

Project Implementation Manual

National Social Safety Nets Project (NASSP)

Version 1.0

First Release Date December 5, 2017

Second version: Revised November 2018

Third Version: Revised June 2019

TABLE OF CONTENTS

PART I: INTRODUCTION	2
CHAPTER 1: HOW TO USE THIS MANUAL.....	3
CHAPTER 2: INTRODUCTION TO THE PROJECT	6
2.1 Project Components.....	6
2.2 Beneficiaries	7
PART II: INSTITUTIONAL ARRANGEMENTS AND PROJECT MANAGEMENT	9
CHAPTER 3: INSTITUTIONAL ARRANGEMENT AND PROJECT MANAGEMENT: NASSP AND NATIONAL SOCIAL SAFETY NET COORDINATING OFFICE	10
3.1 Management and Institutional Fundamentals of NASSP.....	10
3.2 Institutional Arrangement at the Federal Level	10
3.3 Institutional Arrangement at the State Level	2119
3.4 Institutional Arrangement at the Local Government Level.....	2624
CHAPTER 4: INSTITUTIONAL ARRANGEMENT AND PROJECT MANAGEMENT: NATIONAL CASH TRANSFER OFFICE (NCTO).....	2823
4.1 Institutional Arrangement at the Federal Level	2823
4.2 Institutional Arrangements at the State level.....	3226
4.3 Institutional Arrangement at the Local Government level	3529
CHAPTER 5: CAPACITY BUILDING	3630
PART III: PLANNING AND EXECUTION OF THE PROJECT	3832
CHAPTER 6: ANNUAL WORK PLANS.....	3933
CHAPTER 7: COMPONENT 1: ESTABLISHING THE FOUNDATIONS FOR A NATIONAL SOCIAL SAFETY NET SYSTEM (TARGETING MECHANISM AND THE NSR)	4034
7.1 Living Standards Measurement Study (LSMS)	4034
7.2 Livelihoods Support	4034
7.3 Impact Evaluation	4034
7.4 Community-Based Targeting	4135
CHAPTER 8: COMPONENT 2: IMPLEMENTING THE HOUSEHOLD UPLIFTING PROGRAMME (HUP)	4438
8.1 Overview of the Household Uplifting Programme (HUP)	4438
8.2 Cash Transfers Under HUP.....	4639
8.3 Co-Responsibilities.....	4739
8.4 Payment System for Cash Transfers	4841
CHAPTER 9: LIVELIHOOD SUPPORT INTERVENTIONS	5246
9.1 Procedure for Enrolment and Targeting for Livelihood Support	5246
9.2 Livelihood Options	5347
9.3 Livelihoods Implementation and Guiding Principles	5448
PART IV: CITIZEN ENGAGEMENT: Communications, Social Accountability, GRIEVANCE REDRESS, AND GENDER MAINSTREAMING.....	5549

CHAPTER 10: Communications	5650
10.1 Communications Strategy	5650
CHAPTER 11: Social Accountability	5751
11.1 Regular Third Party Monitoring	5751
11.2 Annual Results and Resources Scorecard	5852
CHAPTER 12: GRIEVANCE REDRESS	5953
CHAPTER 13: GENDER MAINSTREAMING	6054
13.1 Strategies for Mainstreaming Gender in NASSP	6054
13.2 Gender Action Plan	6155
PART V: PROCUREMENT, FINANCIAL MANAGEMENT, AND OUTPUT-BASED DISBURSEMENT	6660
CHAPTER 15: FINANCIAL MANAGEMENT	6761
CHAPTER 16: OUTPUT-BASED DISBURSEMENT	6862
16.1 Audit Term of Reference	6963
16.2 Financial Templates	6963
PART VI: MONITORING, EVALUATION, AND PROJECT REPORTING	7064
CHAPTER 17: MONITORING AND EVALUATION	7165
17.1 Key Performance Indicators	7266
17.3 Progress Reporting.....	7468
17.4 Evaluation	7670
CHAPTER 18: MANAGEMENT INFORMATION SYSTEM	7973
18.1 Overview of the Project MIS.....	7973
Annex I: Memorandum of Understanding Signed by Federal Government and States	8377
Annex II: Description of Roles and Responsibilities NASSCO Staff	9185
Annex III: Description of Roles and Responsibilities: SOCU	9791
Annex IV: Description of Roles and Responsibilities: NCTO	10094
Annex V: Description of Roles and Responsibilities: SCTU	113103
Annex VI: Description of Roles and Responsibilities: LG Cash Transfer Team	119109
Annex VII: Terms of Reference for Independent verification of Output-Based Activities	121111
Annex VIII: NASSP Results Framework	128118
Annex IX: NASSCO Reporting Templates	139129
Annex X: NASSCO Progress Report Templates	141131

LIST OF ABBREVIATIONS AND ACRONYMS

API	Application Programming Interface
CCT	Conditional Cash Transfer
CBT	Community-Based Targeting
CBTT	Community-Based Targeting Team
CCT	Conditional Cash Transfer
CDO	Community Development Officer
CE	Citizen Engagement
CGAP	Consultative Group to Assist the Poor
COPE	In Care of the People
CPI	Consumer Price Index
CSDP	Community Social Development Project
CSO	Civil Society Organization
CT	Cash Transfer
CTF	Cash Transfer Facilitator
DA	Designated Account
FA	Financing Agreement
FGN	Federal Government of Nigeria
FM	Financial Management
FOCU	Federal Operations Coordinating Unit
PFMD	Federal Project Financial Management Department
GAC	Governance and Anti-Corruption
GDP	Gross Domestic Product
GHS	General Household Survey
GPF	Governance Partnership Facility
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HH	Household
HNLSS	Harmonized Nigeria Living Standards Survey
HQ	Headquarters
HR	Human Resources
HUP	Household Uplifting Programme
IBRD	International Bank for Reconstruction and Development
ICR	Implementation Completion Report
ICT	Information and Communications Technology
IDA	International Development Association
IE	Impact Evaluation
IFR	Interim Financial Report
IT	Information Technology
JSS	Junior Secondary School
LGA	Local Government Area
M&E	Monitoring and Evaluation
MCH	Maternal and child health
MDAs	Ministries, Departments, and Agencies
MDG	Millennium Development Goals
MIS	Management Information System

MMO	Mobile Money Operators
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTR	Mid Term Review
NAPEP	National Poverty Eradication Program
NASSCO	National Social Safety Nets Coordinating Office
NASSP	National Social Safety Nets Project
NBR	National Beneficiaries Registry
NBS	National Bureau of Statistics
NCB	National Competitive Bidding
NCTO	National Cash Transfer Office
NDE	National Directorate of Employment
NDHS	Nigeria Demographic and Health Survey
NGN	Nigerian Naira
NGO	Non-Governmental Organization
NIMC	National Identity Management Commission
NIN	National Identity Number
NSA	National Security Adviser
NSC	National Steering Committee
NSR	National Social Registry
OAGF	Office of the Accountant General for the Federation
OVP	Office of the Vice President
PforR	Program for Results
PA	Project Accountant
PDO	Project Development Objective
PIA	Project Internal Auditor
PIM	Project Implementation Manual
PIU	Program Implementation Unit
PM	Procurement Manual
PMT	Proxy Means Test
PWF	Public Workfare
RRM	Rapid Response Mechanism
SA	Social Accounting
SBD	Standard Bidding Document
SBR	State Beneficiaries Registry
SCTU	State Cash Transfer Unit
SDG	Sustainable Development Goal
SOCU	State Operations Coordinating Unit
SOE	Statement of Expenses
SOML	Saving One Million Lives
SORT	Systematic Operations Risk-Rating Tool
SP	Social Protection
SR	Single Registry
SSN	Social Safety net
TOR	Terms of Reference
TRIMING	Transforming Irrigation Management in Nigeria
TSA	Treasury Single Account

TTL	Task Team Leader
UNICEF	United Nations Children’s Fund
UPS	Uninterrupted Power Supplies
US	United States
USAID	United States Agency for International Development
USD	United States Dollar
UTC	Unconditional Cash Transfer
VP	Vice President
WB	World Bank
YESSO	Youth Employment and Social Support Operation

PART I: INTRODUCTION

CHAPTER 1: HOW TO USE THIS MANUAL

CHAPTER 2: INTRODUCTION TO THE PROJECT

CHAPTER 1: HOW TO USE THIS MANUAL

This Project Implementation Manual (PIM) for the National Social Safety Nets Project (NASSP) in Nigeria is a source of guidance on project concepts, objectives, principles and procedures.

The main objective of this manual is to guide the staff involved in the implementation of NASSP. It is designed to provide practitioners with a step-by-step approach to planning and implementing NASSP. The preparation of the manual considered the different levels and stages of the implementation of the project as well as other activities that will ensure the project's success. These include operational, financial management, procurement, disbursement, monitoring and evaluation, and other project management issues.

The procedures outlined here are consistent with the extant Laws and Acts of the Federal Republic of Nigeria as well as the procedures, rules and regulations guiding the activities of government Ministries, Departments and Agencies in Nigeria. This manual also conforms to the financial and procurement procedures of the World Bank. The implementation of NASSP is the responsibility of NASSCO, NCTO, Federal Financial Management Division, SOCU and SCTU.

HOW THE PIM IS ORGANIZED

The PIM is organized in a modular format in six parts:

Part I: Introduction. This includes two chapters:

- A “how to use” chapter
- An “Introduction” chapter which provides an overview of the project context, background, and components, and presents the development objectives and key performance indicators

Part II: Institutional Arrangement and Project Management. This includes three chapters:

- A chapter outlining the institutional arrangement and project management at National Social Safety Net Coordinating Office (NASSCO)
- A chapter outlining the institutional arrangement and project management at National Cash Transfer Office (NCTO)
- A chapter outlining staff capacity building.

Part III: Implementation Arrangements for Planning and Execution of the Project. This part includes three chapters on specific aspects of NASSP implementation:

- A chapter on the targeting mechanism and the National Social Registry, outlining the procedures for targeting and steps of Community Based Targeting (CBT).
- A chapter on the procedures for carrying out the targeted cash transfer, including information on the conditional and the top-up transfers.
- A chapter on livelihood support intervention which covers the process of enrolment and targeting, the livelihood options, and guiding principles for implementation.

Part IV: Citizen Engagement, Grievance Redress, and Gender Mainstreaming. This part includes chapters on:

- Citizen engagement, including the communications strategy and social accountability measures
- The Grievance Redress Mechanism of the project
- Gender mainstreaming across NASSP

Part V: Procurement and Financial Management. This part includes references to the extant Procurement and Financial Manuals (FM).

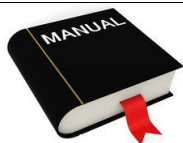
Part VI: Monitoring, Evaluation, and Project Reporting. This part includes a chapter which outlines:

- NASSP Outputs
- Process Evaluation
- Impact Evaluation
- Progress monitoring and the project management information system
- NASSP monitoring and evaluation indicators and reporting schedule

In addition to the main body of the document, a number of other key materials are included as annexes. Important reference manuals for various specific parts of NASSP, such as those for Procurement, FM, and Grievance Redress, are cited and linked where appropriate.

VISUAL TOOLS AND OTHER MANUALS

The PIM uses the following visual tools to draw attention to key principles, existing manuals, strategies, and other guidance which should be referenced for greater detail on a particular aspect of implementation.



These ‘manual’ boxes refer implementers to the primary guidance documents for various aspects of NASSP. These manuals are the most up-to-date and detailed guides and should be the primary reference guide for implementers.

Each box includes a hyperlink to the most recent manual available online, as well as a copy of the manual embedded as an icon for ease of access by those without reliable internet connections.

GUIDING PRINCIPLES BOXES

The core guiding principles for various aspects of the project appear in green tables throughout the report.

NASSP has a number of standalone procedures for procurement, financial management as well as operational manuals developed to address specific aspects of the interventions supported by the project, including: targeting and the use of CAPI as part of the Social Registry, the Targeted Cash Transfer Program, Grievance Redress, Communications, and Monitoring and Evaluation manuals. These manuals are meant to guide implementers in

greater detail than the PIM. Wherever possible the PIM has referenced these manuals and included copies/ links to the manual to ease staff access to these resources.

REVISION PROCESS

The PIM once approved by the World Bank shall be adopted by NASSCO and NCTO. In addition, each participating State shall adopt the PIM and all its annexes and enclosures and carry out the project activities in accordance with the arrangements and procedures set out in this PIM (see annex II, III, IV, V and VI). The manual or any of its provisions shall not be amended, abrogated or waived without prior approval in writing by the World Bank. The PIM will be revised one year from the effective date, thereafter revisions will take place every two years. It is the responsibility of the technical committee to undertake periodic revision of the PIM. The membership of the committee shall be drawn from the following MDAS:

- Ministry of Health
- Ministry of Education
- Ministry of Agriculture
- Ministry of Labour and Employment
- Ministry of Environment
- Ministry of Budget and Planning
- Ministry of Finance
- Ministry of Women Affairs
- National Bureau of Statistics

The PIM will be revised in line with the following procedures:

1. Initiation form will be designed and guidelines will be drafted by technical committee.
2. Core review team is appointed and tasks will be assigned to the document reviewers who will make a revised draft of the PIM.
3. A draft revision of the PIM will be shared with the wider committee members under NASSP for feedback and comments.
4. Feedback will be incorporated into a final revised draft which will go to World Bank to be signed off.

STATE ADOPTION OF PIM

Apart from signing of the MoU by the participating states, adoption of the PIM is a necessary requirement that will kick-start the implementation of the program at the state level. The procedures for state adoption of the PIM are as follows:

- I. The PIM will be forwarded to states;
- II. A stakeholders meeting and training will be held by NASSCO including NCTO, SOCU, SCTU and Permanent Secretaries for MDAs in which SOCU and SCTU are domiciled in all the participating states;
- III. Thereafter, states will be expected to give consent for PIM adoption;
- IV. Failure to give consent will result to exclusion from participation.

CHAPTER 2: INTRODUCTION TO THE PROJECT

The context of the NASSP is to provide safety nets system building blocks that will allow the Government to target and deliver a range of programs to poor households more effectively and efficiently. NASSP supports the Government's program by expanding access for poor households to targeted cash transfers to provide them with a basic social safety net while also developing systems at the Federal and State levels, such as the National Social Registry, for use by other safety nets and public programs.

NASSP will support the Nigeria Gender Policy, which names social protection as a key sector for promoting gender equality and mainstreaming gender in development interventions. In addition, by delivering social assistance and contributing to improved human capital development, NASSP is expected to stimulate demand for health, nutrition and education services, increase consumption, and promote productive investments that fuel the growth of opportunities amongst the poor. This focus on the demand side of services complements efforts by the Government to boost the availability, quality and accountability of social services.

The NASSP **Project Development Objective** (PDO) is to provide access to targeted transfers to poor and vulnerable households under an expanded national social safety nets system. NASSP will have national coverage, reaching at least 1 million households over a five-year period in at least 24 states.

2.1 Project Components

The broad structure of the project is to provide support for the design and implementation of the Government's National Social Safety Nets Project. The project has two main components:

- (i) Establishing the building blocks for a National Social Safety Net System
- (ii) Implementing a Targeted Cash Transfer

Component 1: Establishing the Foundation for a National Social Safety Net System

The first component focuses on two main sub-components which are to establish a National Social Safety Net System as well as provide the building blocks of the safety net system. It is aimed at building institutions and systems that will deliver targeted support to poor households across Nigeria. The system will be of national and local application, irrespective of funding sources or targeted beneficiary group and as such, it can be used by national and state governments, development partners, and civil society in the medium term among others who require it.

The first sub-component supports Government's decision to establish a coordinating office for social safety nets in Nigeria. It also includes support for the establishment and operationalization of a management office for targeted cash transfers; the National Social Registry (NSR); and establishment and operationalization of coordination and management structures in participating States and Local Government Areas (LGAs). The management and capacity building also involve NASSP support for effective data collection and a management

system. There is the need to ensure sufficient data availability; through NASSCO, NASSP will provide inputs into the design of the Nigerian Harmonised Living Standard Survey and the General Household Surveys (GHS) routinely undertaken by National Bureau of Statistic (NBS). Since the surveys have been routinely used by NBS to monitor poverty in Nigeria, they can be enhanced to include existing cash transfer beneficiaries and allow them to be used as a baseline for future evaluation by including a module covering social protection.

The second sub-component supports the process of establishing the foundation for a national social safety net system which includes the financing of investments in the main building blocks of the national social safety nets system. Five key processes are to be realized:

- i. A robust targeting mechanism which involves identification of the beneficiaries;
- ii. A unified national registry that include registration of the poor and vulnerable households into a database based on the community identified and community-ranked indices;
- iii. Payment systems that deliver through electronic forms, including mobile money, card-based payments, and additional e-payment solutions in such a way that cash transfers reach the beneficiaries directly, using payment service providers;
- iv. Monitoring and Evaluation (M&E) system which systematically monitor and evaluate the beneficiaries, the delivery of benefits and the impact of those benefits; and
- v. Management Information System (MIS) that manage operations, monitor indicators and results, and strengthen control and accountability of the program.

It should be noted that all these five key processes are expected to be fully integrated under NASSP.

Component 2: Implementing a Targeted Cash Transfer

The second component involves the implementation of targeted cash transfer. This provides the structure of financing safety nets transfers to targeted poor and vulnerable households included in the NSR, delivering regular and reliable transfers in a way that is accessible to beneficiaries and with benefit levels that are consistent with project objectives. The Targeted Cash Transfer comprises the Conditional Cash Transfer and the Conditional Cash Transfer with its structure of co responsibilities.

2.2 Beneficiaries

The program is targeted towards poor households¹ in Nigeria, identified through a combination of various targeting mechanisms and included in the National Social Registry (NSR). Each household will receive a base conditional transfer of 5000 Naira equal to about 15 percent of the national poverty line) per month. This base benefit is designed to ensure a minimum, reliable payment to promote consumption smoothing, address food insecurity and protect against economic shocks. Some targeted households will be eligible for an additional

¹ A household is defined as a group of people living together, eating from the same source and impacting on the well-being of each other either by contributing resources to or taking resources from a common pool.

monthly benefit of 5000 Naira, upon the completion of agreed co-responsibilities. Payments will be made on a regular basis, with the aim of making payments for base conditional and top-up transfers every two months. The primary caregiver (in most cases the woman) in a household will be the designated recipient of the payment and capacity building activities. The project will expand gradually to cover 4 million households in the National Social Registry and 1 million households (about 5 million individuals) for Targeted Cash Transfers by 2021, in a minimum of 24 states.

PART II: INSTITUTIONAL ARRANGEMENTS AND PROJECT MANAGEMENT

CHAPTER 3: INSTITUTIONAL ARRANGEMENT AND PROJECT MANAGEMENT: NASSP AND NATIONAL SOCIAL SAFETY NET COORDINATING OFFICE (NASSCO)

CHAPTER 4: INSTITUTIONAL ARRANGEMENT AND PROJECT MANAGEMENT: NATIONAL CASH TRANSFER OFFICE (NCTO)

CHAPTER 5: CAPACITY BUILDING

CHAPTER 3: INSTITUTIONAL ARRANGEMENT AND PROJECT MANAGEMENT: NASSP AND NATIONAL SOCIAL SAFETY NET COORDINATING OFFICE

The overall responsibility for provision of policy direction for NASSP rests with the Office of the Special Adviser to the President on Social Investment (SIP) in the Office of the Vice-President of Nigeria. This chapter provides details of the structure, management, and institutions of the social safety net system, and explains the institutional arrangements and project management. Specifically, it contains the arrangement for NASSCO while that of the NCTO is presented in the next chapter.

3.1 Management and Institutional Fundamentals of NASSP

The institutional arrangements and management of NASSP run through all the tiers of government in Nigeria, and are fully streamlined into the existing government structures and systems and there are different institutions at the Federal, State and Local Government levels. At the apex of the NASSP is the Office of the Special Adviser to the President on Social Investment in the Office of the Vice-President. This office supervises the project. [Table 1](#) provides the details of institutions providing oversight and coordination activities within the project.

Table 1. Institutions providing oversight and coordination activities within NASSCO

	Project Oversight	Project Coordination/Implementation
Federal level	<ul style="list-style-type: none"> Office of the Vice President Special Adviser to the President on Social Investment National Steering Committee 	<ul style="list-style-type: none"> National Social Safety Nets Coordinating Office (NASSCO)
State	<ul style="list-style-type: none"> Ministry, Agency or Department in Charge of Planning in the State 	<ul style="list-style-type: none"> State Operations Coordinating Unit (SOCU)
Local Government	<ul style="list-style-type: none"> Local Government Desk Office 	<ul style="list-style-type: none"> Community Based Targeting Team (CBTT)

3.2 Staffing:

For overall administration of NASSP, key staff as indicated on both NASSCO and NCTO organogram shall be recruited following the PIU's recruitment guidelines, but as a general principle each of the institutions will have two categories of staff:

1 – Civil servants posted to the projects as in the case of Staff of the PFMFD and BPP, or recruited through a transparent competitive process.

2 – Consultants:

- a) Long Term consultants on a renewable term
- b) Ad-hoc or short-term consultants as defined by their terms of engagement

3 – Heads of Department or Management Staff.

As far as possible all Heads of Units/departments must be occupied by Civil Servants of not lower than Assistant Director, or long-term consultants with requisite number of years of experience and qualification.

As a general principle of staff administration for both NASSCO and NCTO:

(i) All Staff are treated as staff of the institutions and the approved staffing handbook, other relevant policies and the civil service regulations and conditions of service shall apply at all times.

(ii) Contracted staff shall operate on the basis of the stipulations in their contract and guiding principles listed in (i) above.

(iii) Staff will be managed through a performance management strategy/plan as approved. They will on annual basis and as appropriate agree with their line managers sets of objectives for the year with clear deliverables that their performances will be managed against. Staff performance plans will be documented and their incentives (if eventually approved); capacity building or training will be tied to it.

