skills developed for INEC and State IECs to hold well-organised, free and fair elections in 2011.</p> <p>A.2.1.2: Proposals developed, debated extensively and submitted as inputs into the electoral reform process, focused on: (a) transparent and enforceable rules, procedures and mechanisms for stakeholder⁶ participation in the conduct and monitoring of elections; and (b) other critical issues⁷.</p> <p>A.2.1.3: Skills and collaborative networks developed for national and State level CSOs as well as the print and electronic media to undertake specific elections-related activities⁸.</p>	<p>There is already a joint Donor Basket Fund (JDBF) funded by CIDA, DFID, the EU and the UN System which provides a common framework for advocacy, financing, technical support and partnership-building to sustain electoral reforms and promote free and fair elections. The JDBF is likely to play a central role in sustaining partnerships for this Outcome during 2009-12. USAID is also engaged substantively in electoral assistance with collaborative links possible with the JDBF during the UNDAF period.</p>	<p>USD 30 million</p>

⁵ Functions such as voter registration, constituency delimitation, election planning, communications, and domestic and international observation.

⁶ Political parties, female politicians, security agencies, print and electronic media and CSOs.

⁷ These proposals could address, for example, the autonomy of IECs, the voting system, reform of political parties (financing and internal democracy) and the role of the judiciary and security agencies

⁸ Potential activities include analysis and monitoring of political activity, civic/voter education and mobilisation, and election monitoring, observation, and reporting.

<p>Agency Outcome A.2.2: Judicial and security institutions at Federal level and in X States able to perform key functions necessary for the transparent, fair and timely consideration of key civil and criminal cases, in conformity with national and international standards⁹.</p>	<p>A.2.2.1: Updated and reformed procedures and systems for case management, judicial training and legal aid services identified and piloted, in line with relevant UN conventions and protocols.</p> <p>A.2.2.2: Reinforced systems of oversight and minimum service standards compliant with human rights legislation developed for police and prison service training and operations.</p> <p>A.2.2.3: Monitoring, documentation, reporting and enforcement mechanisms for promotion and protection of human rights operational at national level and in each of the six geopolitical zones (in selected CSOs and the National Human Rights Commission/NHRC).</p>	<p>The Justice Sector Coordination Group, comprising the EU, DFID, USAID, the UN System and World Bank plan to establish and build their cooperation around a framework for effective technical and financial support to the Government and CSOs.</p>	<p>USD 43 million</p>
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⁹ Functions relate to case management, legal aid, internal oversight, monitoring and reporting of compliance with national and international human rights legislation. The proposed cases relate to electoral and financial malpractice, drugs smuggling, human trafficking, child protection and juvenile justice.

<p>Agency Outcome A.2.3: Anti-corruption measures and procurement reform integrated further in key areas of public sector management at Federal level and in X States.</p>	<p>A.2.3.1: Technical assistance facilities in place for the development of draft public procurement bills, procedures and associated implementation plans at State and local level.</p> <p>A.2.3.2: Organisational designs, systems and training programmes in place for the establishment of procurement offices in government and/or to improve the operations of existing offices.</p> <p>A.2.3.3: Systems and skills developed in Federal anti-corruption bodies (EFCC and ICPC) – as well as current/future equivalents at State level – for timely detection and prosecution of offenders.</p> <p>A.2.3.4: Selected national and State level CSOs as well as the media have the skills, practices and experience to monitor corruption.</p>	<p>The EU provides significant financial support to the UN System to work with the Economic and Financial Crimes Commission (EFCC). The UN System also separately assists the EFCC. In addition, DFID, the UN System and the World Bank have jointly committed initial financing for the TUGAR unit (housed, for the moment, in NEITI) that is designed to monitor corruption trends and patterns in the country, commencing in 2008. There is a good possibility that these partnerships will provide the platform for continuing and expanded collaboration during 2009-12.</p>	<p>USD 39 million</p>
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Coordination Mechanisms and Programme Modalities:

The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Governance and Accountability) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.

With regard to other development partners, a donor coordination group on political governance (bringing together CIDA, DFID, EU, MacArthur Foundation, UNDP, OSIWA and USAID), chaired by UNDP, provides a cohesive basis for sharing information, coordinating work and, selectively, jointly providing financial and technical assistance. A subset of this group – CIDA, DFID, EU and UNDP - have also set up a Joint Donor Basket Fund (JDBF) to finance electoral assistance. In addition, a Justice Sector Coordination Group brings together the EU, DFID, USAID, UNODC and the World Bank.