(iv) In addition, all staff are to

(a) serve the program faithfully and obey all lawful instructions,

(b) To show a sense of personal responsibility and pride for the volume and quality of work produced. The principle of ‘a fair day’s work for a fair day’s pay’ must be imbibed,

(c) To devote all their time, energy and ability during working hours to further the interest of the program and to refrain from other occupations or interest that is detrimental to the interest of the program,

(d) To develop and exhibit a high standard of discipline, honesty, efficiency and productivity,

(e) To accept criticisms and to proffer constructive suggestions for the improvement of systems, methods, efficiency and working condition of the program, and

(f) To exercise personal care of all machinery, equipment, tools, materials and amenities provided for the use of the program Staff.

(g) To adhere to project internal policies and respect the project chain of command irrespective of their ranks or grade level.

Tenure

Civil Servants posted by appropriate Federal or State government authority to NASSP shall be dedicated to the program for the duration of the operation and reviewed every 3 years. Change of Staff, on very good reasons, shall be adequately communicated to the funding partner. (Note that World Bank may stop release of funds, where and when staff changes have not been agreed.)

3-23.3 Institutional Arrangement at the Federal Level

NASSP institutional arrangements at federal level are designed to ensure compatibility and synergies with other safety nets programs, which can be federal-level, state-level or other interventions. This institutional arrangement involves both the oversight and the coordination functions. The National Social Safety Nets Coordinating Office (NASSCO) was

established under the Office of the Vice President to coordinate social safety nets programs in the country. The institutional arrangement for management of NASSP at federal level is presented in [Figure 1](#)[Figure 2](#).

3.2.13.3.1 Project Oversight at the Federal Government Level

The main oversight function for NASSP rests with the Vice President of Nigeria, with a statutory body called the National Steering Committee (NSC) actively performing the function. The NSC is a multi-sectorial and inter-ministerial body for policy and oversight of NASSP chaired by the Vice President. Membership includes Ministers of relevant MDAs with social safety net mandates and those with a technical mandate in the implementation of NASSP, representatives of the national legislature, organised private sector and civil society (see [Table 2](#)[Table 2](#)). The Special Adviser to the President on Social Investments is the Political Head, reporting directly to the Vice President, who provides policy direction, coordination and oversight of NASSCO as well as all Social Investment programs.

National Steering Committee (NSC)

The National Steering Committee provides high level support, guidance and oversight of progress. Members do not usually work on the project themselves, rather it is a decision-making body which provides policy oversight to ensure the success of the project.

Table 2. National Steering Committee (NSC)

Major Role
<p>The main responsibility of the NSC is to ensure dialogue and joint oversight of program implementation at a strategic level. Other responsibilities include:</p> <ul style="list-style-type: none"> • Providing a clear understanding of the projects’ scope and the organization’s strategic goals; • Ensuring project performance of activities and approving project deliverables; • Governance of the projects; helping to resolve issues and policy decisions; • Providing direction and guidance to the projects.
Membership
<ul style="list-style-type: none"> • Vice President – Chair • Minister of Health • Minister of Education • Minister of Agriculture • Minister of Labour and Employment • Minister of Environment • Minister of Budget and Planning • Minister of Finance • Minister of Women Affairs • Representative of the Senate committee on poverty alleviation

<ul style="list-style-type: none"> • Representative of the House of Representative committee on poverty alleviation • Special Adviser on Social Investments – Secretary
<p>Responsibilities</p>
<ul style="list-style-type: none"> ➤ Set policy framework for the implementation of the various social safety net programs grouped under the four main thematic areas (social jobs, social infrastructure, basic and conditional cash transfers). ➤ Review progress reports by taking decisions based on the analysis of NASSCO on the appropriate responses to issues emerging during the implementation of the programs. ➤ Serve as a platform to approve delivery standards for social safety nets and enhancing adoption. ➤ Determine and create an organizational structure that will sustain the project and review the assessment team’s goals and objectives, work program and activity schedules, etc. ➤ Identify, recruit, screen and select qualified individuals to be members of the assessment team. ➤ Establish a regular meeting schedule; extend invitations to appropriate participants. ➤ Establish a technical committee. ➤ Bi annual meetings

National Technical Committee

The National Technical Committee (NTC) is responsible for reviewing the budget and work plan of NASSP to ensure synergy amongst projects for better optimization of resources. It should provide sectoral technical guidance into NASSP delivery; establish a mechanism for use of lessons/information from NASSP to facilitate delivery of MDAs; and establish standard relationships with partners both within and outside of government.

In order to carry out the business of the NTC in a timely manner, three types of subgroups of the NTC may be formed. The groups address the four major needs for activity within the TC.

Table 3. The National Technical Committee

Major Role
<p>The main responsibility of the NTC is to ensure implementation and professional discussions of issues and evaluations. Other responsibilities include:</p> <ol style="list-style-type: none"> 1. Coordinate development of and modifications to the abstract specifications. 2. Coordinate development and adoption of implementation specifications. 3. Act on specification change proposals (acceptance, rejection and conditional acceptance). 4. Responsible for appraisal, evaluation, approval and recommendations of various documents and proposals.
Membership
<ul style="list-style-type: none"> • NASSCO Management • Head NCTO • Head YESSO • Head CSDP • MBNP, Finance, Women Affairs, Agriculture, Environment, Education, Health, Youth development.
Responsibilities
<ul style="list-style-type: none"> ➤ Clear annual work plans and budgets for the implementation of the programs. ➤ Review progress reports by taking decisions based on the analysis of NASSCO on the appropriate responses to issues emerging during the implementation of the programs. ➤ Monitor the MoU agreements between Federal and State governments and with other partners to ensure that roles and responsibilities are being implemented as agreed. ➤ Monitor the impacts of the NASSP activities. ➤ Serve as a platform to approve delivery standards for social safety nets and enhancing adoption. ➤ Facilitate implementation of NSC decisions across programs; ➤ Create synergy across programs for optimization of use of resources and impact; ➤ Provide appropriate links between government, development partners, private sectors and NGOs. ➤ Coordinate and consolidate information from the various programs; ➤ Generate knowledge to inform policy and programming, as well as ensuring policy coherence. ➤ Disseminate and publish policies and guidelines; ➤ Integrating, harmonising and coordinating programs, ➤ Establishing the building blocks for basic administrative and management systems. ➤ Quarterly meetings

3.2.23.3.2 Project Coordination at the Federal Government Level

The federal level arrangement for the coordination of social safety nets programs rests with NASSCO. The key objectives are:

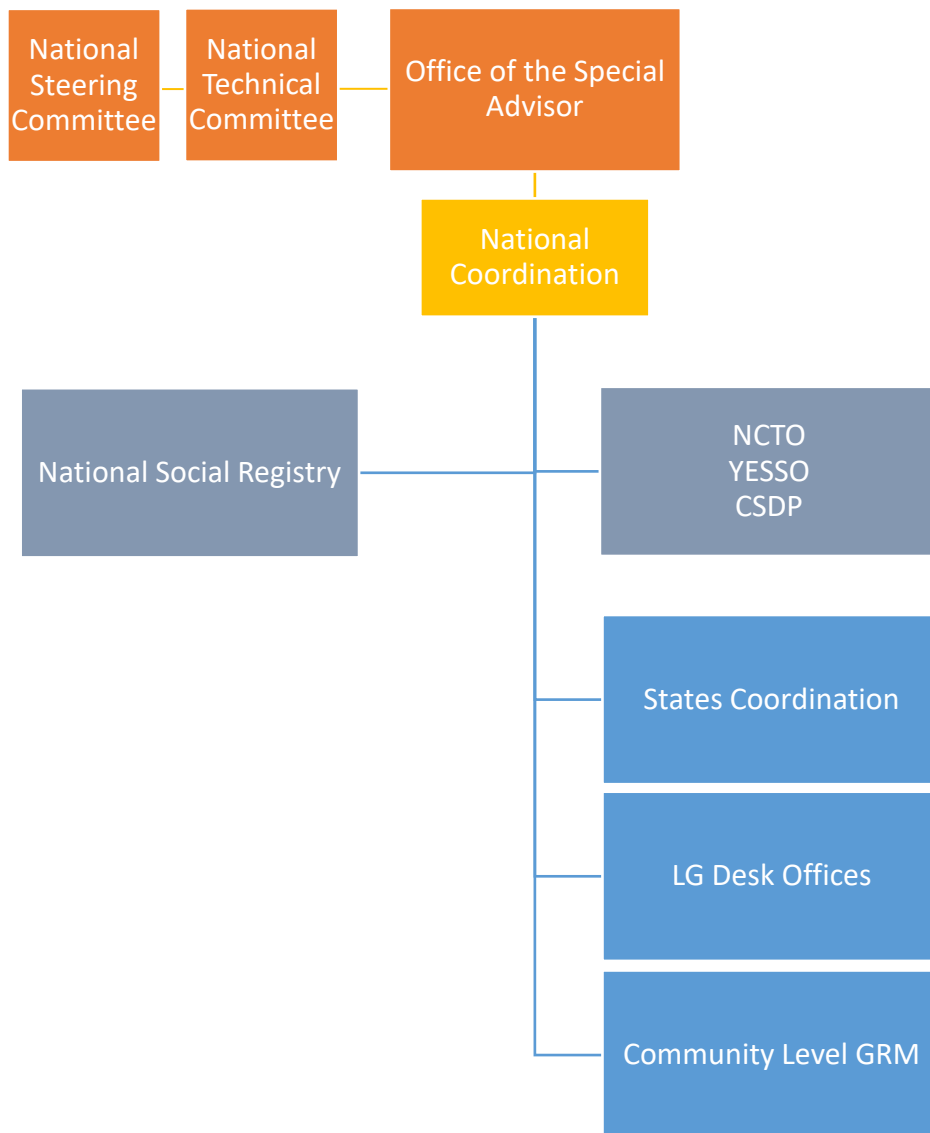
- (a) integrating, harmonising and coordinating social safety nets program,
- (b) establishing the building blocks for basic administrative and management systems for reaching the poor and vulnerable; and
- (c) ensuring policy coherence in the social protection sector.

As the main coordinating platform and leadership for safety nets system in Nigeria, NASSCO's role includes coordination, policy standard and platforms for a National Social Registry (NSR) and payment system. It's institutional and governance structure is outlined in [Figure 1](#)~~Figure 2~~, while its hierarchical structure for providing oversight and coordination functions is presented in [FIGURE 2](#)~~Figure 3~~.

The core responsibilities of NASSCO include the following:

- Create synergy across programs for optimization of use of resources and impact;
- Coordinate and consolidate information from the various social safety net programs;
- Conduct identification and registration of PVHHs
- Establish and facilitate the use of the NSR
- Generate knowledge to inform policy and programming (e.g. livelihoods, knowledge management)
- Ensure efficient communication and facilitate knowledge management and experience sharing;
- Facilitate implementation of NSC decisions across programs;
- Disseminate and publish social safety net policies and guidelines; and
- Provide appropriate links between government, development partners, private sectors and NGOs on social safety nets.

Figure 12. Institutional and Governance Structure of NASSCO



The organisational structure of NASSCO is presented in [FIGURE 2](#) ~~FIGURE 3~~.

The office is headed by a National Coordinator, who is a senior civil servant (not below the rank of a Director) or its equivalent or above the directorate cadre from the private sector or International Development background, that will provide continuity, experience in public administration and ability to build relationships across the numerous MDAs with social safety net programs. He/she will be responsible for day-to-day management, planning and coordination and information management.

The National Coordinator manages the various NASSCO sub-units to execute their mandates at all levels of implementation. As the administrative and operational head of NASSCO, the National Coordinator supervises the departments; ~~which are~~ Office of the National Coordinator; National Social Registry; Program Operations (Co-ordination of SSNs); Policy & Program Development and Establishment of Standards for SSNs Delivery Systems (PPDS); Finance & Administration; and Monitoring & Evaluation Research & Learning. ~~responsible for~~

Finance and Administration, Policy Planning and Liaison, Monitoring and Evaluation, and the NSR.

The Finance and The Management Team, comprising all Heads of Department, is led by the National Coordinator (NC), who is the Chief Executive of NASSCO. The NC oversees the activities of NASSCO and is responsible for the day-to-day management, planning, coordination and provides direction to execute the program mandates at all levels of implementation. The NC provides technical leadership and management of all other diverse departments of NASSCO, including coordination of SSN, programs monitoring & evaluation; research & Learning; and Policy and program development and establishing SSN standards as well as direct oversight to procurement, audit and State Offices coordinating functions.

The NC will also directly supervise programme operations including work plan management, knowledge management, targeted stakeholders' engagement, capacity building and training and liaison with other SSN implementing government Agencies and donors.

He is assisted in the above functions by five key officers:

Technical Assistant: This role reports to the NC and leads on technical reviews of reports for the attention of the NC. The Technical Assistant will lead on collating and producing NASSCO technical report including the quarterly and semi-annual programme narrative reports.

Secretary: The secretary manages mails (in and out going) correspondences for the NC and is responsible for administrative and logistics functions of the NC office, which will also include managing the NC's calendar.

Procurement Officer: This Officer is responsible for the procurement functions of NASSCO; and liaises with State offices in consultation with the NASSCO Administration on procurement and provides technical support and guidance to NASSCO and SOCUs.

Internal Auditor: The Internal Auditor manages the internal audit functions of NASSCO and serve as backstop for SOCU internal auditors in the States.

State Liaison & Procurement Assistant: The officer sits under the office of the NC and lead on coordinating communication, procurement and activities in the States for the attention of the NC. The job role coordinates communications between the NC and the State Coordinators.

National Social Registry: This department is responsible for the facilitation and development of the National Social Registry, which includes poverty mapping, assessment, identification and registration of poor and vulnerable households (PVHHs) across participating states as well as warehousing the electronic database. It is also responsible for Managing Information System of NASSCO.

NSR Operations and Oversight: This is responsible for the targeting process and supporting States to ensure that standards are followed and adhered to in the building of the SR. It liaises with the States on all matters related to the SR.

NSR MIS: The management of the NSR is supported by an MIS department, which provides support to NASSCO in performing its role of coordination and monitoring and evaluation of key social safety nets programs. NASSCO MIS provides a dashboard on

all activities, outputs and key performance indicators (KPI's) of social safety net programs at Federal and State levels. It focuses on increasing the operational efficiency of NASSCO and SOCUs as well as increase the transparency and accountability in the use of public funds for social protection.

NSR Data Analysis Specialist: Responsible for managing the data quality of the NSR including the conduct of regular checks on incoming data and validating same for approval before upload to the NSR. It is the quality assurance unit of the NSR.

GRM Officer: Responsible for managing the Grievance Redress mechanism of NASSCO in direct contact and liaison with SOCU Coordinators and their team.

Program Operations (Coordination of Social Safety Nets): This is responsible for coordinating SSN program under NASSCO including the collation and review of annual budgets and work plans, quarterly, semi-annual and annual reports, review of requests for approval of the NC and coordinating feedback on reports. It is also responsible for managing the capacity building efforts of NASSCO both Institutional and Individual The department work in close collaboration with the Human Resources and Administration team for individual staff capacity building.

Capacity Building: Responsible for both internal and external capacity building of NASSCO, SOCU, relevant MDAs, CBOs and other stakeholders on social protection.

Stakeholders Engagement and SSNs Coordination

The Sections is responsible for managing all partner and stakeholder relationship including the engagement of new partners and building the relationship thereof. It also leads in managing relationships with relevant Government MDAs and the National Assembly.

Policy and Program Development and Establishing Standards for SSN: This is responsible for programme design and development for social protection in the country, Policy and standard setting for SSNs and lead on the roll out of the NSPP.

Program design: Using evidences from programme implementation, research and the analysis of the NSR, this section leads in the design of appropriate programs for social protection in the country. It will also maintain and repository of relevant program implementation models, data base of Social Protection program inventory that NASSCO could make reference to or draw from for more purposeful programming and avoid duplication of efforts.

System Strengthening Specialist (Policy & Standards):

This unit is responsible for setting guidelines and standards across SSN implementation. Lead on the roll out of the Social Protection Policy in support of the Ministry of Budget and Planning, and the institutionalization of the Social Protection.

Monitoring and Evaluation, Research and Learning and Communication: This department takes the in the M & E initiatives of NASSCO as well as research & learning and communication.

Monitoring and Evaluation

The M&E department is responsible for coordinating the overall performance of NASSCO through M&E, ensuring that the goals and objectives are adequately met.

Research and Learning

Responsible for the setting and managing the NASSCO research agenda; harnessing learnings from program implementation and feedback to inform program improvement and development.

Communication and Dissemination: Responsible for external communication including engagement with the media. Also responsible for disseminating program products and research findings through appropriate medium including info graphics, policy briefs etc.

Finance and Administration: The Finance and Admin department is responsible financial and administrative functions, including budgeting, payroll, book keeping, financial reporting, administration, store keeping, human resource management etc.; ensuring that the programme meets its targets and objectives.

Finance

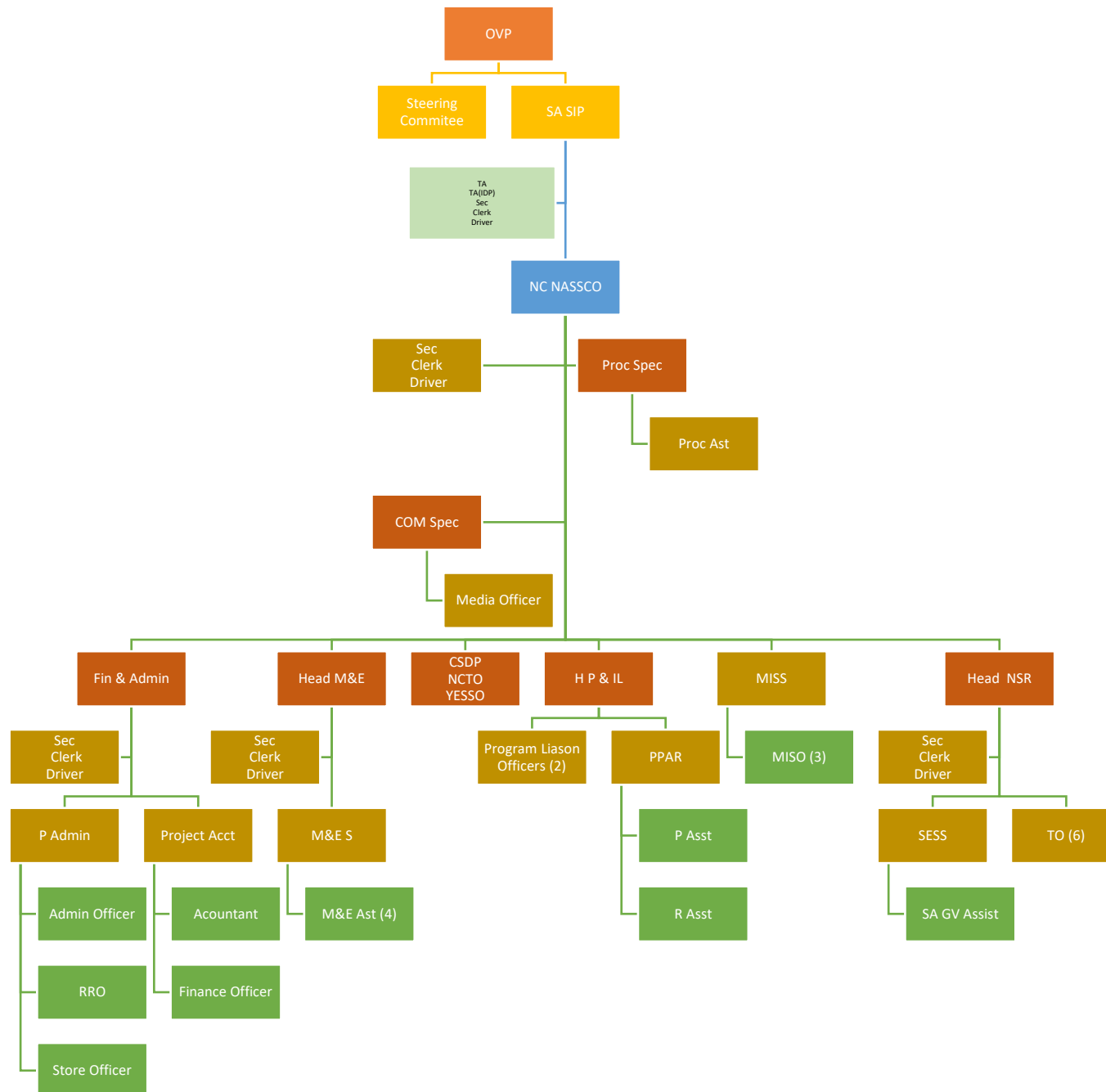
Responsible for all finance management functions of NASSCO and will be under the leadership of the Project Accountant.