B. Promote Productivity and Employment

Nigeria's Stated Development Priorities:

- Rural sector development: agriculture/land reform, manufacturing/SMEs.
- Regional development: erosion management/control, desertification, environment.
- Food security through growth in production output, employment generation, export expansion, supply of raw materials, domestic consumption and value addition.

UNDAF Outcome B.1.0:

Enabling policies and investments lay the basis for faster and more sustainable growth in output and employment in the rural economy¹⁰.

Agency Outcomes	Outputs	Role of Partners	RM Targets
<p>Agency Outcome B.1.1: Sectoral MDAs at Federal level and in X States able to develop evidence-based medium-term plans and budgets that support sustained growth and employment in the rural economy¹¹.</p>	<p>B.1.1.1 Systems and skills developed for sectoral MDAs to generate, analyse and interpret data on agriculture and other aspects of the rural economy.</p> <p>B.1.1.2 Research and analysis on key aspects of the rural economy is available to policy- and decision-makers as well as a wider audience of experts and the general public.¹²</p> <p>B.1.1.3 Policy and financing plans options are developed for expanding decent and productive work and employment in the rural economy, especially in agriculture and agro-industry.</p> <p>B.1.1.4 Labour market information systems in place to track employment in the rural economy and project human resource requirements for future growth and employment in the agricultural, agro-industrial and other sectors.</p> <p>B.1.1.5 A monitoring and evaluation framework is in place in selected MDAs to track public and private investment flows to the rural economy, especially to agriculture and agro-industry.</p>	<p>The UN system proposes to collaborate with the World Bank, DFID, EU, USAID, ADB and IFC that have considerable expertise and resources which can be brought to bear in the plan formulation budgeting and monitoring processes. . Together, these can form a basis for forging stronger partnerships in this outcome area.</p>	<p>USD 23 million</p>

¹⁰ The term 'rural economy' is used here in the broad sense of encompassing all economic activities taking place within the rural space as well as activities outside that space, including in urban and peri-urban areas (for example, along value and supply chains), which impact upon the rural space.

¹¹ These institutions would include, for example, Ministries of Agriculture, Water Resources and Commerce and Industry as well as SMEDAN

¹² For example, studies on the structure of production, employment and markets in agriculture and other sectors, access to services and infrastructure, and the business climate for MSMEs.

<p>Agency Outcome B.1.2: Revitalised approaches to business development and technology transfer increase productivity and employment in selected sectors of the rural economy.</p>	<p>B.1.2.1 Organizational change programmes in place to upgrade and link agricultural research and extension systems for technology development and dissemination.</p> <p>B.1.2.2 Selected organizations in the public and private sectors are equipped to serve as resource centres and clearing houses for transfer of business knowledge and technologies (e.g. from firm-to-firm, across sectors – especially agriculture and agro-industry - and between geographic areas).</p> <p>B.1.2.3 Change programmes in place to upgrade/reform vocational and training (V&T) and other educational institutions to link skills formation with the needs of the rural labour market, especially for agriculture and agro-industry.</p> <p>B.1.2.4: Renewable energy pilot projects provide a replicable and scalable model (technologically, financially and institutionally) for expanded and sustainable access to energy for increased employment, productivity and output in the rural economy.</p>	<p>The UN system plans to collaborate with the World Bank, DFID, EU, USAID, ADB and GTZ, that have the expertise and resources which complement those of the UN System in this outcome area.</p>	<p>USD 39 million</p>
<p>Agency Outcome B.1.3: Environmental policy, regulatory and enforcement agencies at Federal level and in X States able to establish and manage an integrated framework for environmental governance¹³.</p>	<p>B.1.3.1: Proposals prepared and dialogue processes lead to consensus on the principal challenges to environmental governance in Nigeria and priorities for policy, regulatory and institutional reforms.</p> <p>B.1.3.2: Technical advisory facilities in place to support change management programmes implementing a reformed framework for environmental governance.</p> <p>B.1.3.3: Networks of expert practitioners are available to undertake research and analysis on major environmental issues (for example, sustainable land management, climate change and renewable energy).</p>		<p>USD 5 million</p>

¹³ Integrated means across sectors (agriculture, manufacturing and extractive industries and services), types of issues (such as land and water management, pollution control, response to desertification and land and coastal erosion, and biodiversity protection), ownership structures (public, private, community and individual) and tiers of government (roles and responsibilities at Federal, State and LGA level).

Nigeria's Stated Development Priorities:			
<ul style="list-style-type: none"> • Build a robust private sector-led economy that enhances poverty eradication. 			
UNDAF Outcome B.2.0:			
Organized agents articulate demand for and enable equitable delivery of services for growth and employment in rural markets (credit, production and renewable energy technology, skills formation, business development, and market information).			
	Agency Outcomes	Outputs	Role of Partners
	<p>Agency Outcome B.2.1: Selected producer and creditor associations/networks and representatives of labour at Federal level and in X States engaged in key policy, legislative and budgetary processes affecting the private sector¹⁴.</p>	<p>B.2.1.1 Institutional mechanisms established to enable private-public sector dialogue on selected policy, legislative and budgetary issues.</p> <p>B.2.1.2 Selected private sector organizations/associations (formal and informal) have the analytical and advocacy skills to participate in policy, legislative and budgetary processes.</p>	<p>Partners such as the World Bank, DFID, EU and USAID have programmes in place for strengthening producers/marketing associations to engage in dialogue around policy formulation and legislative processes. Governmental institutions such as the Ministry of Labour and Productivity, Federal and State Ministries of Commerce and Industry, NACIMA, and MAN have established frameworks for collaborating with key stakeholders that can be tapped for partnership-building in this outcome area.</p>
			USD 14 million

¹⁴ The key processes includes those related to the preparation of long- and medium-term development and sector plans and strategies, annual budgets and tax, credit, business, labour market and environmental laws and regulations. The entities being referred to here include farmers' associations and cooperatives, associations of SMEs, organisations of large domestic and multinational corporations, employer organisations and labour unions.

<p>Agency Outcome B.2.2: Institutional and financing arrangements at Federal level and in X States increase scope for private sector participation in expanding access to services (credit, technology transfer, adaptation and development, skills formation, input and output marketing and product development).</p>	<p>B.2.2.1 Policy, regulatory and institutional changes and financing strategies are identified with stakeholder participation to incorporate private sector organizations/associations in the delivery of services to the rural economy.</p> <p>B.2.2.2 Guidelines and operational strategies exist and are tested to demonstrate the potential role of the private sector in service delivery to the rural economy, incorporating scope for public-private partnership and engagement of women/youth-led enterprises.</p>		USD 10 million
<p>Agency Outcome B.2.3: Innovations in employment generation and employment-based safety nets influence the design and implementation of labour market policies and investments for employment creation.</p>	<p>B.2.3.1 Reforms in institutional mechanisms and regulatory and financing frameworks identified with stakeholder support to promote socially responsible business enterprises.</p> <p>B.2.3.2 Proposals developed and consensus built on national policies for corporate governance, corporate social responsibility (CSR) and affirmative action for women.</p> <p>B.2.3.3 Demonstration projects identified and piloted on the basis of local context (e.g. on labour-intensive public works, employment guarantee schemes, social security systems).</p>	<p>The environment sector has not attracted the level of international assistance flowing to, for example, governance and the social sectors. Nevertheless, partners such as CIDA, the EU and the World Bank have considerable experience in environmental policy, legislation and capacity development of institutions – a basis, potentially, for joint advocacy, technical and financial assistance with the UN System.</p>	USD 4.5 million

Nigeria's Stated Development Priorities:			
<ul style="list-style-type: none"> • Drive and promote increased value addition to Nigeria's potentials in agriculture, minerals, oil and gas. • Ensure value addition to production such that investors could be encouraged to go beyond production of raw materials and processing. 			
UNDAF Outcome B.3.0:			
Enabling policies and investments for trade and investment stimulate businesses in the rural economy that are competitive in domestic, regional and international markets.			
	Agency Outcomes	Outputs	Role of Partners
	Agency Outcome B.3.1: Trade and investment policies and regulatory frameworks open up opportunities for value added production from agricultural, agro-industrial and extractive sectors. ¹⁵	B.3.1.1 Analysis of gaps between national policies and international/regional protocols and agreements affecting value addition available for policy- and decision-making. B.3.1.2 Consultation and dialogue processes lead to consensus on priorities for policy and regulatory reforms to promote sustainability and value addition in natural resource-based industries. ¹⁶	World Bank, DFID and USAID have experience, knowledge and programmes of support in this area. The UN system will work to forge a stronger coordination framework to support the achievement of this outcome.
			USD 8 million
Coordination Mechanisms and Programme Modalities:			
The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Productivity and Employment) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.			
Institutions at the national level such as the National Directory for Employment (NDE), SMEDAN and the Central Bank of Nigeria (CBN) have informal coordination mechanisms for consultation in plan and budget preparation and monitoring while more informal arrangements exist in such entities as Federal and States' Ministries of Commerce and Industry, National Planning Commission and micro finance institutions. In addition, the Federal Ministry of Agriculture, through the National Food Reserve Agency, has a formal coordination machinery for agricultural development and food security. The agricultural research institutes and the Raw Material Research and Development Council (RMRDC) also have formal mechanisms for technology development and transfer.			