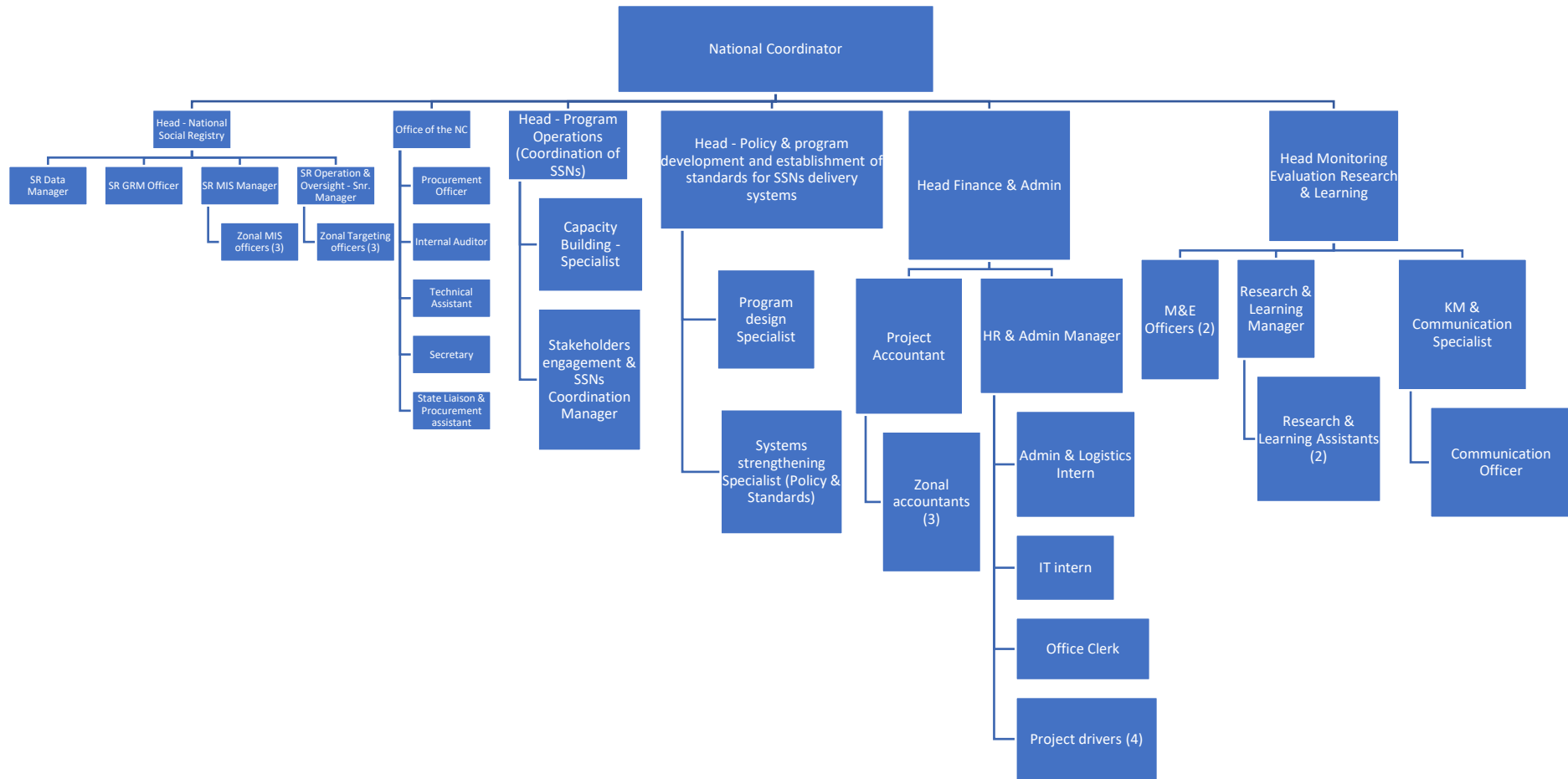
Administration

Responsible for admin functions of NASSCO including, store management, registry (files), human resource management, Information technology, logistics, inventory and assets management.

~~Administration department is responsible for financial management and administration, which are essentially to facilitate the activities of other arms of NASSCO. This department shall be adequately staffed with professional accountants with experiences in implementing donor assisted projects and deployed from the Federal Projects Financial Management department of the OAGF. The structure of staffing is provided in the organogram. The Monitoring and Evaluation department is responsible for overall M&E of NASSCO and will serve as the M&E hub. Also, it houses baseline and impact evaluation data. The head of the unit is an M&E specialist supported by at least two M&E officers. The National Social Registry department is responsible for determining the poorest LGAs, and facilitating the identification of poor and vulnerable households (PVHHs) across participating states, as well as production and warehousing of the NSR. States shall be supported by Targeting Officers who are charged with facilitating the training of Community Based Targeting Teams (CBTTs) from LGAs. The management of the NSR is supported by an MIS specialist and officers. (See Annex II for detail description of positions in NASSCO.)~~The structure of staffing is provided in the organogram.

FIGURE 23. NASSCO ORGANIZATIONAL STRUCTURE





Legends

S/N	Abbreviation	Full-Description
1	SC	Steering Committee
2	OVP	Office of the Vice President
3	SA-SIP	Special Advisor on Social Investment Programs
4	ACCT	Accountant
5	MISS	MIS Specialist
6	MISA	MIS Assistant
7	M&ES	Monitoring & Evaluation Specialist
8	M&EA	M & E Assistant
9	GRO	Grievance Redress Officer
10	MO	Media Officer
11	SA/GV-O	Social Accountability / Gender and vulnerable Officer
12	P-ACCT	Principal Accountant
13	P-Admin	Principal Administrator
14	TS	Targeting Specialist
15	TO	Targeting Officer
16	TA	Technical Assistant
17	SO	Store Officer
18	H-P & IL	Head Program and Interagency Liaison
19	PPAR	Policy Planning Analyst and Research
20	R-Asst.	Research Assistant
21	P-Asst.	Planning Assistant
22	Com-S	Communication Specialist
23	MO	Media officer
24	FO	Financial Officer
25	H-NR	Head of National Registry
26	AO	Administration Officer
27	SESS	Social & Environmental Safeguard Specialist
28	RRO	Records and Registry Officer
29	DO	Desk officer
30	T-Asst	Team Assistant (SIP)

3.2.33.3.3 Relationship Between NASSCO and Other Federal Government Social Protection Programs

The main mandate of NASSCO is to provide effective coordination across institutions responsible for social protection interventions. Its management is responsible for approving overall technical standards, reviewing performance, resolving implementation bottlenecks and ensuring complementarities of field level interventions. This calls for a clear and effective relationship with other institutions running social programs. The formal relationship is managed by the NASSCO National Management Committee.

The National Management Committee made up of the management team of each of the projects for coordination of all government programs in the sector, supporting a national system for efficient social program coordination and response. It is chaired by the NASSCO National Coordinator and membership includes Project Coordinators from social programs, as well as management officers of NASSCO. The coordination mandate of NASSCO has commenced with current domiciliation and oversight mandate on the Youth Employment and Social Support Operations (YESSO), Community and Social Development Program (CSDP), and the National Cash Transfer Office (NCTO). While NASSCO provides a coordinating function for all the constituent programs, the different programs have their own operational procedures and principles which enable them to work towards attaining their specific project development objectives. The interactions between them are defined and they all have reporting responsibilities to NASSCO which has supervisory responsibility over all of them.

The mandate of the Management Committee includes the following:

- a) To ensure synergy of operations by all the various projects so that they can work in harmony and establish complementarities towards optimization of resources use;
- b) To review the performance of the various units as well as the whole project;
- c) To approve procurement above the threshold that the PIUs can approve; and
- d) Reporting on overall impacts amongst others.

Table 4. Membership of NASSCO Management Committee

<ul style="list-style-type: none">• National Coordinator and also as secretariat• Coordinator of YESSO• Coordinator of CSDP• Coordinator of NCTO

For effective coordination, there shall be a quarterly review meeting of the NASSCO Management Committee. In addition, as much as possible, NASSCO shall be invited to meetings organised by each of the PIUs in which their respective states and implementation units are in attendance. Similarly, NASSCO shall invite the PIUs to any quarterly policy level meeting that may have bearing to their mandate.

Notwithstanding these, all the PIUs retain their operational structures and staff composition and shall constitute their individual management teams. However, The National Coordinators of the collaborating units would submit quarterly and annual reports to NASSCO National Coordinator, who ensures these are summarised and forwarded to the SAP-SI. The M&E

teams (NASSCO and PIUs) shall collaboratively design the reporting formats. The financial fundamentals of NASSCO and the PIUs are such that the implementation of the approved budget and work plan shall be the full responsibility of individual PIUs.

3.3.3.4 Institutional Arrangement at the State Level

NASSP is open to all states of the federation. The Federal government requires that States sign an MOU to establish the partnership and guide project delivery. The MOU contains the minimum requirements and defines the roles and responsibilities of States and LGAs. (Text of the MOU is available in Annex I.)

3.3.13.4.1 State Engagement with NASSP

State engagement with NASSP is subject to the following three requirements:

1. Signing of MOU with NASSCO. (Annex I)
2. Setting up a State Operations Coordinating Unit (SOCU) and a State Cash Transfer Unit (SCTU), including:
 - Agreed capacities and positions to be internally advertised with interviews guiding identification and deployment of staff;
 - Provision of office and equipment (by State government), ensuring basic facilities computers, internet access, etc.; and
 - Verification and assessment of staff, office space and equipment of SOCU and SCTU to be undertaken by NASSCO/NCTO to ensure minimum requirements are met.
3. SOCU to be domiciled in the ministry responsible for planning and SCTU in agreement with NCTO in an MDA as defined by the state government.
4. Consent of the state on poverty ranking as shared by NASSCO.
5. Constitution of CBT and CTFs teams by the Local Government in line with NASSCO and NCTO guidelines respectively.

3.3.23.4.2 Project Oversight at the State Government Level

The success of the program rests largely on obtaining the buy-in of the states. Incentives for State participation will be introduced through full Federal financing for building the social register of the PVHs and the targeted cash transfers, as well as State-level costs related to targeting. Project oversight rests with the SOCU in collaboration with the relevant States MDAs. The specific roles of the State Planning MDA are to: facilitate the establishment of SOCU with a full complement of staff as per NASSCO guidelines (i.e. officers are engaged after state-wide internal advertisement for positions, candidates are interviewed, and recommendations are made to NASSCO for review and clearance before deployment); provide office and equipment; confirm poverty ranking of LGAs and selection of the poorest as per information shared by NASSCO; provide technical guidance to SOCU; and interface with the LGAs, amongst others.

3.3.33.4.3 Implementation Arrangement at the State Level

SOCU will be housed in and report to the State Office of Planning. Key staff of SOCU will include the Coordinator and heads of Operation (responsible for building the State social register), M&E, Accountant and the State Registry. SOCU will report to a supervising authority on quarterly basis, usually the Permanent Secretary who reports to the state government.

3.3.3.13.4.3.1 SOCU Structure

SOCU is headed by a State Coordinator who supervises the other key officers in the three main departments: Finance, M&E, and State Social Registry (SSR). The heads of these units have subordinate staff who are technocrats and civil servants with tenure contract/appointment. On a quarterly basis, SOCU will report to the State-appointed supervising authority. The organisational structure of SOCU is presented in

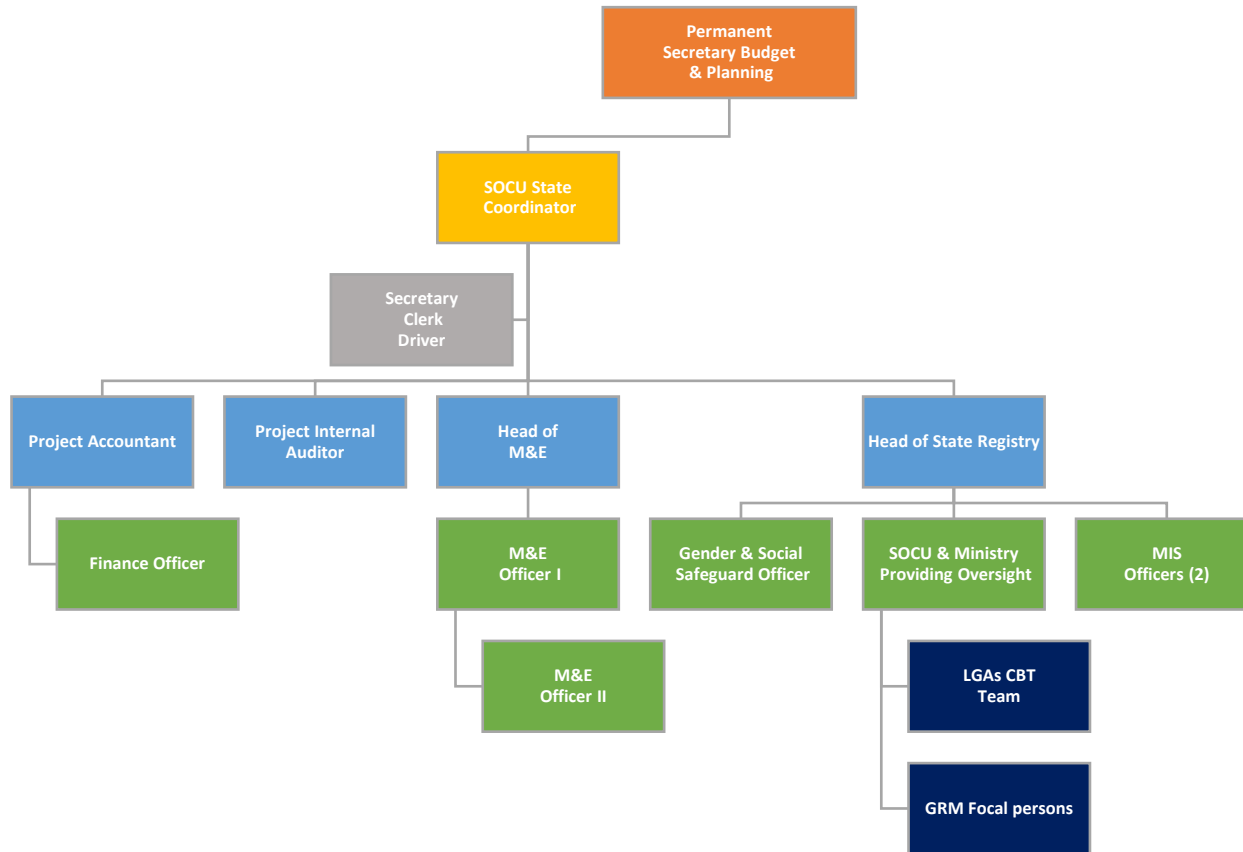
FIGURE 3 ~~Figure 4.~~

The Operation/State Registry unit of SOCU is responsible for: (i) facilitating the constitution and screening of CBTT; (ii) coordinating the training of the targeting team and their deployment to facilitate community identification of the PVHHs; (iii) ensuring that households are identified using established CBT process; and (iv) ensuring that enumerators capture comprehensive information of the identified households and upload that to the SSR and NSR. The unit is supported by other officers. The head of state social registry unit houses state data, including the SSR. The Finance Unit is responsible for financial management and administration to facilitate other activities of SOCU. (See Annex III for detail description of positions in SOCU.)

Table 5. State Operation Coordinating Units (SOCUs)

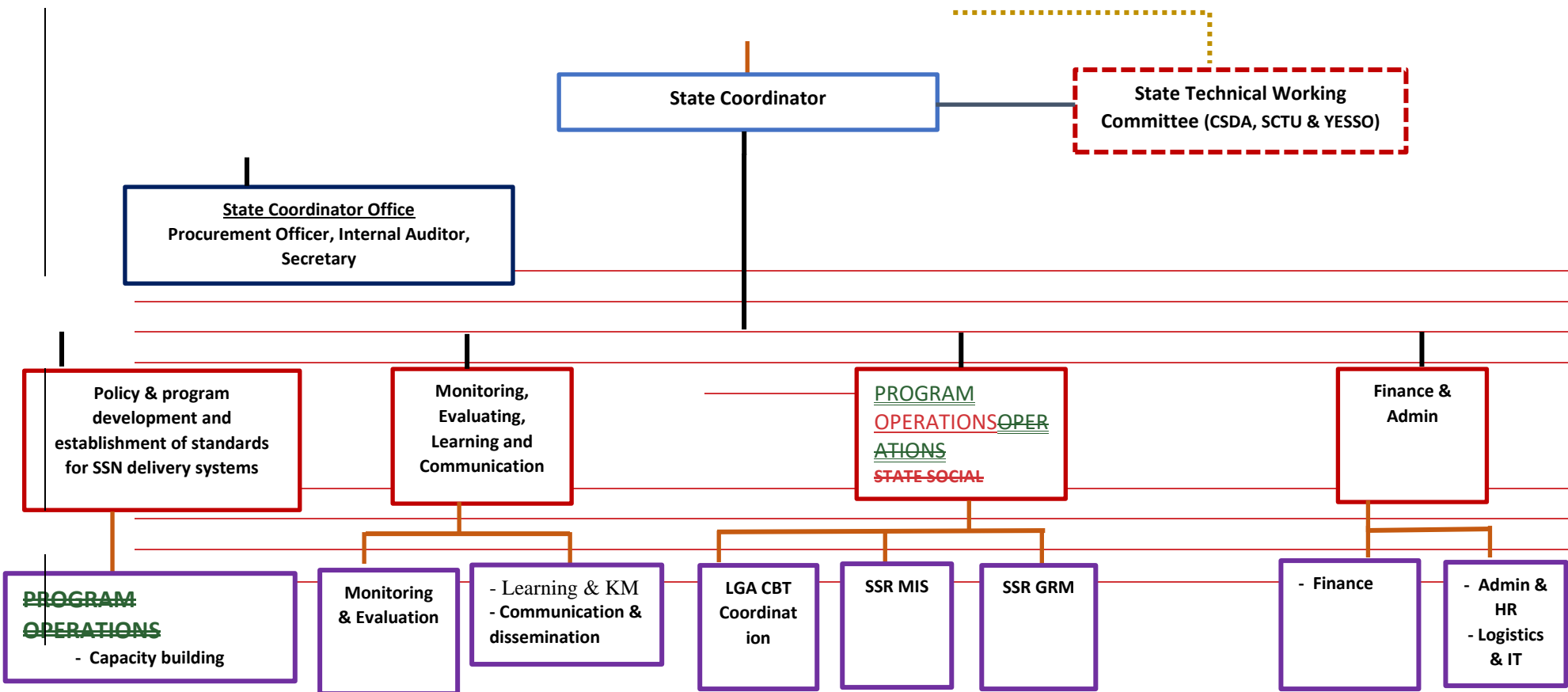
Major Role
Overall coordination, development, and management of the SSR.
Responsibilities
<ul style="list-style-type: none"> ➤ Establishment and management of the SSR; ➤ Facilitating the utilisation of information and data; ➤ Facilitating identification and selection of CBTT in partnership with the LGAs; ➤ Ensure training of CBTT from selected LGAs; ➤ Facilitation of CBT through CBTT; ➤ Supervise the CBT process in each LGA to ensure compliance to procedures; ➤ Ensure data collected from individuals in poor households is entered into the SSR; ➤ Facilitate access to PVHHs data by intervention programs for purposes of mining; ➤ Review and validate information being collected from identified PVHHs; ➤ Update HHs information on a periodic basis or as needed ➤ Share SSR data with NASSCO; ➤ Submit progress report to NASSCO monthly, quarterly and annually; ➤ Management of M&E/MIS at the State level; ➤ Management of grievances arising from targeting process and liaising with SCTU on other grievances as necessary; ➤ Make data available under established protocol to other state-level pro-poor interventions.

FIGURE 34. THE ORGANIZATIONAL STRUCTURE OF SOCU



STATE OPERATIONS COORDINATING UNIT (SOCU) ORGANOGRAM





3.43.5 Institutional Arrangement at the Local Government Level

Each Local Government Area (LGA) will establish two desk offices (one each for State Registry and Cash Transfer) responsible for the overall project implementation at the LGA level per guidelines provided by NASSCO. In this section, we describe the structure for the desk office in charge of CBT.

The CBTT is established in the LGAs with a mandate of carrying out CBT in communities. The desk officers are staff not below GL 10 and specifically trained for the expected activities. Each CBTT shall include six officers: the LGA Community Development Officer will serve as the lead with three others from departments with experiences in community engagement including the National Orientation Agency (NOA) officer, these four will be supported by two officers, one each from SOCU and the planning MDA at State level. In addition each team supervises six enumerators whose basic responsibility shall be collection of information from identified PVHHs. The criteria provided by NASSCO shall guide constitution of this team to be assessed by the SOCU and reviewed and cleared by NASSCO.

So as not to disrupt operations, all identified, trained and deployed CBTT will be expected to remain in the LGA throughout the duration of the assignment. They would be based at the LGA but assigned a number of communities to supervise and should not be posted out of the LGAs for a specified period of time. The desk office submits monthly progress report to SOCU.