¹⁵ The issues to be addressed could include, for example, product standardization, health and safety, labour, gas flaring and, more generally, sustainable utilization of natural resources.

¹⁶ The relevant issues in this regard could include the tariff structure, non-tariff regulations (including import bans), taxation (direct and indirect), business licensing, market information, product standardization and development of value chains.

C. Transform Social Service Delivery

Nigeria's Stated Development Priorities:

- Human Capital Development: education, health, skills acquisition.
- Human Infrastructure – Health: reduce infant, under-five and maternal mortality from the current levels by 10%, 10% and 30%, respectively, by 2011; enhancement and strengthening of the health system for delivering of effective, efficient and qualitative health systems.
- Human Infrastructure – Education: ensuring that, by 2015, all children particularly girls, children in difficult circumstances and those belonging to ethnic minorities have access to complete free and compulsory primary education of good quality; improve the quality of delivery of education at all levels.
- Cross-Cutting Issues: gender, HIV/AIDS.
- Cross-Cutting Issues - HIV/AIDS: a reduction of HIV/AIDS incidence and prevalence by a minimum of 25% by 2011.
- Cross-Cutting Issues – Gender: to promote gender equality and women's empowerment in the social, political and economic sectors for sustainable democracy and development.

UNDAF Outcome C.1:

Policies, investments and institutional changes enable access to quality social services to achieve NEEDS2 targets and progressive realisation of the MDGs (health, basic education, water and environmental sanitation and HIV/AIDS prevention, treatment and care).

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome C.1.1: The Federal Government and X States able to utilise evidence-based approaches to formulate policies and develop plans for improved social service delivery¹⁷ with clear and costed targets as well as feasible and transparent financing plans.</p>	<p>C.1.1.1: Data and analyses on social conditions, including on key disparities, and their underlying and structural causes are widely available and accessible to politicians, planners, civil society and the public.</p> <p>C.1.1.2: Tools and mechanisms developed for use in selected public sector and civil society organisations to enable public participation – notably of the poor and disadvantaged - in social policy and programme formulation.</p> <p>C.1.1.3: MDAs in the social sectors possess the competencies and can employ the tools necessary for policy formulation and planning for social service delivery.</p>	<p>The ADB, CIDA, DFID, EU, USAID, other bilateral agencies and the World Bank support policy formulation and improvement of governance and service delivery in the social sectors. Various surveys and databases are also supported by several of these development partners at Federal and State level. Building on current collaboration, the UN system expects to partner with most of these agencies on sector planning and service delivery during 2009-12.</p>	<p>USD 41 million</p>

¹⁷ Health, basic education, water and environmental sanitation and HIV/AIDS prevention, treatment and care.

<p>Agency Outcome C.1.2: X States provide quality and affordable social services in Y% of facilities¹⁸.</p>	<p>C.1.2.1: MDAs at State and LGA level have the management structures, systems and skills¹⁹ required for sustained service delivery and social mobilization to meet coverage, quality and cost targets.</p> <p>C.1.2.2: Y% of facilities have facility-specific management structures, systems, skills, equipment and supplies for service delivery and social mobilisation.²⁰</p>	<p>In addition to the development partners mentioned in relation to Agency Outcome C.1.1, the private sector, NGOs and faith-based organisations are delivering social services, suggesting the way to a possible broadening of the UN System's partnership framework in this area during 2009-12.</p>	<p>USD 311 million</p>
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¹⁸ The services are the same as those mentioned in footnote 17.

¹⁹ The possible skills set includes planning, M&E, financial management, human resources management and logistics.

²⁰ The facility-specific focus would be on MIS, supply management, quality assurance and community engagement and outreach.