Table 6. Desk Office: Community-Based Targeting (CBT)

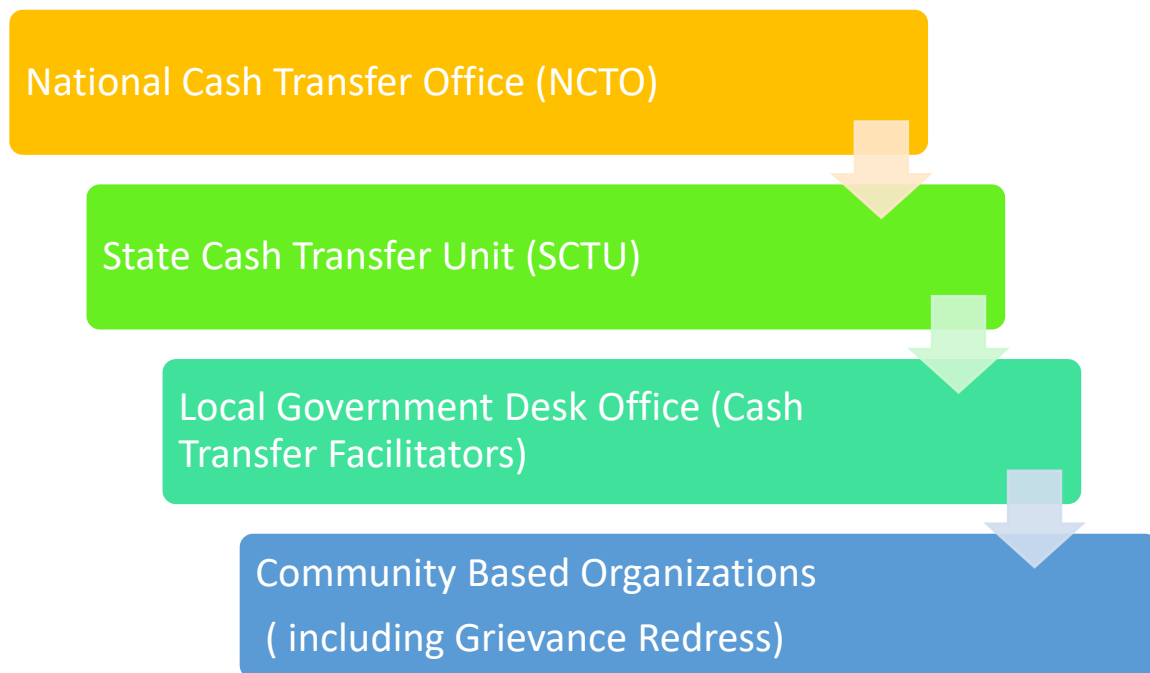
Major Role
Facilitation of CBT process at community level for identification of PVHHs and collection of data about individuals in the households.
Membership
<ul style="list-style-type: none"> ✓ LG desk officer ✓ Community Development Officer (CDO) ✓ Planning Officer ✓ Representative of the state agency responsible for data management with community engagement experience ✓ Representative of SOCU for technical support on the process ✓ Enumerators
Responsibilities
<ul style="list-style-type: none"> ➤ Facilitates community stakeholder sensitisation, mobilisation and community engagement; ➤ Mobilises the communities for orientation and awareness for the program; ➤ Organises Focus Group Discussions (FGDs) for community members for selection of the poorest and most vulnerable households in respective communities; ➤ Enumerates the poorest and most vulnerable households by administering a checklist to the identified households; ➤ Compiles the list of the poorest and most vulnerable households in communities;

- Guides the community in the selection of the GRM focal persons, at least one of whom is female, who are to serve as community-level grievance redress person, using certain criteria (acceptability, communication savvy, etc.);
- Facilitates identification of GRM at community level; and
- Submits progress reports to LGA and SOCU.

CHAPTER 4: INSTITUTIONAL ARRANGEMENT AND PROJECT MANAGEMENT: NATIONAL CASH TRANSFER OFFICE (NCTO)

This chapter deals with the institutional framework and management of the National Cash Transfer Program, otherwise known as the “Household Uplifting Program” (HUP). The National Cash Transfer Program (NCTP) is the intervention arm of NASSP which seeks to facilitate cash transfers and build capacity of beneficiaries for graduation out of poverty. As with NASSCO, NCTO maintains offices in the State and LGAs, each with its clearly defined roles and responsibilities. At the helm of the management structure is the NCTO with the mandate to deliver the targeted cash transfer across the country. The actual implementation happens at the State level through the State Cash Transfer Unit (SCTU) which manages and coordinates the targeted cash transfers and livelihoods interventions. Each LGA establishes a cash transfer team to implement activities at the community level. The hierarchy of the institutions is shown in [Figure 4Figure-5](#).

Figure 45. Institutional Structure for National Cash Transfer



4.1 Institutional Arrangement at the Federal Level

NCTO has overall management responsibility for the targeted cash transfers, including implementation of Federal-level activities and oversight of State-level implementation. NCTO will be led by a Program Coordinator who will be responsible for project management specifically linked to administration of the cash transfers and livelihoods interventions. This will include annual work plans, budget, training plans, procurement plans, M&E, grievances, technical support to states, and stakeholder engagement. There are five main units under the Coordinator which are: Finance/Administration, MIS, Operations, Payments, and M&E. In

addition, there are also officers responsible for procurements, GRM, and Audits reporting to the Coordinator.

Program Management Committee (PMC)

There shall be a management committee to be headed by the National Program Coordinator (NPC) with the four Heads of Departments: Finance & Administration, Management Information System, Monitoring & Evaluation, and Operations as members. The Administrative Officer shall serve as Secretary. The functions of the management committee are:

- Review workplan vis-à-vis set targets for each unit and measure performance.
- providing update on program implementation to the NPC to aid decision making;
- approve expenditure above the limit of the NPC;
- responsible for the appointment, discipline and welfare of non-management staff.

Recruitment/Appointment of staff

Staff shall be recruited from the civil service through a competitive process and deployed to NCTO. The process of recruitment of staff shall involve internal advertisement of the positions in the Federal Civil Service and interested candidates with requisite expertise shall apply after which an interview shall be conducted to select the more qualified candidate. The list and CVs of successful officers shall be sent to the TTL for “No Objection”. In the event that no one or appropriate person applies for any of the positions, there shall be a head hunt from the relevant MDAs. Selected staff are expected to have not less than 3 years remaining in service to retirement.

All staff members shall be deployed for five years which is renewable for another five years, subject to satisfactory performance. No staff shall be removed or replaced without following due process as specified in the civil service and the Funding Agency.

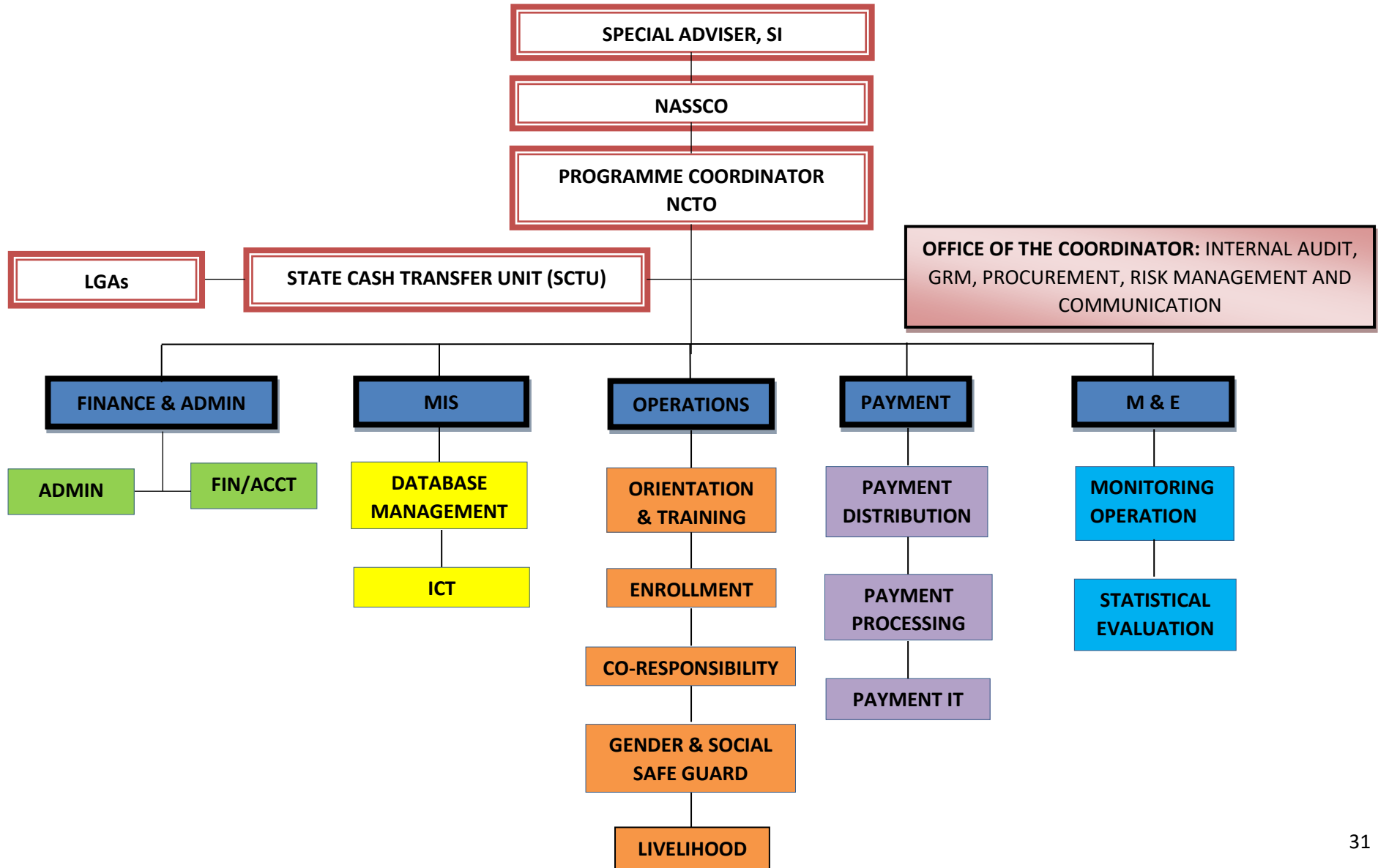
The organisational structure of the NCTO is provided in [FIGURE 5](#)~~Figure 6~~. The details of the responsibilities of the staff are presented in Annex IV.

Table 7. National Cash Transfer Office (NCTO)

Table 7. National Cash Transfer Office (NCTO)

Major Role
Overall management responsibility for the targeted cash transfer and livelihoods interventions.
Responsibilities
<ul style="list-style-type: none">➤ Finances cash transfers to beneficiaries;➤ Shares mined beneficiaries' data from NSR with SCTUs;➤ Facilitates beneficiaries' enrolment in the cash transfer program;➤ Facilitate issuance of program identity card to beneficiaries;➤ Engages payment service providers (PSPs) who will cash out to beneficiaries;➤ Integrates PSPs into system developed under NASSP (e.g. the NSR, MIS, and Financial management system);➤ Provides effective coordination for the payment system;➤ Supports SCTUs and LGAs financially and technically to carry out their responsibilities;➤ Generates quarterly reports using the MIS system (result framework); Undertakes performance assessment, review and reporting;➤ Liaises with MDAs and civil society to support delivery;➤ Technical support and stakeholder engagement;➤ Capacity building of beneficiaries and livelihood support;➤ Provides framework for the state selection of co-responsibilities;➤ Monitors the progress of activities at State level according to plans and standards;➤ Houses grievance redress officer and sets up of a functional GRM that ensures grievances emerging from all States are investigated and responded to.

FIGURE 56. ORGANIZATIONAL STRUCTURE OF NCTO



4.2 Institutional Arrangements at the State level

The main institution at the State level is the State Cash Transfer Unit (SCTU). The residence of the SCTU will vary from State to State depending on which MDAs each state considers most appropriate, in agreement with NCTO. Once an MDA is chosen to domicile the SCTU it cannot be changed. The most likely MDAs include Ministries of Social Development and Women’s Affairs, Local Government, and other relevant ministries (see Annex XI for current status). SCTU will report to NCTO regularly who will provide guidance and monitor activities according to plans and standards while liaising with a State focal person, who is appointed by and reports to the State Governor. The Domiciled Ministry also provides information on the SCTU staffing and job descriptions. These include their recruitment and deployment from the civil service. More so, SCTU will receive technical guidance from NCTO and MDAs on the fulfilment of the supply side co-responsibilities. The SCTU Head of Unit is responsible for the management of the office at the State level. There are four departments that are overseen by the Head including: Administration/Accounts, Operations, MIS/M&E, and the Grievance. All these units have staff detailed to them. The Heads of the three subunits shall constitute the management committee, who shall hold monthly meeting to review workplan and deliverables.

Staff recruitment and appointment

The process of recruiting staff involves sharing job description with the State Focal Persons and Domicile MDAs. Internal advertisement for the positions shall be made by the Head of Service who conducts interview and select qualified officers with requisite project experience. The states send in a report of the process with shortlisted officers to NCTO where a desk assessment is conducted after which physical verification of staff, office and equipment/furniture is carried out at the state. Qualified staff are expected not to have less than 5 years left to retire from service.

Description of the roles and responsibilities of such staff are presented in Annex V. The organisational structure of SCTU is provided in Figure 7.

Table 8. State Cash Transfer Units (SCTU)

Major Role
Management and coordination of targeted cash transfer and livelihoods interventions.
Responsibilities
<ul style="list-style-type: none"> ➤ Manage enrolment of beneficiaries into the targeted cash transfer; ➤ Maintain database of beneficiaries of cash transfer; ➤ Facilitate beneficiaries’ capacity building; ➤ Provide technical support to Cash Transfer Facilitators (CTFs); ➤ Ensure co-responsibility supply assessment and gaps are addressed; ➤ Ensure compliance with co-responsibilities; ➤ Participate in information dissemination and community feedback on all project activities; ➤ Ensure social safeguards are in place and adhered to when applicable; ➤ Undertake data collection for M&E;

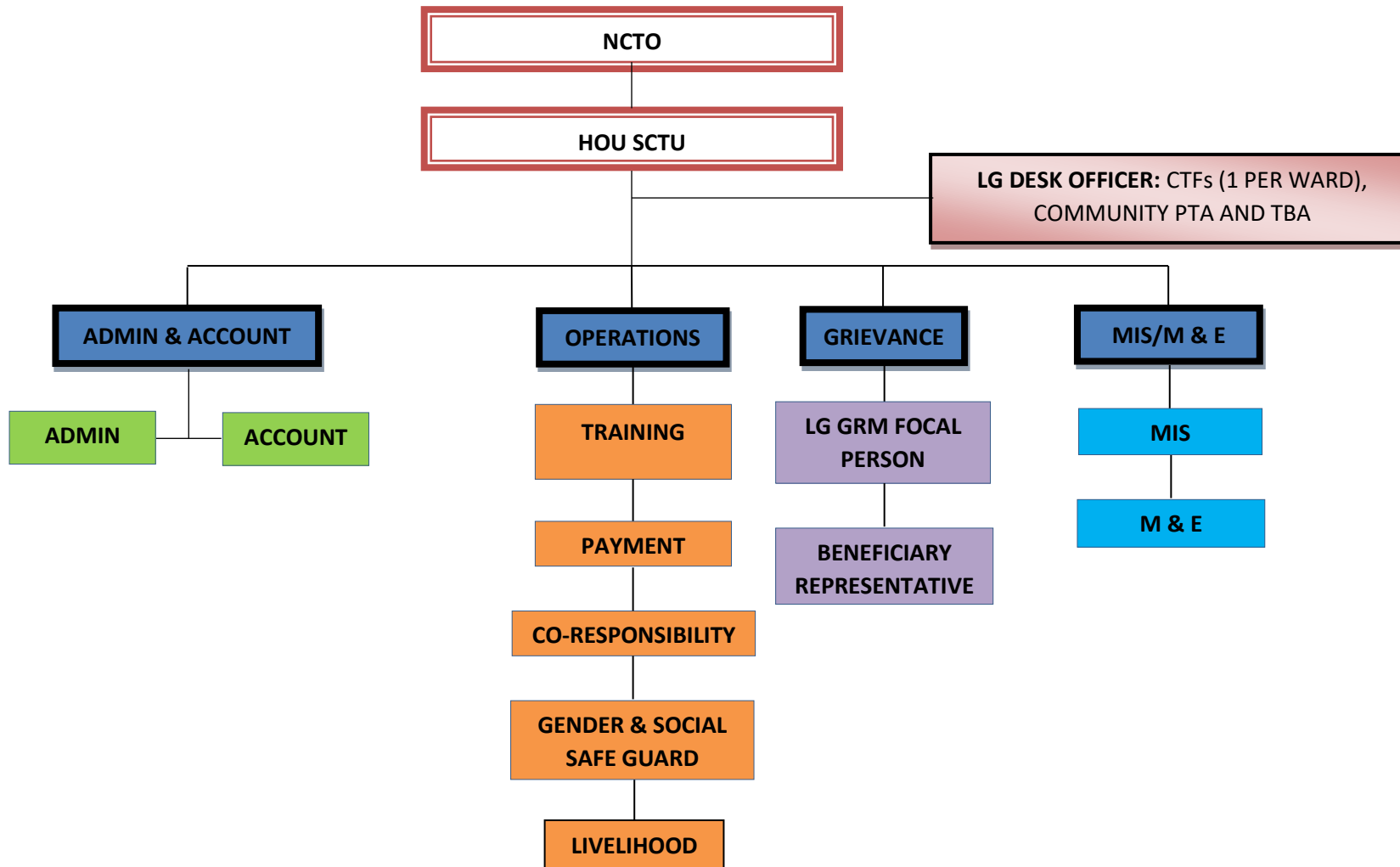
- Implement grievance procedure framework;
- Coordinate reporting on co-responsibilities by LGAs;
- Monitor cash paid out to beneficiaries;
- Conduct a periodic review of implementation against initial plans; and
- Submit progress report to NCTO monthly, quarterly and annually.

State Engagement with NCTO

After verification and assessment, the orientation for focal persons and Permanent Secretaries of Domicile MDAs ensures that some minimum steps are also fulfilled for any state to participate in NASSP. The steps include the following:

1. NCTO shares guidelines of CTF engagement with SCTU
2. SCTU engages MDA responsible for LG to identify and select CTF
3. SCTU assesses CTFs and send list of selected LG staff to NCTO for clearance
4. NCTO shares list of Beneficiary households with SCTU
5. SCTU verifies list with SOCU
6. Orientation/Implementation Training for SCTU
7. Step down implementation training for CTFs (by SCTU)
8. CTF engages GR focal person at the Community level
9. Sensitization of Stakeholders at Community level
10. Beneficiaries households list Disclosure in the community
11. Identification of Caregivers and Alternates in the beneficiaries' households
12. Sensitization of beneficiaries
13. SCTU uploads beneficiaries data to the NCTO online server.
14. Establishment of NBR constituting Caregivers and Alternates of Households.
15. NCTO shares list of eligible beneficiaries with payment service provider for onboarding.
16. NCTO prepares payment schedule and share with PSPs
17. Processing of funds for PSPs.
18. Payment of beneficiaries.
19. Reconciliation of accounts and grievance redress.

Figure 67. ORGANISATIONAL STRUCTURE OF STATE CASH TRANSFER UNIT (SCTU)



4.3 Institutional Arrangement at the Local Government level

Each LGA will establish a Desk Office responsible for overall project implementation in the LGA following guidelines provided by NCTO. The Desk Office will also facilitate cash transfer activities at community level. The Desk Office will consist of LGA officers with relevant responsibilities. Staff serving as CTFs would be trained for the expected activities to be delivered. For sustainability, these must be local government staff and would be assigned to cover specific wards at the LGA, minimum of one CTF per ward.

Table 9. LGA Desk Office - Cash Transfer (CT)

Major Role
Delivery of cash transfer and livelihood supports through Cash Transfer Facilitation Team (CTFT) of the LGA.
Membership
<ul style="list-style-type: none"> • LGA CT Desk Officer • Grievance Redress Officer • CT Facilitators
Responsibilities
<ul style="list-style-type: none"> ➤ Organise beneficiary households' sensitization activities; ➤ Conduct beneficiaries' enrolment into the program; ➤ Facilitate behaviour change communications and awareness raising; ➤ Arrange for and coordinate cash transfer beneficiaries' mentorship; ➤ Monitor livelihood support activities; ➤ Organise and deliver co-responsibility workshops and monitor co-responsibility activities; ➤ Receive and resolve grievances in communities over the CT process; ➤ Visit communities every two weeks to monitor and address challenges on real-time basis for all activities; and ➤ Submit monitoring report to SCTU monthly using updated guide which would be provided by NCTO.

CHAPTER 5: CAPACITY BUILDING

To enable the smooth delivery of NASSP, there is a need for comprehensive staff capacity development plans which will enable NASSP personnel to effectively use manuals and technology to implement the project. Staff at all Government levels require capacity building; thus, it is necessary to identify the key areas where project staff require capacity strengthening (including TA's, mentoring, handholding, and accompaniment) and support learning systems (including use of relevant technological aids).

NASSP will focus on three types of capacity development:

- a) **Individual:** focused on technical and functional skills;
- b) **Organizational:** focused on staffing of implementing and coordination units, physical resources to implement the project, systems, processes and tools to manage and implement the project, including roles, responsibilities and accountabilities of implementing units, performance management and other motivational measures to reduce staff turnover;
- c) **Enabling environment:** task forces, committees and engagement of stakeholders relevant to the project, and formulation of policies and strategies to enable the project to operate smoothly.

There should be conscious effort to support training throughout the life of the project. All staff seconded from Government must first be trained on the best practices concerning the project. The project must first undertake capacity assessment of the staff to establish the kind of training and capacity building they require. This will form the basis of the training plan throughout the project. Other trainings and capacity building efforts may be required during the life of the project

At the beginning of each fiscal year, the project coordinating and implementing units will submit their annual training plans to NASSCO for clearance. A capacity assessment or skills gap analysis will determine training requirements for each staff person and form a basis of the annual training plan. The plans will include, but not be limited to, the names of the officers to be trained, the training institutions and/or facilitators, the course contents, the justification for the training, and the estimated cost of the training. Substitution of training candidates will require the clearance of the World Bank. The plan should be shared with the TTL for review as part of the annual work plan.

The request for clearance should include the following:

- A demonstrated linkage between the rationale for the workshop/training/etc. and the Development Objective of the project;
 - An Annual Work Program (AWP) under which the activity falls;
 - The number of trainees, their function and mode of selection. This should also include the number of times during the past 18 months that listed trainees had benefitted from training;
 - Number of years before retirement from service of each of the proposed trainees;
 - The process used for selection of training provider, and if foreign training,

rationale for not proposing local training;

- Training prospectus and reference to the beneficial outcome of the training;
- Detailed cost of the event: if local, the following additional information would need to be provided: venue location, how venue was/is proposed to be selected, venue rental cost, refreshment/lunch costs, per diem costs, transport costs (air or land travel cost per trainee);
- No residential local training program will be allowed where the venue of the training is in the locality of the trainees.

Only on the basis of these above submissions and prior clearance will expenses be committed and become eligible for financing under the project.

NASSCO and NCTO will ensure a formal process of accountability is instituted on training expenditures which will include:

- Submission of training report by the trainee;
- Certificate of attendance from the training institution;
- Relevant travel certifications such as air tickets, boarding passes for air travel, hotel bills, etc.;
- Consistent with the Government's cashless policy, air tickets shall be procured directly from the airline through electronic payment or cheque (only in exceptional cases will cash payments be allowed); and
- Similar practice shall also be applied in the payment to vendors and tuition fees to training providers.

A reduced amount of DSA will be paid where training/workshop organizers provide meals and accommodation. Cash advances granted to project staff must be retired by concerned staff as per procedures described in the FM manual before a new advance is granted. Where retirement of an advance is past due, an automatic payroll deduction of the unretired amount should be effected. To keep track of cash advances disbursed, an Advances Register shall be maintained as a control measure.

The Project Internal Auditor shall include in their work program periodic random audits of travel advances and retirement thereof, as well as a review of the training/workshop conducted. A report of this review shall be provided to NASSCO Coordinator as well as the World Bank Task Team Leader (TTL).

PART III: PLANNING AND EXECUTION OF THE PROJECT

This section describes the execution of the key activities supported by NASSP with IDA financing under each project component on specific aspects of NASSP implementation: The National Social Safety Net program is anchored on a robust targeting mechanism which in turn forms the basis for building the NSR. In building the NSR the procedures for targeting and steps of Community Based Targeting (CBT) is extensively discussed. In implementing a targeted cash transfer a chapter on the procedures for carrying out The Household Uplifting Programme, including information on the base and the conditional transfers is explained. Finally, there is a chapter on livelihood support interventions which covers the process of enrolment and targeting, the livelihood options, and guiding principles for implementation. This is to complement the cash transfer in order to support targeted households/beneficiaries in breaking out of poverty.

- CHAPTER 6: ANNUAL WORK PLAN OVERVIEW
- CHAPTER 7: COMPONENT 1: ESTABLISHING THE FOUNDATIONS FOR A NATIONAL SOCIAL SAFETY NET SYSTEM (TARGETING MECHANISM AND THE NSR)
- CHAPTER 8: COMPONENT 2: IMPLEMENTING THE HOUSEHOLD UPLIFTING PROGRAMME (HUP)
- CHAPTER 9: LIVELIHOOD SUPPORT INTERVENTIONS

CHAPTER 6: ANNUAL WORK PLANS

NASSCO and NCTO shall both be required to prepare Annual Work Plans and Budgets to be received for concurrence by the World Bank no later than November 1st of each year.

In both NASSCO and NCTO, the Head of each unit shall submit to their Coordinator/Manager, annual action plans derived from their Project components not later than 1 September each year in accordance with the Project Implementation Plan (PIP). These will be consolidated into individual Project's Annual Work Plan which will be forwarded to the World Bank for review and concurrence.

The Work Plan will use the trends and assumptions in the PIP and the PAR/PAD, and in particular the applicable Project Cost Table, to set out specific objectives, targets, performance measures and financial plan for the forthcoming financial year, and the way in which those will be met. The agreed Work Plan for the year shall be the basis for developing an annual budget and a calendarized financial plan for the Project whose finances are being managed and integrated by the PAS, which shall cover both recurrent operational and investment/development costs of NCTO. The Financial Plan will lay emphasis on funds requirements as well as the timing.

Further information on the Annual Work Plans and Budgets is available in the Financial Management Manual.

CHAPTER 7: COMPONENT 1: ESTABLISHING THE FOUNDATIONS FOR A NATIONAL SOCIAL SAFETY NET SYSTEM (TARGETING MECHANISM AND THE NSR)

7.1 Living Standards Measurement Study (LSMS)

The Living Standard Measurement Study (LSMS) is a household survey exercise focused on generating high quality data, improving survey methods and building capacity. The aim of the LSMS is to facilitate the use of household data for evidence based policymaking. The history of the survey in Nigeria can be traced back to 1993 with the recent conducted in the period of 2008 and 2009 by National Bureau of Statistics through the support of WB, DFID, EU and UNDP which resulted to emergence of Harmonized Nigeria Living Standard Survey (HNLSS).

The HNLSS is an instrument for regular monitoring of welfare and social trends for different groups of the society especially the poor and vulnerable. Social safety net (SSN) largely depends on accurate targeting of the poor. NASSCO leverages on the HNLSS measurements of poverty as one of the ways to generate robust data. The HNLSS poverty measurements include, objective measurement, relative measurement, subjective poverty; quintile analysis and inequality measures. These dimensions of poverty measurement provide a robust data on poverty profile hence the need for synergy and collaboration between NASSCO and National Bureau of Statistics.

Subsequently, NASSCO uses the HNLSS data generated by NBS to calculate the weights of relevant variables which in turn are being used in the Proxy Means Test (PMT) for ranking the poor and vulnerable households identified by the community for future interventions. As part of collaboration, NASSCO will support NBS to ensure sufficient data is generated particular during the NLSS which takes place after five years.

7.2 Livelihoods Support

Livelihoods are activities, capabilities and assets that allow people to secure the basic necessities of life, such as food, water, shelter and clothing. The project will focus on moving the rural poor and vulnerable households out of poverty through interventions that will enable involvement in productive activities. The pilot phase will commence in two selected LGAs of Anambra, Bauchi, Cross-Rivers, Niger, Oyo and Jigawa States within the six geopolitical zones in Nigeria before scaling up. The details of the Livelihood Intervention Program is captured in Chapter 8 of this document.


7.3 Impact Evaluation

An impact evaluation of NASSP will look at the impacts of the cash transfer system, the impact of the additional top-up transfer, and the impact of the livelihoods pilots. Evaluating the transfers, in particular the top-up, would inform the choice of adequate size of transfers and help estimate the benefits of fulfilling co-responsibilities. Evaluating the livelihoods pilot is critical as there is strong interest for such programs from the Government of Nigeria, but their innovative nature makes it necessary to adopt a careful learning strategy before bringing them to scale. The evaluation will be key to understanding which activities in the package matter most, such that a cost-effective combination of interventions can be scaled up. The


overall results of the evaluation will inform the program dialogue in the country and serve as a basis for making program adjustments in an evidence-based manner.


7.4 Community-Based Targeting

This section provides an overview of the steps in the targeting mechanism used to build the SSRs and NSR. The full procedures are outlined in the CBT Manual.



The Community Based Targeting Manual outlines the full procedures for carrying out targeting of households to be included in the SSRs and NSR. The Computer Assisted Personal Interviewing (CAPI) manual outlines the procedures for data collection using CAPI. To access the latest versions of the manuals visit:

 CAPI application Training Manual.docx <https://drive.google.com/open?id=0B6EIIDcWLRLxaDhIZy0yNkiYRkU>

 NASSP CBT Manual.docx <https://drive.google.com/open?id=0B6EIIDcWLRLxTC1tOWNXUHV4Q00>

Accurately identifying households most in need is crucial to achieving the objectives of the program. NASSCO uses various targeting modalities including geographical targeting and CBT to identify and register PVHHs in the different communities. PMT is then used to rank the households to facilitate selection for any intervention.

CBT is the process through which communities identify, validate, and select specific members of the community as potential beneficiaries for targeted interventions. In the absence of comprehensive and high quality data on household/individual welfare, a community based approach is used to identify households and or individuals that are relatively poor or vulnerable. The method helps to limit errors of inclusion and exclusion, if the participation of community groups is broad and thorough.

Principles guiding the Targeting process

The following six principles are to guide the targeting mechanism:

- **Participatory process:** Communities should be involved in the selection and have an opportunity to verify and validate the final selection list of households.
- **Fairness:** Households should be selected on the basis of agreed criteria and not included or excluded on the basis of personal relationships or nepotism.
- **Transparency:** Communities and households should be involved in and aware of the selection criteria. The identified PVHHs list is verified through public meetings during which it is read aloud and validated. The list is finalized after endorsement by the community representatives, the process drivers, and the supervisors.

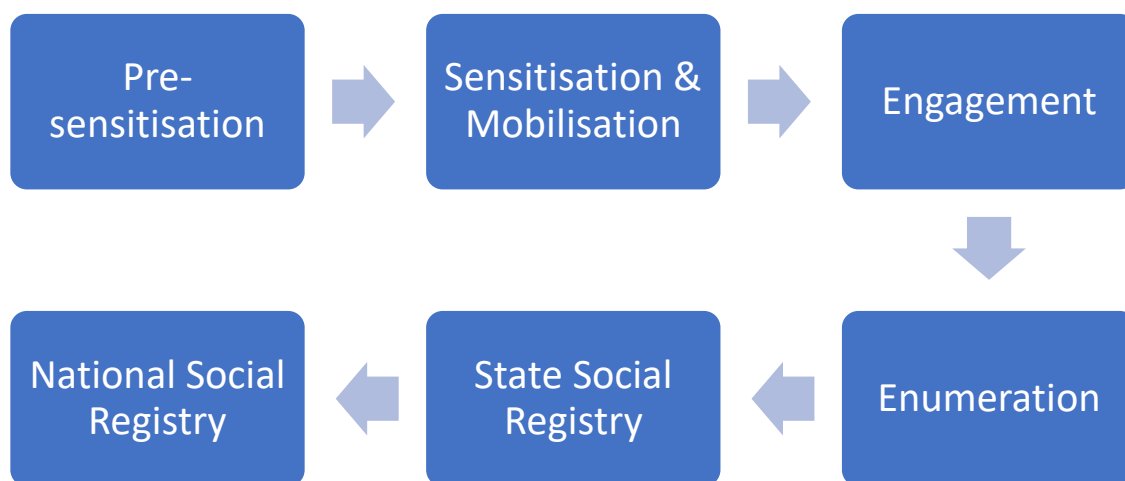
Access to a Grievance Redress Mechanism: Communities will have access to an effective grievance redress mechanism to address errors of inclusion or exclusion through the GRM at the Community, LGA, State and National levels.

7.4.1 Steps of CBT

CBT proceeds according to the following steps: (1) pre-sensitisation; (2) sensitization and mobilization; (3) engagement; (4) enumeration; (5) data entry into State Social Register (SSR); (6) data entry into National Social Register and PMT. These are presented in [Figure 7Figure-9](#).

Refer to the Community Based Targeting Manual for further detail on what each step of CBT entails.

Figure 79. Steps in Community-Based Targeting and Social Register Build up



7.4.2 Management of the NSR and SSR

The NSR is the database of households whose members are potential beneficiaries for the country's social safety net programs. It is a single database of the poor and vulnerable for the country which harmonises all the SSRs. The NSR contains an electronic list of the poorest households in Nigeria identified through the established targeting process. The NSR will be available to any poverty intervention program, upon formal request and fulfilling the requirement for mining of the data, for other SSN agencies with unique criteria, efforts should be made to ensure that they are consistent with the information available. **Such agencies will have no direct access to the NSR but are to provide criteria to NASSCO who would mine the NSR on the basis of the criteria established by the MDA. NASSCO then forwards the mined results to the MDA. For instance, an agency that deals with providing safety nets for the elderly could request a list of potential beneficiaries above a certain age from the NSR.** Details of procedure are as contained in the data management protocol.

7.4.2.1 Hosting of the NSR Data

Hosting is the business of housing, serving, and maintaining files for one or more websites. NASSCO intends to procure a dedicated server for hosting its web portal which comprises its website, MIS system, accounting package and other important solutions that may be required.

A secured dedicated cloud server with unlimited storage space, guaranteed security features and 24 hours uninterrupted services will be procured/rented, configured and maintained to housing the National Social Register of poor and vulnerable households as well as NASSCO website. A VPN access will be given to states to access their State Social Registers (SSR) via authenticated usernames and passwords. Each state can equally access the SSR via MIS System.

7.4.2.2 Procedure for Access, Mining and Verification of the NSR by Other Social Safety Nets Agencies

With the NSR set up, the National Coordinator formally informs all stakeholders of social safety net initiatives in the country that the database of poor and vulnerable is available for their selection of potential program beneficiaries. Any intervention agency that wishes to select potential beneficiaries from the NSR makes a formal request to NASSCO which must detail the location of the intervention and criteria for mining/selecting the beneficiaries, and be accompanied by the project brief, including its objective, funding sources, duration, etc. This could include an in-person briefing to NASSCO by the requesting entity to ensure that the requesting entity is willing to adhere to and sign an MOU on beneficiaries and data usage protocols.

Once the request is approved, a date is fixed for the head of the requesting agency to visit NASSCO for the mining exercise. Once mining is completed, the selected beneficiaries are tagged with the name of the agency or intervention for which they have been selected. The Head of NSR provides hard and soft copies of the beneficiary list to the requestor and the NASSCO Head of Operations, while keeping a hard copy in a file dedicated to that agency.

At the agency level, contact is established with the potential beneficiaries and any mismatch (i.e. if someone is deceased or has migrated after enumeration) is immediately reported to SOCU and NASSCO for update of the SSR/NSR and providing necessary replacements to the agency. On a half-yearly basis, NASSCO's National Coordinator would forward to the World Bank information on the total number of beneficiaries under each intervention, based on monthly returns from respective SOCU Coordinators. This information would also be cross-referenced with periodic reports from third party monitors once they are engaged.

CHAPTER 8: COMPONENT 2: IMPLEMENTING THE HOUSEHOLD UPLIFTING PROGRAMME (HUP)

8.1 Overview of the Household Uplifting Programme (HUP)

The Household Uplifting Programme (HUP) aims at responding to deficiencies in capacity and lack of investment in human capital of poor and vulnerable households. The Programme focuses on the poor and vulnerable households in Nigeria as identified through a combination of Geographic Targeting and Community-Based Targeting (CBT) mechanisms. The identified household's socioeconomic data is subjected to Proxy Means Testing (PMT) for ranking the poor and vulnerable in the National Social Register (NSR).

HUP has a slogan "Beta Don Come" (meaning better things have arrived) and aims to support development objectives and priorities to achieve specific outcomes as outlined below:

- Poor and vulnerable being targeted.
- Improved household consumption.
- Asset acquisition.
- Improved health outcomes.
- Reduction of maternal and child mortality.
- Improved school enrolment and attendance.
- Improved environmental sanitation and management.
- Beneficiaries engaged in sustainable livelihood.
- Human and economic capacity of the poor enhanced.

HUP is designed to deliver timely and accessible cash transfers to beneficiary households and build their capacity for livelihoods support. The first type of transfer will be given to all eligible households selected from the NSR, while the second type of transfer (top-up) will be given to a subset of the recipients of the first cash transfer, upon fulfilling certain conditions.

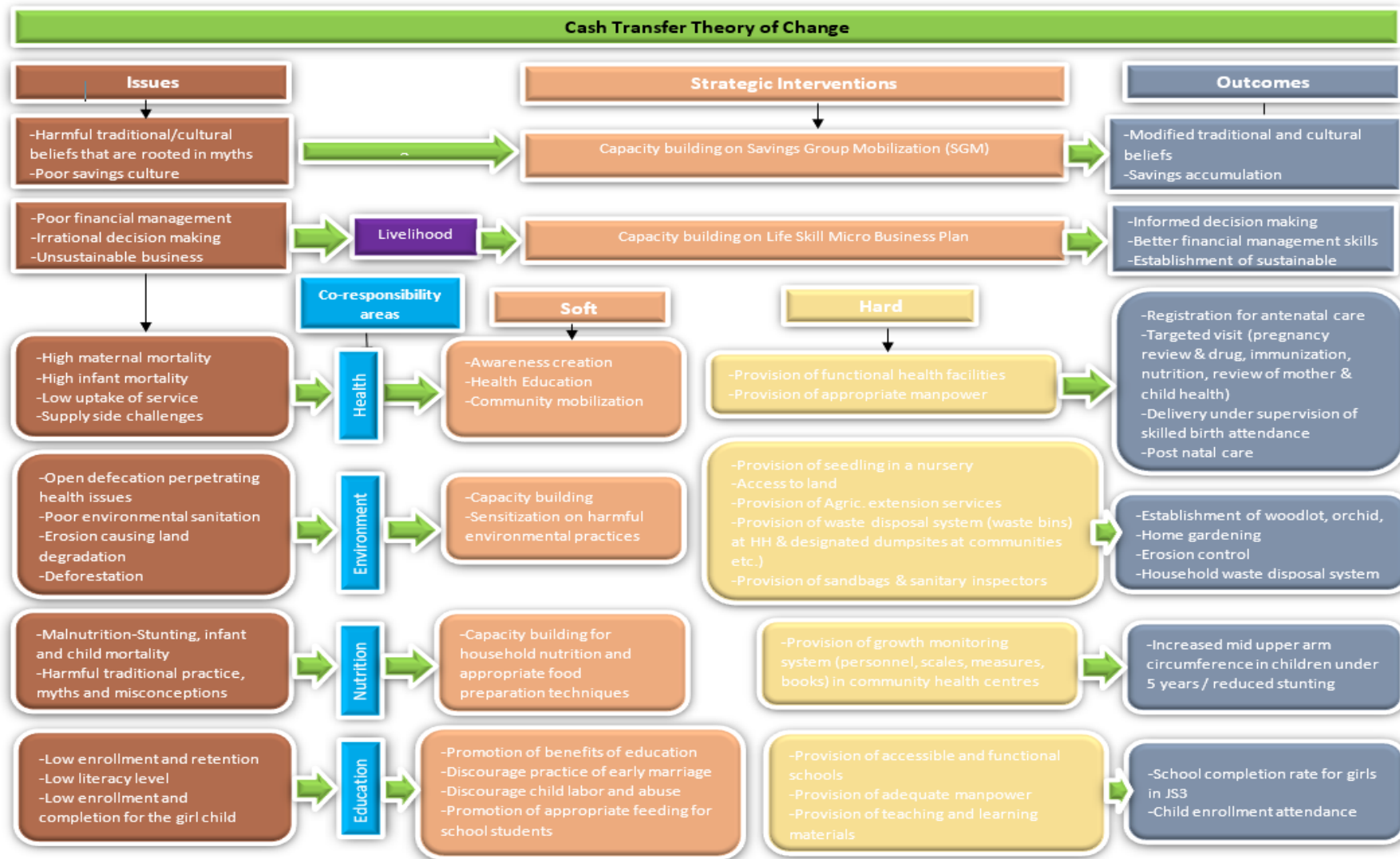
PRINCIPLES OF THE CASH TRANSFERS

For effective project implementation there are certain key principles:

1. **Primacy of transfers:** Targeted households will receive transfers. Penalties for non-compliance with co-responsibilities will be applied only after an assessment of the individual household's situation and effort to address non-compliance, carried out by the LGA.
2. **Timeliness of transfers:** Transfers must be received according to the planned transfer schedule.
3. **Predictability of transfers:** Beneficiaries must know the value of cash transfer and a reliable schedule for when they will receive it. Presently, there are disbursements every two months but the schedule may be reviewed as necessary.
4. **Appropriateness of transfers:** The transfer value must be appropriately related to the project objectives and have the capacity to adjust, as necessary, to reflect inflation and cost increases (such as an annual transfer value survey or automatic

adjustment according to an agreed-upon index, such as the Consumer Price Index (CPI).

Figure 8.19. Cash Transfer Theory of Change



8.2 Cash Transfers Under HUP

The HUP involves two categories of cash transfers that targets the poor and vulnerable households populated in the National Social Register.

- i. Conditional Cash Transfer supports the poor and vulnerable to improve household consumption with the aim of reducing poverty, preventing the vulnerable from falling further down the poverty line and building their resilience to withstand shocks.
- ii. Top-up Cash transfer incorporates benefits linked to the participation of selected households in activities focused on human capital development and adherence to specified conditions known as co-responsibilities.

8.3 Co-Responsibilities

The co-responsibilities tied to the top-up transfer shall be State specific, tailored to the deficiencies and capacities in each State. Each State shall, depending on their conditions and priorities, choose their co-responsibility area. In each of these areas, the State shall be required to ensure that appropriate supply i.e. facilities and services are available.

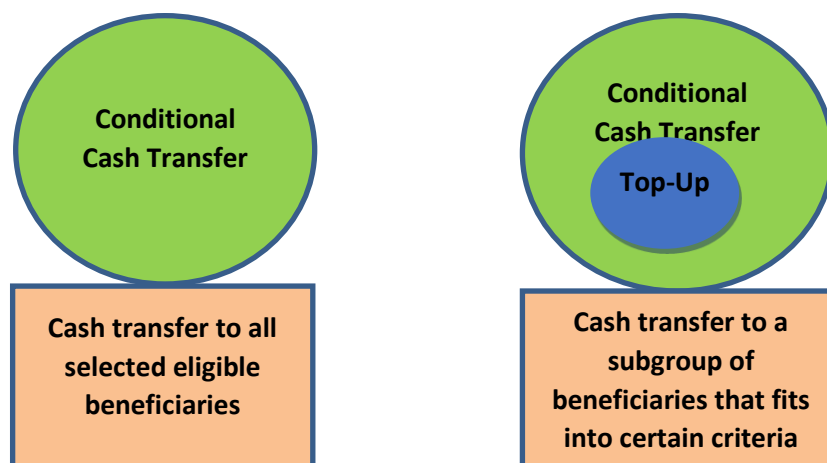
The four broad areas available for co-responsibilities are:

- Health
- Education
- Nutrition
- Environment

The objectives of the Top-up cash transfer are to:

1. Increase children school enrolment/attendance
2. Improve utilization of health facilities for ante and post-natal care, child immunization and nutrition.
3. Address environmental hazards to improve productive assets

Figure 911. HUP Transfers





The Household Uplifting Program (HUP) Operational Manual outlines the full implementation procedures for the CCT and Top-up. Its purpose is to provide an ordered set of instructions on the organization, procedures, and resources dedicated to the efficient and effective achievement of the aims of the CCT. The manual serves as a guide for NCTO, SCTU, LGA Staff, and major stakeholders that will be involved in the implementation process. The manual is available



CRCT ZERO DRAFT
MANUAL UPDATED

here:

<https://drive.google.com/open?id=0B6EIDcWLRXaVVETjR0V3owT0k>

8.4 Payment System for Cash Transfers

As part of NASSP, NCTO will design and operationalize an automated payment system/platform and will engage PSPs to deliver electronic payments to beneficiaries.