Nigeria's Stated Development Priorities: As for Outcome 1.			
UNDAF Outcome C.2: Changes in individual/household behaviour reflect growing public engagement – especially of the poor and disadvantaged - in the achievement of better social outcomes.			
Agency Outcomes	Outputs	Role of Partners	PRT
Agency Outcome C.2.1: Groups and/or alliances of organizations stimulate public demand for and community participation in social service delivery in X States, with particular attention to the role of the poor and disadvantaged ²¹ .	<p>C.2.1.1: Organizations for social mobilization have the skills required to plan, deliver, monitor and evaluate programmes to reach at least Y% of households and communities.</p> <p>C.2.1.2: Positive behaviours and practices for better social outcomes known to at least Y% of the population.</p> <p>C.2.1.3: Tools, mechanisms and options developed and demonstrated in selected public sector and civil society organisations to enable (a) community participation in and (b) citizen feedback on social service delivery, paying special attention to the role of the poor and disadvantaged.</p>	Many NGOs, development partners, community- and faith-based organisations are participating in social mobilisation to create public demand for and participation in social service delivery. Some of them are already partners with the UN System but with a wider base of collaboration likely during the UNDAF period.	USD 28 million

²¹ The organisations would be from the public sector, civil society and the private sector at national and sub-national level. While retaining the emphasis on the poor and disadvantaged, further targeting within this approach would focus on adolescent youth, women of child-bearing age, and community/traditional/religious leaders.

UNDAF Outcome C.3: Country policies, plans and institutions provide the basis for preventing and managing cross-border threats ²² .			
Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome C.3.1: The Federal Government and selected States able to implement agreed international norms and conventions for the prevention and management of cross-border threats.</p>	<p>C.3.1.1: Public officials in relevant institutions are knowledgeable about international norms, conventions and mechanisms on the prevention and management of cross-border threats.</p> <p>C.3.1.2: Policy and legislative proposals in place for domestication of international norms and conventions on the prevention and management of cross-border threats.</p> <p>C.3.1.3: Relevant public institutions and civil society organizations have the planning and management competencies to handle cross-border risks and emergencies.</p> <p>C.3.1.4 Plans and functional surveillance systems in place for prevention and management of cross-border risks in selected States.</p>	<p>World Bank , USAID , DFID and EU as well as Italy, Canada and Norway have been providing support for the prevention and containment of cross border threats including HIV/AIDS, Avian Influenza (AI) and trafficking in persons. Future partnerships can be built on these existing engagements and specific collaborative actions with the UN System e.g. on AI and HIV/AIDS.</p>	<p>USD 14 million</p>
<p>Coordination Mechanisms and Programme Modalities:</p> <p>The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Social Service Delivery) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.</p> <p>There are a number of coordination bodies in the health sector (Health Partners Coordination Committee; Health Systems Forum; Country Coordination Mechanism). In addition, institutions at the national level such as NACA have formal coordination mechanisms for consultation in plan preparation and monitoring while more informal arrangements are in place in other key institutions such as the National Planning Commission, NBS and Ministry of Education. The Office of the SSAP/MDGs has established a coordinating committee to facilitate budgeting for and monitoring of the MDGs. The Ministry of Health is considering setting up a partner forum for coordinating health-related interventions. The NPC with its renewed emphasis on strengthening coordination at the Federal and State level can provide a strategic framework for donor assistance at both Federal and State level.</p>			

²² The main cross-border threats are seen in this context to be those related to public health (e.g. AI) and HIV/AIDS.

D. Reduce the Risk of Crisis, Conflict and Insecurity

Nigeria's Stated Development Priorities:

- Regional Development: Niger Delta
- Adoption of a holistic approach toward accelerated development and fostering of peace in the Niger Delta.

UNDAF Outcome D.1.0:

The Federal Government and X States in the Niger Delta able to secure a participatory policy and institutional environment conducive to sustained peace and equitable development.

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome D.1.1: Relevant Federal bodies and X States in the Niger Delta able to design and implement integrated development policies and plans in a transparent and accountable manner.²³</p>	<p>D.1.1.1 Proposals and technical assistance facilities in place for the Federal Government and States to develop the structures, systems and skills necessary to prepare, monitor and review fiscally responsible, multi-sectoral and medium term development plans.</p> <p>D.1.1.2 Conflict- and gender-sensitive guidelines, procedures and mechanisms exist for the participation of key stakeholders in the preparation, monitoring and review of development plans.</p> <p>D.1.1.3 Selected MDAs and LGAs have the management structures, systems and skills²⁴ in place for sustained implementation of development plans and institutionalised accountability to stakeholders.</p> <p>D.1.1.4 Tools and procedures prepared and demonstrated in key Delta-based public and civil society institutions to provide access to and disseminate information on resource flows and development performance.</p>	<p>The World Bank, EU, ADB and USAID have programmes on the ground and significant experiences in policy preparation and programme design which can be tapped in relation to this outcome. The UN system already has had extensive contacts with these partners and CSOs and is seen to have a leadership role to play in developing partnerships that could assist the Presidential Initiative on the Niger Delta.</p>	<p>USD 101 million</p>

²³ Integration in this regard refers to incorporation of links between sectors, levels (State-LGA-community), and between development and conflict prevention/management/resolution, environmental management, disaster risk reduction and emergency preparedness and response.