PRINCIPLES OF THE PAYMENT SYSTEM

The principles of payment system are to ensure that:

- Payment is made to the right person (as identified from the NSR), and that they receive the right amount at a predicable time (effectiveness).
- The payment is done at a limited cost to the program administrators, systems providers and the beneficiary (efficiency).
- The funds can be accessed close to the recipient's home, in a way suitable to the needs of recipients with low literacy and with dignity and does not contribute to eroding value of the transfer through incurring unanticipated costs while collecting the funds. Recipients are not kept waiting in long queues to collect payment and are clearly informed about the payment process (accessibility)
- Payments are transparent and accountable, with adequate controls and verification/reconciliation of payments after every payment cycle (accountability).
- Payments are secure - the payment solution minimises the risk of Government funds being lost through fraud, corruption, operational inefficiencies and minimises losses to recipients through robbery or fraud at pay points. The PSP is responsible for ensuring delivery of the payment to these designated recipients verifying the rightful recipients through two - factor authentication.

The Payment System will rely on a software application that can be deployed in the NCTO's data centre (or another data centre of the NCTO's choosing) on dedicated or virtual infrastructure, or in a cloud environment.

8.4.1 Payments Database

The payments database will contain primarily the banking information of beneficiaries, this information will include data of the PSP serving the beneficiary, the banking account number, (i.e. deposit account, mobile wallet, virtual wallet or card account number), and other information such as BVN (where available).

The payments database is a subset of the data in the MIS as such the primary information for beneficiaries is not duplicated, but only payments information will be appended to it once it is made available. The content of the database is built by providing engaged PSPs with beneficiary information, which will enable them create accounts or wallets for each receiving beneficiary (i.e. caregiver). This account information is then shared with the NCTO MIS and Payment System electronically via a defined interface in order to update the Payments Database.

8.4.2 Payment Schedule Generation

Before payments are made to beneficiary accounts, and subsequently cashed out, a payment schedule which will inform the payments has to be generated by the Payment Unit using a set generation principle which will include CCT amounts, Top-up amounts and other amounts which may result from various processes, such as the result of a GRM case for omitted payments.

Part of the schedule generation process will be the collation of various eligibility lists, which will include: eligible beneficiary and amount due. The lists to be collated include the following:

1. Beneficiaries eligible for CCT, which is the base or primary fund benefit disbursed to every household registered in the program.
2. Beneficiaries eligible for Top-Up includes beneficiaries who have complied to their co-responsibility criteria.
3. Other top-up values. These values may be the result of previous omissions or short payments, or the inclusion of special funds (when the program decides to do so).

After the lists are individually collated, a Payment Schedule will be created to include the various line items that make up the total fund that will be credited to the beneficiary. The schedule will include banking information; PSP and account number, location information; state, local government area and community, beneficiary information and NSR reference number. The schedule will be the primary document that will provide data for payment instructions and reconciliations.

8.4.3 Payment Schedule Authorization

Once a schedule is prepared, it will be released for review and authorization. After authorization, the schedule will then be marked as activated and then ready to be used to

prepare payment instructions for the various PSPs. The following will be the authorization flow:

1. Review by accounts unit to ensure that the number of beneficiaries to be paid, and the calculated funds for payment are accurate and sufficient to cater for the current payment cycle.
2. Review by the audit unit to carry out quality checks on the current payment schedule. The checks will be done against a duplicate list created and stored at the schedule generation process.
3. Schedule review and approval by management, which is required for the payment schedule to be activated and for a Payment Advise to be generated and issued to payment switch through the account unit.

8.4.4 Disbursement of Funds

An activated schedule will be used to create a payment order by accounts unit which will be forwarded to the Payment Switch to effect payments to PSP accounts. The funds will be transferred electronically from the project account to the accounts of the PSPs then to beneficiaries' wallet, from where each beneficiary will have access to these funds through various instruments as provided by the contracted PSPs.

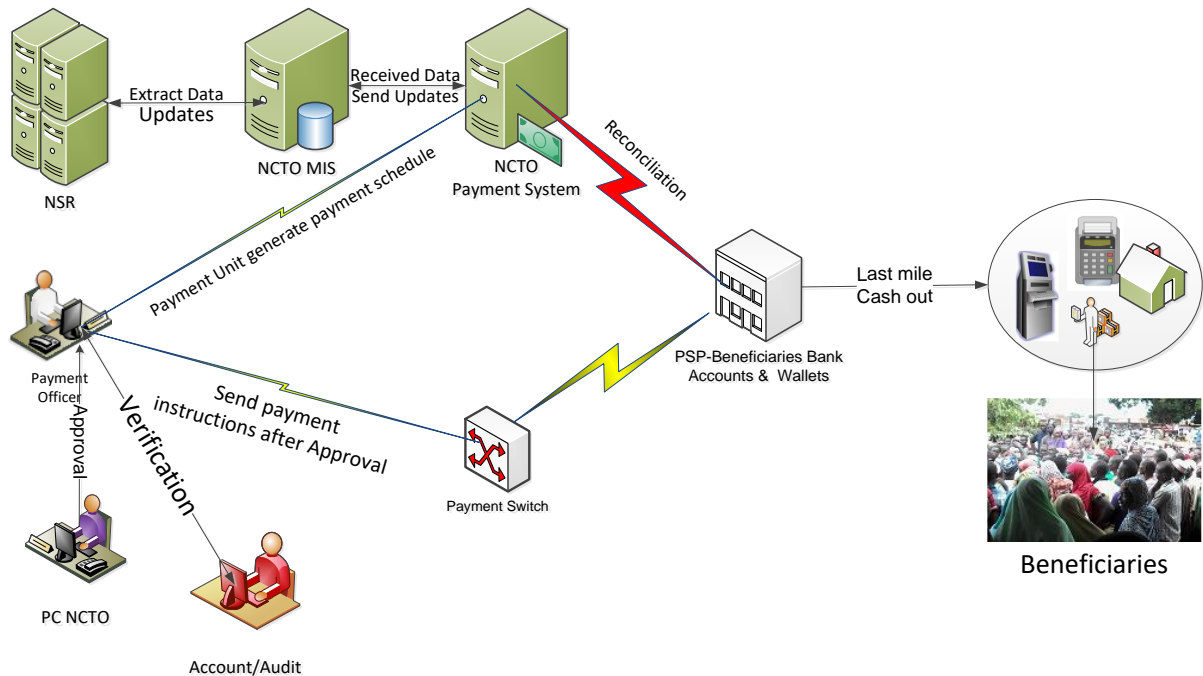
1. The payment instruction will be sent to a payment switch, with access to the project account. This instruction will be used to debit the project account and credit PSPs' accounts using a direct credit protocol. Funds for beneficiaries not credited will be returned to the project account.
2. The result of the transaction is received in real time by the Accounts Unit through the payment switch to be used to further process the cash-out mechanism used by beneficiaries. Failed transactions will be collated and forwarded to the Audit Unit that will review the reason for the failure. Where the reason for the failure can be corrected, the correction will be made and payments will be made through the Payment Switch.
3. A list of successful payment schedule generated will be forwarded to the concerned PSP who will use this list to come up with a cash-out plan per State. This schedule is shared with NCTO for in-house planning, and also to sensitize beneficiaries on dates when PSP agents will be available at their Wards (communities).
4. Based on the cash-out schedule prepared by PSPs, they will setup cash-out points at agreed locations that are accessible to the beneficiary.
5. Beneficiaries will present themselves at payment points, with their payment instrument provided by the PSPs, which will be used for authentication. Beneficiaries who are verified will be allowed to cash out all or part of the cash available in their accounts or wallets. Agents will use offline database of beneficiaries and they will be able to verify beneficiary data (using payment instrument) against the offline database.

8.4.5 Payment Reconciliation

Based on the disbursement records captured electronically, at cash-out points, PSPs will forward a cash-out schedule to NCTO's MIS and Payment System electronically. This Payment schedule will be reviewed by the Payment, Accounts, Procurement and audit units of the NCTO.

Once the cash-out schedule is accepted, the schedule will be used to calculate a disbursement commission which will then be paid into the PSP account of choice.

Figure12. Payment Process



CHAPTER 9: LIVELIHOOD SUPPORT INTERVENTIONS

Livelihood comprises the capabilities, assets (including both material and social), and activities required for a means of living. Livelihood, therefore, is far beyond generating income and it is much more than employment. Ideally, a livelihood should keep a person meaningfully occupied, in a sustainable manner, with dignity. The livelihood intervention program is geared towards lifting the rural poor out of poverty through the process of enabling their engagement in productive employment. The economic activities of rural poor depend largely on agriculture, fishing, forestry, and related small-scale industries and services.

The objective of the livelihood framework of this project is to complement the cash transfer in order to support targeted households/beneficiaries in breaking out of poverty. Sequenced access to consumption support and livelihood services along with close monitoring and mentoring can create pathways out of extreme poverty.

During the cash transfers, households with productive members will be expected to engage in livelihood activities in order to support graduation of households out of poverty. The pilot phase will commence in two selected LGAs of Anambra, Bauchi, Cross-Rivers, Niger, Oyo and Jigawa States within the six geopolitical zones in Nigeria before scaling up. Specific aims include:

- To build a mind-set of enterprise development in order to reduce abject poverty in communities and create opportunities for work both on-farm and off-farm, especially among women and youth;
- To increase the income of households with beneficiaries who engage in productive activities;
- To improve consumption, food security and asset holding;
- To improve the health and nutritional status of the beneficiaries; and
- To improve psychosocial wellbeing.

9.1 Procedure for Enrolment and Targeting for Livelihood Support

Once the core systems and cash transfers are set up and operational, the project will finance the livelihoods pilot to support sustainable livelihoods and graduation out of poverty for a subset of cash transfer recipients. The pilot will be implemented using the principles of adaptive learning and evaluated through impact evaluation and rigorous M&E. It is expected that these pilots will help identify scalable livelihood interventions that may later be expanded to other states implementing cash transfers through NASSP.

State selection criteria for participating in the livelihood pilot includes:

1. Availability of SSR.
2. Signed MOU with FGN for participation in NASSP and established SOCU/SCTU.
3. Participating in CSDP and/or Fadama.
4. Geographical spread.
5. Predominant livelihoods are scalable and value chain can be developed.

LGA selection criteria for participating in the livelihood pilot will include:

1. The program will select one of the poorest LGAs and one semi-urban LGA for comparison of livelihood strategies.
2. Identify local governments that have demonstrated capability in delivery on livelihood interventions for learning and possibly replication
3. Demonstrated Staff capacity (experience) in providing needed support

Beneficiary selection criteria will include:

1. being a beneficiary of the Cash transfer
2. having at least one able bodied person in the household
3. productive age (18 to 45years)
4. willingness to participate in all the required capacity building activities

9.2 Livelihood Options

Livelihood interventions may focus on some of the following areas:

- Access to capital
- Training and capacity building of farming household on Good Agricultural Practices (GAP)
- Training on processing and packaging of agricultural produce to enhance value addition, thereby increasing their income
- Subsidized farm inputs and processing equipment
- Skill acquisition and empowerment opportunities for women and youth
- Market linkage and access to current price of products
- Encourage local savings group and participation of women in groups
- Appropriate technical support (including coaching, financial literacy and mentoring) for female beneficiaries in business skills
- Careful implementation of gender sensitive and demand-driven economic opportunities for women, girls and boys and seek support of men when dealing with such group formation

Two types of livelihood pathways have been identified; the agriculture (farming) pathway and the non-farming pathway.

9.2.1 Agriculture (Farming) pathway

The livelihood activities on agriculture should focus on the entire value-chain to optimise opportunity. Livelihood activities in rural areas include farming, therefore the livelihood capabilities that are tailored towards farming activities are considered key to reducing poverty among rural households. There are various constraints or challenges to agricultural activities, such as:

- Climate change affecting farming
- Insecurity
- Lack of necessary skills
- Inadequate Capital
- Seasonal nature of farming activities
- Lack of infrastructural facilities

- Inadequate farm inputs and equipment
- Lack of effective value chain

9.2.2 Non-farming pathway

This includes off-farm activities and self-employment such as the processing and packaging of some farm products, skill acquisition and entrepreneurship, trading, and other forms of small-scale business. The rural poor are less likely to have access to non-farm opportunities.

9.3 Livelihoods Implementation and Guiding Principles

To implement the livelihood projects, NCTO will have a livelihood specialist at national level, livelihood officer at State and Facilitator at LGA level. This unit will be empowered to provide technical training in the farming and non-farming pathways.

PRINCIPLES OF THE LIVELIHOODS COMPONENT

In line with best practices, NASSP will be guided by the following principles in the implementation of the livelihoods component:

1. There will be technical assistance in each of the two proposed livelihood pathways.
2. Tailored support to households and individuals according to their capacity would be delivered on the basis of individuals or groups. The technical and financial support provided to beneficiaries along each livelihood pathway must be tailored according to each one's capacity and needs, while taking into account the capacity of government institutions and frontline workers to provide the necessary support. This entails the formation of groups and targeting of poorer individuals to receive livelihoods transfers as well as intensive coaching and mentoring.
3. The implementation of the livelihoods component combines a demand-driven approach based on beneficiary interest in livelihoods with realities of product and service markets as well as financial markets and resource availability.
4. In coordination with other complementary initiatives, livelihoods activities are planned within the context of the cash transfers so as to ensure smooth graduation from the CCT.
5. Beneficiaries receive a carefully sequenced combination of technical and financial support, beginning with receipt of safety net transfers and followed by savings participation, financial literacy, livelihoods training (Life Skills and Micro-Business skills), and access to finance. A livelihoods checklist included in the Beneficiaries Card supports tracking of beneficiaries' participation in each activity in order to ensure that s/he is ready for the next step and that significant capacity has been built before a business plan is developed.
6. Program technical assistance is continually upgraded with new information on recent market trends, local and more distant market opportunities, competition, and evolving supporting market services.
7. Business plans should be easily understandable, based on households' technical capacity and opportunities.
8. Financial literacy and savings are cross-cutting for all pathways and cornerstone of livelihood interventions.
9. The livelihoods component takes into account lessons learned from NGO activities and uses training materials developed by government.

10. The livelihoods component promotes learning through exchange visits, peer-to-peer learning and dialogue between beneficiaries through participation in livelihoods groups. In addition, new approaches are tested to inform implementation during scaling up/roll out.

PART IV: CITIZEN ENGAGEMENT: COMMUNICATIONS, SOCIAL ACCOUNTABILITY, GRIEVANCE REDRESS, AND GENDER MAINSTREAMING

Citizen engagement within NASSP is aimed at creating an environment that will facilitate effective delivery of project benefits through promotion of transparency and accountability, citizen participation, a system of registration and resolution of grievances, collecting information that can be used to improve operational performance, deterring fraud and corruption, and mitigating project risks. This initiative is based on the premise that establishing a systematic mechanism for engaging citizens in the Nigerian context can foster better reflection of citizens' needs in project interventions, assure beneficiary participation, contribute to building an effective system for citizen engagement, and lead to improved results.

CHAPTER 10:	COMMUNICATIONS
CHAPTER 11:	SOCIAL ACCOUNTABILITY
CHAPTER 12:	GRIEVANCE REDRESS
CHAPTER 13:	GENDER MAINSTREAMING

CHAPTER 10: COMMUNICATIONS

The objective of citizen engagement is to get feedback from the people on their perceptions about how well the program is running, and to ensure accountability and transparency by giving information about the process and implementation of the program. Effective communication with stakeholders and beneficiaries is key to citizen engagement.

The officers of NASSCO/NCTO, SOCU/SCTUs, and LGA Desk Offices at all levels of government should make themselves available for interaction with the community. Citizens must be provided with strong understanding of project information on entitlements, objectives, criteria for inclusion and non-inclusion, performance targets (or Service Standards), co-responsibilities, etc. They should be able to lodge grievances and request information easily. Staff should be available and willing to provide adequate information about the process and procedures of the NSR and Cash Transfer Program. It should be noted that part of empowerment of citizens to monitor project implementation requires a means of complaining. There should be regular meetings of the CBTT, CTFs as well as the GRM Teams. Community members of the teams should be encouraged to disseminate information to the community promptly and regularly.

10.1 Communications Strategy

i)



[Please insert a link to the final Communications Strategy here when it is developed.]

A comprehensive Communications Strategy for NASSP that includes outreach to citizens and stakeholders on a routine basis via various channels is being developed. Annual communications strategies must be submitted to and approved by the National Coordinator. The Communications Strategies should provide for stakeholder engagement to be carried out at National, Zonal and State levels after which same will be cascaded at Local Government and Community levels through workshops, meetings and seminars with development partners, State and National Assembly, MDAs, Civil Society Organisations (CSOs), opinion moulders, traditional, religious, women and youth leaders.

CHAPTER 11: SOCIAL ACCOUNTABILITY

Social accountability will be mainstreamed through a step by step process that builds on communications and awareness activities, empowering beneficiaries by creating a link with service providers at the local level that will serve as a strong communication channel through which the project can be adjusted to beneficiary requirements and is able to identify and resolve problems.

Key social accountability mechanisms will include: (i) regular third-party monitoring; and (ii) implementation of an annual results and resources scorecard by an independent third party, published publicly. This will encourage good governance, transparency, and accountable behavior from service providers, as well as be a mechanism through which beneficiaries and their communities can gain confidence in their ability to effect positive change.

Social accountability will be integrated into the project's institutional arrangements and overall systems development. Although it is important for social accountability to improve NASSP performance at the local level, critical issues from the social accountability process must be linked to relevant state and federal decision-making forums. Independent third-party monitors (i.e. CSOs) will collect feedback from beneficiaries on project performance (e.g. transfers, quality of services and responsiveness to beneficiary challenges) and conduct spot checks. Monitors will present findings during review and decision-making meetings.

11.1 Regular Third-Party Monitoring

CSOs engaged by NASSCO will: (i) Participate in decision making through NASSCO Steering Committee; and (ii) build capacity of local CSOs to carry out monitoring at community level.

i. Participate in decision-making process through NASSCO Steering Committee

NASSCO's National Steering Committee, chaired by the Vice-President, will include among its representatives, members of civil society. As members of the Steering Committee, CSOs will participate in overseeing the execution of relevant actions and transparency and accountability by ensuring information and audits on how funds are used is made publicly available. NASSCO will decide which CSO representatives join the Steering Committee and will ensure that the findings from CSOs' monitoring are discussed during the Steering Committee meetings. The Steering Committee membership should include the six representatives of the Civil Society Network on Social Protection² (CSNSP).

ii. Build capacity of CSOs and carry out monitoring of the NASSP

NASSCO will competitively select a national '**Focal**' CSO to coordinate, build capacity, provide quality control, draw on international best practice, etc. to support State CSOs at local level to independently monitor NASSP.

² The National Social Investment Office, under the OVP, has a Framework for Civil Society Engagement with the Social Investment Programmes relying on a coalition of CSOs called the Civil Society Network on Social Protection (CSNSP). The CSNP has 478 NGOs, networks, coalitions, unions and organizations. A representative was elected from each State and 18 from the CSNSP to serve as the Central Working Group and a Steering Committee was constituted to represent the six geo-political zones. This Steering Committee should also be part of the NASSCO Steering Committee.

NASSCO will also hire a **State CSOs** for each State to undertake monitoring of NASSP at LGA and community levels. State CSOs engaged by NASSCO will be locally based, with strong familiarity of the particular region, including community dynamics and local language. The selection of the State CSO will be done with active engagement of the SOCUs and SCTUs.

At National level, the Focal CSO will play an important coordination and consolidation role. It will also ensure quality control and technical oversight to State CSOs. It will also be expected to draw upon global best practice and share that knowledge with State CSOs to strengthen capacity to undertake independent monitoring. This may require Focal CSO staff travel to regions, as necessary. The Focal CSO will be responsible for consolidating local reports from State CSOs and producing cumulative quarterly reports, in addition to an annual results and resources scorecard, etc.

The Focal CSO is expected to actively participate in the NASSCO Steering Committee and provide regular updates. Indeed, it is important that reporting is linked to the relevant state and federal decision-making forums for NASSP. The NCTO and NASSCO together with the SOCUs and SCTUs will be responsible for acting on the independent monitoring findings accordingly.

Reports and Scorecards will be first shared with the SOCU, SCTU, NASSCO, NCTO and World Bank before submission to the NASSCO Steering Committee.

At State level, the State CSOs will undertake independent monitoring at LGA and community levels. State CSOs will be supported by, and submit quarterly reports to, the Focal CSO for review, advice, and consolidation. Quarterly reports will also be shared with States and LGAs for their action, in addition to being sent to the Focal CSO for consolidation at national level.

CSO monitoring will, for example, consider targeting, enrolment, payment, compliance, verification, weaknesses in internal control and accountability systems, beneficiary falsification or concealment of information required for eligibility, ineffective grievance redress processes, and interference with program design and implementation to derive political advantage (e.g. inappropriate inclusion or exclusion of eligible households).

Involved CSOs will receive the information they require from the government and relevant agencies to be in a position to fully carry out their mandates.

11.2 Annual Results and Resources Scorecard

The Annual Results and Resources Scorecard will be the primary deliverable of the Focal CSO engaged in Third Party Monitoring. It will be made publicly available.

NASSCO shall agree on the methodology, content, and structure of the Scorecard with the Focal CSO once it has been selected. The proposed methodology, etc. for the Scorecard should be approved by the NASSCO Steering Committee.

Prior to publishing the Scorecard, it will be first shared with the SOCU, SCTU, NASSCO, NCTO, and the World Bank, before submission to the NASSCO Steering Committee.

CHAPTER 12: GRIEVANCE REDRESS

The NASSP Grievance Redress Mechanism (GRM) is a system designed to respond to queries or clarifications, resolve problems with implementation, and efficiently and effectively address complaints and grievances.