²⁴ The coverage of structures, systems and skills is expected to be reasonably comprehensive in the case of the selected MDAs and LGAs: planning and budgeting, M&E, financial management, human resources management, procurement and logistics management.

<p>Agency Outcome D.1.2: Government, communities, civil society and private sector organizations collaborate institutionally to address conflict prevention and management, internal security and emergency preparedness.</p>	<p>D.1.2.1 A common Niger Delta-wide early warning system for conflict and disaster prevention and management designed and piloted for scaling-up with the participation of key stakeholders.</p> <p>D.1.2.2 Guidelines, mechanisms and procedures for joint planning, monitoring and response developed for use by institutions/agencies involved in conflict prevention, management and resolution.</p> <p>D.1.2.3 Structures and mechanisms for community participation in conflict and disaster prevention and management, including internal security, piloted and replicated in selected areas of the Niger Delta.</p> <p>D.1.2.4 Guidelines for alternative dispute resolution tested in selected public institutions responsible for internal security and the administration of justice.</p> <p>D.1.2.5 Principles, processes and methods identified and tested to bring together Government, communities, civil society and the private sector to ensure sustainable management of natural resources, to protect the environment and livelihoods as well as minimise conflict.</p>	<p>As above.</p>	<p>USD 22.5 million</p>
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Nigeria's Stated Development Priorities:

- Security, Law and Electoral Reform: internal security, law enforcement.
- Significant reduction of crime and the enhancement of internal security.

UNDAF Outcome D.2.0:

State and non-state institutions responsible for crisis prevention and management and law enforcement ensure security of persons and property.²⁵

Agency Outcomes	Outputs	Role of Partners	PRT
<p>Agency Outcome D.2.1: The Federal Government and civic institutions in X States assess, prevent and manage the response to, natural and man-made crises.</p>	<p>D.2.1.1 Systems and skills updated in selected institutions to generate, analyse, interpret and disseminate data on natural and man-made crises.</p> <p>D.2.1.2 Institutional mechanisms established for early warning and timely response to natural and man-made crises.</p> <p>D.2.1.3 Participatory fora established, with gender balance, for dialogue and engagement between civil society, communities and the private sector on prevention and management of natural and man-made crises.</p>	<p>The World Bank, DFID, EU, USAID and the International Red Cross all have considerable experience and programmes of support in the management of conflict and emergencies. The UN system will need to examine options for working with these partners toward attainment of this outcome.</p>	<p>USD 8 million</p>

²⁵ This outcome applies to areas of the country outside the Niger Delta.

<p>Agency Outcome D.2.2 Selected Federal law enforcement agencies able to perform key operational functions to prevent and reduce crime whilst respecting human rights norms. (note: this Agency Outcome is cross-linked with and complemented by Agency Outcome A.2.2).</p>	<p>D.2.2.1 Key technical and operational capabilities upgraded in selected law enforcement agencies (e.g. crime detection, information management and mining, investigation, forensics and contingency planning).</p> <p>D.2.2.2 Structures and mechanisms developed for community-based crime prevention and management, including through pilot community policing initiatives in selected States (information gathering, participation and accountability).</p>	<p>The EU is currently assessing the possibility of enhancing the forensic and investigation capacity of the Nigerian Police Force. DFID will continue to support the community policing project. Both partners are collaborating with the UN System on these or related issues.</p>	<p>USD 20 million</p>
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Coordination Mechanisms and Programme Modalities:

The UNCT expects to take a step beyond shared results matrices and formulate Strategic Programme Frameworks (SPFs) for each of the 4 priority areas (such as Conflict and Insecurity) which will show how efforts and resources drawn from across the spectrum of resident and non-resident UN agencies, including through joint programmes in a limited number of strategic areas, will contribute towards the achievement of UNDAF outputs and outcomes. The Programme Management Team (PMT) reporting to the UNCT will be tasked with coordination and management in this regard.