PRINCIPLES OF THE GRIEVANCE REDRESS MECHANISM

The principles of the GRM are to:

- i. be responsive to the needs of beneficiaries and non-beneficiaries and address and resolve grievances;
- ii. serve as a channel for soliciting enquiries, inviting suggestions and increasing community participation;
- iii. collect information to improve operational performance;
- iv. enhance project legitimacy among stakeholders;
- v. promote transparency and accountability;
- vi. deter fraud and corruption, and
- vii. mitigate project risks.

Detailed procedures for the GRM are outlined in the GRM Manual, including the types of grievances experienced under the project (from targeting to payments issues), the channels for collecting grievances, and the standards for response times and M&E of the GRM.



Detailed procedures for the Grievance Redress Mechanism can be found in the GRM Manual available here: xxx

[provide a link and embed the document when it is ready]

A *GRM Review* will be coordinated by the National Management Committee each year to ensure that the GRM is being responsive to the needs of beneficiaries. If complaints and queries are not responded to in a timely manner, beneficiaries will not trust or take it seriously. Thus, measuring performance of the GRM is critical to understanding if there is awareness among the citizens on how to register their grievances, the proper handling of grievances, and the timeliness for doing so. The review will allow for lessons to be learned that can feed back into the GRM system and project implementation with a focus on addressing weaknesses and improving overall implementation.

~~CHAPTER 13:~~ GENDER MAINSTREAMING

~~CHAPTER 14:~~ CHAPTER 13:

The objective of gender mainstreaming is to ensure equitable representation and participation in the program by all genders. The contributions, perspectives and priorities of both men and women are pivotal to the design, implementation and outcomes of the program. NASSP has entrenched in its design gender consciousness at every stage of implementation, from staff recruitment to gender awareness during CBT for building the NSR, and through the process of cash transfers and livelihoods interventions. The staff compositions are such that there is fair representation of women at the federal (NASSCO and NCTO), State (SOCU and SCTU), LGA (CBT enumerators, LGCTF and grievance focal persons), and community levels (i.e. the grievance persons and Community Representatives). The care givers and alternates selected to receive the cash transfers are mostly women, with a few exceptions.

14.113.1 Strategies for Mainstreaming Gender in NASSP

- i. ***Institutional arrangement:*** In the course of program implementation, the institutional arrangement of NASSP creates and facilitates linkages with relevant MDAs such as the Ministry of Women Affairs and Social Development and others at Federal, State, and Local government levels. It will also engage NGOs that will eventually be strengthened to support present and future cash transfers, livelihoods and other SSN beneficiaries at end of project duration for sustainability.
- ii. ***Capacity Development:*** Gender awareness meetings are to be held among implementers (i.e. SCTU, SOCU, LG staff and GR persons), while networks are to be established with women groups closest to the communities and elsewhere to encourage experience sharing.
- iii. ***Citizens' engagement:*** Interactions and interviews are to be organized both for men and especially women on perception of satisfaction with CT implementation. These can be done at meetings, radio interviews, etc.
- iv. ***Grievance Redress Mechanism (GRM):*** The NASSP GRM is designed with gender mainstreaming in mind to ensure that all beneficiaries feel they can air their grievances.
- v. ***Livelihoods Pilot:*** The pilot will ensure gender balance in identifying productive household members who will participate while giving opportunities to women and men to develop their chosen livelihoods regardless of their gender.
- vi. ***Payments:*** Monitor to ensure payments are made at secure and appropriate time and place for women, especially by consulting them. The care givers and alternates are mostly women with few exceptions. This is meant to close the existing gap between men and women in terms of having a say or partnering in taking decisions on things that pertain to the household.
- vii. ***Cash transfer with co-responsibilities:*** Ensuring that co-responsibilities are convenient (flexible and adapt to women's routine activities).
- viii. ***Behavioural Change Communications (BCC):*** BCC is one of the soft co-responsibilities for CCT, being an important strategy to tackle critical issues such as child rights, right to education for girls, harmful traditional practices, early/forced marriage, and other discriminatory practices, while taking into consideration peculiarities in the different

States/zones of the country including where men may also be the disadvantaged or ostracized.

- ix. **Monitoring & Evaluation:** Gender disaggregated reporting templates are to be ensured during development of the M&E manual.
- x. **Communication:** NASSP plays a role in addressing some risks and vulnerabilities facing women and girls and has also taken into account Nigeria's Reviewed National Gender Policy which focuses on strengthening institutions and systems as well as building strategic partnerships to deliver results for women and girls, men and boys. It aims at dismantling barriers that limit women's access to and control over resources in order to enable them break out of the poverty cycle and become more active economic agents. Creating awareness is critical to achieving these. Simple messages are to be developed to engage beneficiaries in gender-related discussions through FGDs, radio, community meetings; organize awareness sessions for religious/traditional/community leaders; awareness visits/outreach to Decision/Policy Makers and Politicians at Federal, State and LG levels on Gender Mainstreaming, Harmful Traditional Practices, Gender Based Violence, child & widowhood abuse, forced marriages, etc.; concentrate on sensitizing women to have very good understanding of their roles and co-responsibilities as per Cash Transfers; benefits of joint decision-making in households and frequently read out charter of rights and responsibilities at meetings. Drama will also be used to communicate messages as they are very good ways for passing information to uneducated or poorly educated audiences.

14.213.2 Gender Action Plan

NASSP is guided by a Gender Action Plan. See [Table 10](#)~~Table 10~~.

Table 10. NASSP Gender Action Plan

Activity	Action	Responsible Body	Timeframe
Component 1: Establishing the Foundation for a National Social Safety Net System			
Sub-component 1a: NASSP Management and Institutional Capacity			
Institutional Arrangements/ Structure	Mandatory female staffing quotas from Federal, State levels, Steering Committees, LGAs, CBT Teams, Enumerators, Community Committees, GRM, etc.	NASSCO/NCTO/SOCU/SCTU	2016-2018
	Include Ministry of Women’s Affairs and Social Development in Institutional Arrangements including the Centre for Women Development	NCTO/SCTU	2016-2018
Capacity Development	Introduce experience sharing and establish networks among implementers and women’s groups at all levels	NCTO/SCTU/LG-CTF	2017-2022
	Include Gender in Capacity Development Strategy	NCTO/SCTU	2017-2022
	Develop gender awareness among implementers at all levels	NCTO/SCTU	2017-2022
Communications	Develop and implement a Communications Strategy that is gender sensitive and mainstreams gender, outlining challenges and messages for various target groups (focus on simple messaging, low literacy level audience)	NASSCO/NCTO/SOCU/SCTU	2017
	Target male key leaders that are respected and hold authority in the community	NASSCO/NCTO/SOCU/SCTU	2018-2022
	Sensitization (promotion and outreach) among state and LGAs politicians	NASSCO/NCTO/SOCU/SCTU	2016-2022

	Incorporate messaging on best household use of transfer (i.e. promote behavioural change in households through trainings including reminders delivered during weekly training sessions with beneficiaries	NASSCO/NCTO/SOCU/SCTU	2017-2022
	Ensure women have a strong understanding of roles and responsibilities related to targeting, household budgets, business plans, transfers, Co-Responsibilities, etc.	NASSCO/NCTO/SOCU/SCTU/CBTT/LG-CTF	2016-2022
	Implement a Charter of Rights and Responsibilities	NASSCO/NCTO/SOCU/SCTU/CBTT/CTF	2017-2022
Citizen Engagement	Implement Social Accountability tools which include women's perceptions on satisfaction with project implementation	Independent third Party (Total Benefit Communication)	2017-2022
Grievance Redress Mechanism	Ensure awareness of GRM especially for women	NASSCO/NCTO/SOCU/SCTU	2016-2022
Livelihoods Pilots	Ensure eligibility of women from male-headed households and female-headed households	NCTO/SOCU/SCTU	2018-2022
	Encourage local savings groups and participation of women in groups	NCTO/SCTU	2017-2022
	Careful implementation of gender sensitive and demand-driven economic opportunities for women, girls and boys and seek support of men when dealing with such	NCTO/SCTU	2017-2022
	Appropriate technical support (including coaching, financial literacy and mentoring) for female beneficiaries in business skills	NCTO/SCTU/LG-CTF	2017-2022
	Develop and implement appropriate training and communication materials	NCTO/SCTU	2017-2022
	Facilitate linkages with markets and business opportunities especially for women	NCTO/SCTU	2017-2022
	Ensure financial services meet needs and are accessible to women (e.g. designing appropriate products and services)	NCTO/SCTU	2017-2022
Sub-component 1b: Building Blocks of the Safety Net System			

Targeting	Incorporate guidance on targeting of polygamous households into NASSP Targeting Manual	NASSCO/SOCU	2016-2017
	Ensure use of gender-sensitive targeting tools and skills (i.e. separate FGDs, gender inclusive community-based targeting teams and enumerators) during targeting	NASSCO/SOCU/CBTT	2016-2022
	Ensure women's participation in targeting, enumeration (i.e. presence of women in CBTT and gender officer during targeting)	NASSCO/SOCU/CBTT	Year 1-5
	Incorporate principle that women should receive transfer	NASSCO/NCTO	2016-2017
	Undertake a Social Assessment which includes a review of dynamics within polygamous households and shared housing to make recommendations for appropriate procedure for targeting and identifies additional opportunities to address gender risks and vulnerabilities	NASSCO/NCTO	2017
M&E	Ensure gender disaggregated data collection	NASSCO/NCTO	2016-2022
	Design and implement Social Assessment/Social Impact Assessment	NCTO/SCTU	2018-2020
	Ensure planning and reporting templates are gender disaggregated	NASSCO/NCTO	2017-2018
	Gender and Social Inclusion Analysis	NASSCO/NCTO	2017-2018
Payments	Ensure payments are secure, accessible and made at a time that is appropriate for women	NCTO/SCTU/CTF	2016-2022
	Consult with women to understand preference for receipt of transfer	NCTO/SCTU	2016-2022
	Incorporate principle that women caregivers receive transfer on behalf of household	NCTO	2016-2022
Component 2: Implementing a Targeted Cash Transfer			

Cash Transfer with Co-Responsibilities	Include “Enlightenment Workshops” on priority issues outlined in National Gender Policy (e.g. gender based violence) on Menu for Co-Responsibilities (ensuring flexibility to adapt activities by State)	NCTO/SCTU/CTF	2016-2022
	Ensure flexibility among States and LGAs to adapt Co-Responsibilities to women’s needs and to address gender equity and women’s empowerment	NCTO/SCTU	2016-2022
	Visit households to find out reasons for non-compliance to co-responsibility before exercising warning, penalty, etc.	NCTO/SCTU/CTF	2017-2022
	Ensure Co-Responsibilities are flexible and adapt to women’s activities (i.e. recognizing that women are overburdened with household activities which must be recognized and catered for)	NCTO/SCTU/CTF	2017-2022
Behavioral Change Communications	Tackle social norms underpinning of gender risks and vulnerabilities (e.g. GBV, HTP, etc.)	NCTO/SCTU/CTF	2017-2022
	Target both critical stakeholders/leaders in addition to wider community members	NCTO/SCTU	2016-2022
	Include workshops on health and nutrition	NCTO/SCTU	2016-2022
	Include workshops on household use of transfers	NCTO/SCTU	2016-2022
	Explore linkages and build partnerships with organizations working on gender equity and women’s empowerment	NCTO/SCTU	2016-2022
	Include opportunities for mentorship, confidence building and leadership training for women	NCTO/SCTU	2016-2022

PART V: PROCUREMENT, FINANCIAL MANAGEMENT, AND OUTPUT-BASED DISBURSEMENT

CHAPTER 14: PROCUREMENT

CHAPTER 15: FINANCIAL MANAGEMENT

CHAPTER 16: OUTPUT-BASED DISBURSEMENT

CHAPTER 14: PROCUREMENT

The Procurement Manual sets forth the procedures for effective and efficient planning and implementation of procurement processes for NASSP, consistent with the Guidelines on Procurement from the World Bank and the Government of Nigeria.



The Procurement Manual is available here:





NASSP Procurement
Manual.docx

<https://drive.google.com/open?id=0B6EIDcWLRlXUmRfc1JFNjZfVGS>

CHAPTER 15: FINANCIAL MANAGEMENT

The Financial Manual provides broad guidelines for the development and maintenance of NASSP's financial management system. The principles and themes outlined therein specifically address the fiduciary aspects of project implementation in line with World Bank guidelines. The Financial Manual aims to ensure the institution of a reliable financial management system that promotes transparency and encourages orderly and systematic documentation of financial transactions. It facilitates the timely preparation of accurate, relevant, and reliable financial information that will enable the various stakeholders to plan, implement, monitor, and appraise the project's overall progress towards the achievement of its objectives.

The Financial Manual is available here: XXX.



NASSP Financial
Manual.docx

<https://drive.google.com/open?id=0B6EIDcWLRlxenVxWkVuSkV2R3M>

CHAPTER 16: OUTPUT-BASED DISBURSEMENT

This section describes the arrangements for output-based disbursement and specifies the eligible expenditure categories. NASSCO will furnish to the World Bank all supporting verification documents acceptable to the Association.

[Table 11](#) specifies the categories of Eligible Expenditures that may be financed out of the proceeds of the Financing and the allocations of the amounts of the Financing to each Category.

Table 11. Categories of Eligible Expenditures for Output-Based Disbursement

Category	Amount of the Financing Allocated (expressed in SDR)
(1) Goods, non-consulting services, consultants' services and Training for Part A.1.(b), (d) and (e) and Part A.2(a) and (b) of the Project	42,600,000
(2) Goods, non-consulting services, consultants' services and Training for Part A.1.(a) and (c), Part A.2.(c) and (d) of the Project	18,500,000
(3) Output-based financing of Part A.1.(f) of the Project based on Unit Costs	3,500,000
(4) Output-based financing of Part A.2.(e) of the Project based on Unit Costs	6,400,000
(5) Output-based financing of Parts B.1. of the Project based on Unit Costs	3,500,000
(6) Targeted Cash Transfers under Part B.2. of the Project	280,500,000
TOTAL AMOUNT	355,000,000

Under Categories (3), (4) and (5) for any output-based financing payments, NASSCO and NCTO will confirm the number of outputs achieved for each specific Category as follows:

- for Category (3), the measured Outputs will be the number of enumerated areas with listed households, the number of survey staff trained, the number of completed household questionnaires, and the number of validated questionnaires;
- for Category (4), the measured Outputs will be the number of LGAs with a completed community-based targeting process and the number of validated households entered into the NSR; and
- for Category (5), the measured Outputs will be the number of validated enrolments of households into the cash transfer program.

Under Category (6) for payments to Eligible TCT Beneficiaries in a particular participating State, NASSCO and NCTO will send evidence to the Bank to demonstrate that:

- the respective Participating State has adopted the PIM;

- the respective Participating State has signed a Memorandum of Understanding with the Recipient, acceptable to the Association, for the purposes of implementing the Project;
- the Recipient has confirmed that the Eligible TCT Beneficiaries satisfy the criteria set forth in the PIM and are registered in the National Social Registry; and
- the Recipient has furnished all required verification documents acceptable to the Association showing that Targeted Cash Transfers, with respect to which a Withdrawal Application has been submitted, had been made in accordance with the provisions of this Agreement and of the PIM, such verification to be provided in accordance with procedures and arrangements, as set out in the PIM.

NASSCO and NCTO will have the Targeted Cash Transfers payments audited on a quarterly basis and the audits submitted to IDA no later than 45 days after the end of such period. ToR for the audit is included as Annex VII.

16.1 Audit Term of Reference

NASSCO has engaged the services of the Auditor General of the Federation and an Independent Verifier for expost 6-month independent verification.

The Terms of Reference (Annex VII) includes the following:

- The auditor's formal contract shall set out the responsibilities of the auditor.
- Confirmation of acceptance of the appointment including reference to the TOR.
- NASSCO/PMU responsibilities particularly the preparation of financial information.
- Access to premises and documents the auditor may require.
- The expected date the audit report will be issued and
- The basis on which fees are determined and billing arrangements.

16.2 Financial Templates

The following financial templates are being used to render returns and replenishment to the World Bank:

- (a) Six Monthly Forecast Template.
- (b) Output Based Progress Report.
- (c) Special Account Activity Statement for the Period.
- (d) Consolidated Uses of Fund by Components for the Semester.
- (e) Consolidated Sources and Uses of Fund for the Semester.

See Annex X for the formats.

PART VI: MONITORING, EVALUATION, AND PROJECT REPORTING

CHAPTER 17: MONITORING AND EVALUATION

CHAPTER 18: MANAGEMENT INFORMATION SYSTEM

CHAPTER 17: MONITORING AND EVALUATION

One of the key tasks within the NASSP is M&E. NASSP will have a separate M&E Manual to guide monitoring and evaluation within the project. This section provides a brief summary of the M&E framework, key performance indicators (KPIs), and results monitoring arrangements of the project.

The specific objectives of the Monitoring and Evaluation system are to:







- Improve management of programs at all levels of implementation;
- Improve transparency and accountability with a view to ensuring that resources are used to meet the intended purposes;
- Draw lessons from experience so as to improve the relevance, methods and outcomes of sub projects and components; and
- To demonstrate efficient and effective use of resources.

To achieve these principles, a result-based M&E system will do the following:

- Generate Project specific information on progress, processes and performance.
- Analyze and aggregate data generated at various levels to track progress, process quality and Project sustainability.
- Document and disseminate feedback and key lessons learnt to relevant users and stakeholders.

The key users of the outcomes of the data generated by the M&E system include the project management, civil society (including third-party monitors), and beneficiaries. The results are vital to project managers, as they are the first-hand users in terms of need of information for day-to-day management of the project. The requirements for M&E include the development and use of monitoring indicators that measure the project objectives. The indicators include quantitative, qualitative, direct, and proxy metrics for monitoring progress, processes and performance. The result chain for monitoring and evaluation is provided in 12.

Table 12. Result Chain of NASSP: Logframe with the Monitoring Indicators

Impact 		a. Improved poor HH consumption, improved health outcomes, improved children school enrolment/attendance. b. SR supporting pro-poor targeted programs c. beneficiaries engaging in sustainable livelihood endeavors & acquiring assets d. Income and source diversified
Outcomes 		a. beneficiaries formed saving groups and raising capital for livelihood b. school enrolment Beneficiaries complying with requirement c. Beneficiaries complying with behavioral change requirements d. children and women use health facilities e. SR supporting pro-poor targeted programs
Output 		a. Single Register established; Standard instrument s /systems for targeting, payment & tracking performance established. b. Cash transfers for extreme or poor and vulnerable households

		<ul style="list-style-type: none"> c. awareness creation and conflict resolution; socio-economic groups formed d. No of beneficiaries trained on livelihood support, etc.
Activities	→	<ul style="list-style-type: none"> a. Establishing NASSCO, NCTO, SOCU, SCTU & LG (Desk offices) b. Establishment of Targeting mechanism, M&E/MIS platforms, consumption support to most vulnerable HHs, etc. c. Establishment of SSR, SR, & NSR d. Group formation, saving mobilization and CT utilization. e. Communication, citizen engagement and social accountability f. Training of beneficiaries on compliance and livelihoods support. g. Propose MoU for states signing; SOCU/SCTU set up and assessment h. Orientation training of project officers at all levels i. Establishment of Targeting mechanism, M&E/MIS platforms j. Obtain poverty map of states/validate poorest LGAs and use for LGA selection k. Select poorest LGA and constitution of CBT/Enumeration/CT Facilitation teams
Inputs	→	<ul style="list-style-type: none"> 1.2 Budget allocation (IDA & FGN) 2.2 Deployment of staff with requisite competencies 3.2 Office accommodation with necessary working equipment, etc.



The M&E Manual details the system of monitoring, evaluation, and reporting in detail. The Manual is available here: [XXX](#).

17.1 Key Performance Indicators

The following key performance indicators were selected to assist in tracking the progress towards attainment of the project development objectives. A detailed description and explanation of the indicators, targets and results monitoring and evaluation framework is presented in the M&E manual.

- Establishing NASSCO and NCTO
 - No of States with MoU signed
 - No of established SOCU/SCTU/LG Desk Offices
 - No of SOCU/SCTU and LGA teams trained
- National/State Social Register established and expanded
 - No of SR established and being populated
 - Monthly/Quarterly percentage increase in number of households identified
- Mining of beneficiaries from NSR and share with states
 - No of beneficiaries mined from NSR
 - No of beneficiaries receiving cash transfer
 - No of beneficiaries receiving co-responsibility and other behavioral change trainings/mentorship/coaching
 - No of HHs added into NSR/SSR

- Cash transfers and benefits delivered for extreme poor and vulnerable households
 - No of states benefiting from targeted cash transfers on basis of SR
 - No of beneficiaries receiving cash transfer
 - No of HHs benefiting from CCT
 - No of HHs receiving top-up
 - No of beneficiaries complying with co-responsibilities
 - No of beneficiaries with changed behavior
 - No of beneficiaries receiving co-responsibility and other behavioral change trainings/mentorship/coaching
- SR supporting pro-poor targeted programs
 - No of interventions using the NSR/SSR for pro-poor program
- Beneficiaries complying with behavioral change requirements:
 - % change in household consumption
 - % change in school enrolment and attendance by beneficiary HHs
 - % change in usage of health facilities by project beneficiaries
 - % change in usage of sanitation facilities% change in engagement in environmentally sustainable activities
- Increased Human capabilities of the beneficiaries
 - % of HHs with increased:
 - Household consumption
 - Access to Health facilities- Registration for ante and post-natal care
 - Children school enrolment/attendance
 - Asset acquisition
 - Diversified Sources of income
 - Savings
 - Number of states that have developed livelihoods strategy based on pilots
 - Number of Beneficiaries engaging in sustainable livelihood based on pilots

17.2 Monitoring

An MIS will be developed and an assessment will be conducted to ascertain the status of existing M&E systems in the States and the results will be integrated into the detailed M&E manual for the operation. This will ensure that a systematic plan is established to strengthen monitoring of results in the sector. The targeting system and the development of the social registry will form the basis for monitoring and evaluating the entry and exit of NASSP client households. The NCTO is responsible for the overall monitoring of the targeted cash transfers and livelihoods, and NASSCO will be responsible for monitoring related to the national social registry and overall coordination with other programs. Evaluations will be carried out jointly. Information at output and activity level will be collected regularly through Government systems. This includes information on beneficiaries, transfers, and over time linking NASSP beneficiaries to livelihoods services. Financial reports provide information on budget expended according to agreed line items.

Data will come from an integrated system of monthly routine data collection in communities and LGAs, and quarterly summaries of results and progress reports by States. The type of data, collection methods and responsibilities at the community, LGA, State and Federal levels

for the project will be clearly designated in the M&E manual. This data will be triangulated by M&E conducted by independent third parties.

Progress towards the key project results and attainment of the objectives of the projects will be measured through the NASSP results framework (see Annex VIII). The values in the results framework are based on assumptions related to State take-up of the project. A Rapid Response Mechanism (RRM) will be established to address critical implementation problems as they occur. The RRM will be launched to address problems that warrant immediate attention and respond rapidly to resolve the problems, thus reducing any potentially serious risk. Rapid Response Teams may be regularly deployed to States, LGAs and communities to monitor implementation progress in targeting and cash transfer implementation. This is done through focus group discussions with implementers, beneficiaries, non-beneficiaries and a review of records. Teams will also follow up to solve any problems and ensure that consistent follow-up is provided.

In terms of Responsibility for M&E tasks, NASSCO and NCTO will designate Monitoring and Evaluation specialists who will have the responsibility for organizing technical support, implementation verification visits, and data collation, as needed. The unit will conduct quarterly review meetings and prepare overall quarterly and annual reports. This system of staffing and responsibilities will be replicated in the SOCU and SCTU. The M&E officers will be in charge of organizing State level technical support, implementation verification visits and data collation, as needed.

The National Coordinators will have the responsibility for supervision and monitoring. NASSCO will undertake joint quarterly supervision and will submit a report of the findings and recommendations to the SA-SIP, NSC, and World Bank. They also conduct at least two joint monitoring missions with the World Bank. For effective supervision, SOCU and SCTU are to submit a schedule of State activities to guide structured supervision and monitoring.

17.3 Progress Reporting

Regular reporting aims to keep stakeholders apprised of expenditures and activities, verify the proper implementation of processes described in the PIM and other project documents, and identify areas where performance does not match expectations so that project managers can take corrective actions. Information collected by the regular monitoring system is expected to flow both “upwards” and “downwards”. As each office fulfils its reporting requirements up the chain, it will be expected to also report back to those providing the data. A summary of responsibilities is as follows:

- *Community level:* Project staff will visit communities every quarter and administer a checklist that will assist both the officers and community members to track performance over time and address problems on a real-time basis, for the targeting and the cash transfers activities. These checklists will also be an important source of routine data on project performance. Data can be aggregated by the State agencies to track and manage the performance within their span of control.

- *LGAs*: LGAs will regularly monitor targeting, safety net and livelihoods support activities, including co-responsibilities, compile the data and review implementation against plans. Monthly, quarterly, and annual reports will be submitted to SCTU and SOCU.
- *States*: SCTU will compile data submitted by LGAs and review progress. Quarterly and annual synthesis reports will be submitted to NCTO. SOCU will be responsible for monitoring and reporting issues related to the State Registry.
- *Federal Level*: NASSCO and NCTO will collect reports from States and implementing partners. This data will be analysed in a consolidated report to provide a comprehensive overview of implementation progress.

Reporting will follow the Government of Nigeria’s fiscal year, which begins on January 1 and ends on December 31. Annual plans for the project will be completed by December 1 and will be used as the basis for preparing quarterly achievement reports of the following fiscal year.

Table 13. Key Report, Assessment, Audit and Evaluation

Type of reports	Information provided	Frequency	Examples of indicators
Monitoring Report	Regular collection of information at output and activity level, including regular financial reports.	- Monthly from LGA to State level; and State to Federal level	- Registration in the SR - Co-responsibilities met
Rapid Response Mechanism Report	Regular assessments of implementation at community, LGA and State levels to address critical implementation problems as they occur. This includes timeliness and size of transfers to beneficiaries, capacity issues and others.	- Every two months from Federal level	- Number of households targeted - Beneficiary satisfaction with NASSP
Reviews	- <i>Grievance Redress Mechanism Review</i> to assess the functioning of the appeals and complaints system - <i>Beneficiary Review</i> : Qualitative and learning surveys will be conducted by an independent Agency at baseline, year 2 and year 4 in a selected sample of states. The Beneficiary Assessments will use participatory and robust techniques that can provide feedback on the quality of services, perceptions and service satisfaction that will be useful for project reviews.	- Annual - Every two years	- Number and performance of Grievance Redress Committees established - User satisfaction with services - Trust in project delivery and Government
Audit	- The <i>Financial Audit</i> includes an audit of accounts; systems audit; and review of transactions to	- Quarterly rolling, annual	- Percentage of households receiving full payment

Type of reports	Information provided	Frequency	Examples of indicators
	beneficiaries to ensure that funds were used for purposes intended. - Procurement Audit	- Annual	
Evaluation and Assessment	- <i>Targeting Assessment</i> to confirm the effectiveness of project targeting and assess relevant social issues - <i>Performance Audits</i> to verify the delivery under output-based disbursements - <i>Impact Evaluation</i> , a household survey, to assess outcomes and impacts of all project components - <i>Impact Evaluation of Livelihoods activities</i> to determine the efficacy on household's productivity and capacity to exit poverty	- During project start-up, and annually thereafter - Every 6 months - Every two years - During duration of livelihoods pilot	- Review of targeting - Change in household consumption - Household economic activities, assets, earnings and consumption
Other Studies	- <i>Study on beneficiary use of transfers</i> - <i>Survey on household composition</i>	- Once - Once	- Use of funds on selected consumption groups - Household composition in target group

17.4 Evaluation

17.4.1 Process Evaluation

A number of independent systems audits and studies will be implemented to ensure efficient information flow on systems and processes, with the aim of strengthening implementation and overall accountability.

- An annual external *Grievance Redress Review* will assess the effectiveness of the appeal system at community and LGA levels and disseminate best practices. This review ensures the grievance redress system is functioning as expected and that records are being kept. Furthermore, an *Independent Procurement Assessment* will review procurement systems and processes to ensure that procedures and guidelines are followed and to make recommendations on how procurement could be improved.
- The annual *Financial Audit* will also be part of the M&E system and will fulfil three functions: audit of accounts, systems audit, and review of transactions to beneficiaries to ensure that funds disbursed are used for purposes intended. The project will commission a number of independent studies and reviews to assess progress towards

outputs. These studies aim to assess if the project is on track to achieving its purpose and identify any adjustments needed. The results of the various studies will continue to inform adjustments to project activities.

- A *Gender Assessment* will be undertaken prior to MTR to uncover the impacts of NASSP interventions as they relate to men's and especially women's lives to analyse the implications of gender and social norms in relation to successful implementation of NASSP and recommend specific strategies and actions to improve implementation.

17.4.2 Targeting assessment

The selection of beneficiaries in NASSP is based on a combination of geographical and community-based targeting, with verification using a Proxy Means Test. It follows the methodology developed by the YESSO program and already implemented in 8 States. A rigorous, regular assessment of the targeting process is necessary to ensure that the protocol is adhered to consistently in all participating States, find areas for improving the identification and selection of the poor and vulnerable, and strengthen accountability by demonstrating transparency in the allocation of benefits. Targeting assessments will rely on the on-site verification of the community-based targeting process, the review of the quality of poverty data collected by the States as well as the formula used for identifying beneficiaries, interviews with program officers and citizens (both beneficiaries and non-beneficiaries) to gauge the perceptions of transparency in the selection process, and third-party verification based on the independent collection of poverty data.

17.4.3 Impact Evaluation

Evaluating the impact of the cash transfer system. In addition to process evaluations described above, the Government of Nigeria is determined to assess the impact of the base transfers on the welfare of beneficiary households and on poverty reduction at the State and national level. Simulations were carried out in the preparation phase of the project to anticipate possible impact of cash transfers on the poverty headcount, but they hinged on assumptions that cannot be confirmed ex-ante or through a simple process evaluation. A rigorous impact evaluation will enable the Government to estimate with enhanced accuracy how much the cash transfer contributed to lessening extreme poverty in the country and to assess the program's value for money. Such an evaluation will inform the program dialogue in the country and serve as a basis for making program adjustments in an evidence-based manner.

Impact of the additional transfer upon completion of co-responsibilities. An innovative feature of TCT consists in supplementing the base Conditional Cash Transfer with an additional transfer of a similar amount, upon completion of certain co-responsibilities to be defined by each State. Since recipients would experience an increase of consumption support from 15 to 30 percent of their monthly consumption, evaluating the impact of this Ttop-up transfer would allow learning about the potential non-linear impact of the amount of cash, and thereby inform the choice of adequate size of transfers. Further, an evaluation could help estimate the benefits of fulfilling co-responsibilities and contribute to an important debate

on the relative merits of conditional and Top-up cash transfers for boosting consumption and enhancing human capital outcomes.

Designing and measuring the impact of livelihoods activities. The program seeks to further advance the impact of social assistance by designing and piloting a package of coordinated activities meant to unlock several constraints to productivity and thereby boost income and consumption in a sustainable fashion. Graduation programs based on a combination of asset transfer, training, savings promotion and coaching/mentoring have shown promising impacts in Nigeria and other parts of the world. There is strong interest for such programs from the Government of Nigeria, but their innovative nature makes it necessary to adopt a careful learning strategy before bringing them to scale. Key evaluation questions will include the impact of livelihood activities on household enterprises, income diversification, resilience and long-term consumption and asset accumulation. It will also be key to understand which activities in the package matter most, such that a cost-effective combination of interventions can be scaled up.

CHAPTER 18: MANAGEMENT INFORMATION SYSTEM

18.1 Overview of the Project MIS

The NASSP MIS is a tool that facilitates the collection, processing, management and dissemination of data essential for program operations, accountability, and policy-making and the platform through which program information will travel across different institutional (and government) levels. Its fundamental purpose is to ensure that each transaction needed under the project is carried out correctly for each beneficiary. It is also the main source of data for program monitoring and transforms data into useful information for management. The MIS will provide the backbone to the data being collected and enhance the efficient management of the National Social Register of poor and vulnerable households.

The MIS is to ensure the accurate and timely management of a high volume of data, often across multiple sites and levels of program implementation. An effective MIS will also help to minimize error, fraud and corruption by warning end-users when data discrepancies or violations occur, as well as to improve the integration of social protection policies.

The NASSCO MIS structure is such that it handles the exchange of data and integration of the operations of different program implementation units. It is synchronized with the NCTO MIS as well as the NSR that captures all the poor and vulnerable households. In addition, this will be consistent with harmonizing the beneficiaries through use of the national identification number (NSR Reference Number). It also will integrate with the NCTO payment system for seamless transfer of cash benefits to beneficiaries.

FIGURE 14 provides an overview of the MIS architecture.

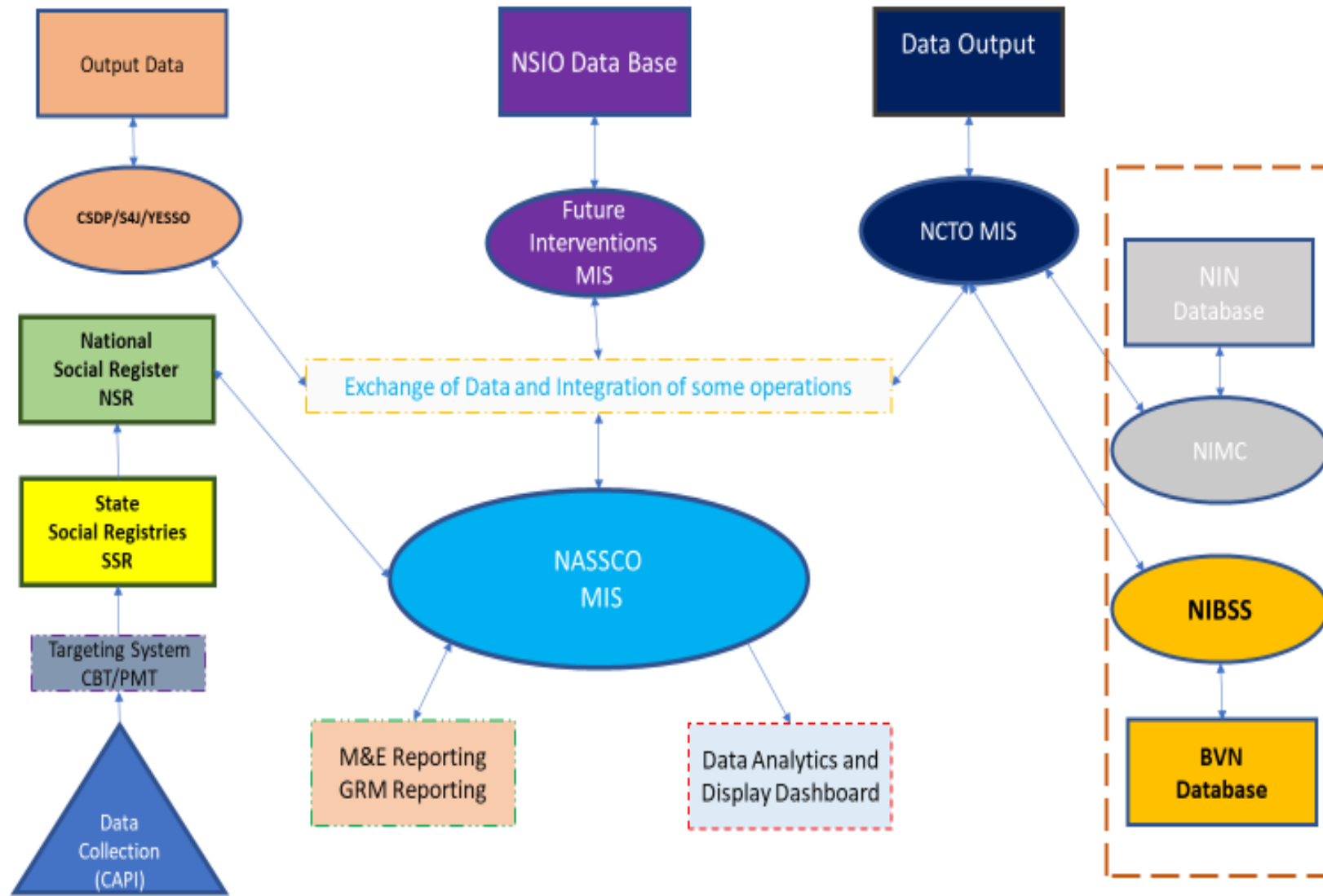
The project MIS integrates closely with:

- The NSR and CAPI registration and verification prior to pay-out.
- The SSN-Pay platform for disbursement and payout. The approved list of beneficiaries after mining is concluded (i.e. the generated payroll).
- SSN Mine for beneficiary selection process integrally linked to the SSN-Pay for payroll generation.

The MIS will be domiciled at NASSCO and NCTO while copies would be sent to SOCU and SCTU respectively.

At national level, the NASSCO MIS provides an overview of all the activities and interactions between the different interventions from a central point. This involves the proper interface with the NSR, NCTO, SOCU, and SCTU MISs, as well as all other social safety nets coordinated by NASSCO (e.g. YESSO and CSDP). It will also monitor indicators and results of all NASSP activities. Hence the NASSCO MIS would be scalable enough to accommodate all present and future interventions.

Figure 14. MIS Architecture for NASSP



The NCTO MIS will provide a snapshot of the cash transfer program across states in Nigeria, with linkages to the NSR, M&E, payment system, financial management system, national beneficiaries' database, and other systems developed within the program. The NCTO MIS will house the National Beneficiaries' Database which will support three levels of cash transfer beneficiaries (CCT, Top-up, and livelihoods support beneficiaries). The NCTO MIS will manage information processing in three major layers:

- Program operations including selection of beneficiaries, enrolment, registration, verification of co-responsibilities, updates in circumstances, and payments.
- Monitoring and program management including creation of indicators and management alerts.
- Control and accountability including the generation of reports and materials for communication with the stakeholders and the public.

At the State level, SOCU MIS will provide a consolidated view of social protection programs and house the SSR, while SCTU MIS will provide detailed program-specific information on cash transfers, with linkages to the SSR, M&E, financial management system, state beneficiaries database, and other systems developed within the system.

Key operations of NCTO and SCTU MIS will include:

- NCTO MIS will select eligible beneficiary HHs from NSR using program selection criteria and requirements. These are household beneficiaries in the NSR identified to be eligible for cash benefits (i.e. CCT, Top-up, and livelihood support).
- The NCTO MIS will share the list of eligible beneficiary households selected from NSR with the SCTU MIS for verification with SOCU SSR and the updates will be forwarded to NCTO MIS.
- LG Cash Transfer Facilitators will capture data of identified caregivers and alternates in the eligible beneficiary households using enrolment Mobile application which will be uploaded onto the NCTO Online Server and eventually registered in the NBR upon completion of relevant quality checks.
- For Livelihood support beneficiaries, SCTU MIS would select a list of livelihoods beneficiaries from eligible beneficiary households using established program parameters.
- The SCTU MIS will then share the list of livelihoods beneficiaries with NCTO MIS for verification against the eligible households list.
- The SCTU MIS will use the aggregated data of caregivers and alternates along with the verified pilot livelihoods beneficiaries to establish State Beneficiaries Database (SBD), which would comprise modules for eligible beneficiary households; CCT beneficiaries; Top-up beneficiaries and livelihoods support beneficiaries.
- The SCTU MIS will share the SBD with NCTO MIS. The NCTO MIS will verify the beneficiaries with the eligible beneficiary households.
- On completion of verification, the NCTO MIS would then establish a National Beneficiaries' Database (NBD), which will comprise modules for eligible beneficiary households; CCT beneficiaries; Top-up beneficiaries and livelihoods support beneficiaries.
- The caregivers and alternates list will be shared with the payment unit for enrolment.

- On completion of enrolment, data of beneficiaries will be accessible to the SCTU through the Enrolment Portal.
- NCTO MIS will make available the list of enrolled beneficiaries for the payment unit through the payment module.
- The SCTU MIS will use the training module to report program training activities at state and LG levels for beneficiaries and program staff.
- The SCTU MIS will also use the grievance redress module to report on grievance cases and redresses from beneficiaries in all program operations at state and LG levels.
- The NCTO MIS will periodically pull data and information from SCTU MIS training and grievance modules to update the NCTO MIS respective modules for M & E and management use.

**ANNEX I: MEMORANDUM OF UNDERSTANDING SIGNED BY FEDERAL GOVERNMENT
AND STATES**

THE PRESIDENCY | FEDERAL REPUBLIC OF NIGERIA

MEMORANDUM OF UNDERSTANDING

BETWEEN

THE FEDERAL GOVERNMENT OF NIGERIA

(ACTING THROUGH THE OFFICE OF THE VICE PRESIDENT) AND

_____ **STATE GOVERNMENT**

ON

NATIONAL SOCIAL SAFETY NET PROGRAMME (NASSP)

Date:

This Memorandum of Understanding (MoU) is made the _____ day of _____ 20XX.

Between the Federal Government of Nigeria represented by **National Coordinator of the National Social Safety Nets Coordinating Office** (herein after referred to as "the Office") which expression shall where the context so admits include its Successors and Assigns on the ONE PART and _____ **State Government** of Nigeria, represented by _____ (Herein after referred to as "the Participating State Government") which expression shall where the context so admit shall include its successors, assigns and agents on the OTHER PART.

WHEREAS:

- A. The Federal Government, in its effort to reduce increasing rate of poverty in spite of huge resources invested in anti-poverty programs, has developed a social reform agenda to promote social protection under the Office of the Vice President of Nigeria. One of the components of the social reform is predicated on cash transfers to the poor and vulnerable group of Nigerians.
- B. The motive behind the cash transfer component is to give the poorest and most vulnerable households a monthly cash transfers of N5, 000 (five thousand naira only) in order to enhance their consumption levels.
- C. During the period of the cash transfers, poor households with school age, children under five years of age and pregnant women may receive an additional N5,000 (five thousand naira only) per month, subject to fulfilling co-responsibilities, as determined by the State Government, on such matters as may be defined on the basis of the State's peculiarity and needs.
- D. Both the Federal Government and the _____ State Government agree to enter into an MoU for the purpose of implementing the Program.

- F. This MoU is created to affirm the commitments of the signatories to National Social Safety Nets Program (NASSP), its objectives and sets out the basis for cooperation between both Parties.
- G. The National Cash Transfer Office has been set up to coordinate cash transfer across Nigeria, under the supervision of National Social Safety Nets Coordinating Office (NASSCO).
- H. This MoU shall be complemented by the Project Implementation Manual (PIM), which shall contain details of the roles and responsibilities of the major stakeholders.

The understanding of the Parties is set out as follows:

1.0 Duration

- 1.1 This MoU shall be effective from the date of the execution by both Parties and shall last for 36 (thirty six only) months (The Term).
- 1.2 This MoU is automatically renewable, unless stated expressly, after the initial term by mutual consent of both Parties, under terms and conditions mutually agreeable to both of them.

2.0 Objectives of Cash Transfer

- 2.1 The Program is guided by any or all of the following objectives:-
 - i. To increase poor households' consumption in the 36 States of the Federation and the FCT using the State's Social Registry in selecting beneficiaries.
 - ii. To provide a safety net for the poorest households and encourage asset acquisition for poor households.
 - iii. To reduce the vulnerability of poor households and build their resilience to shocks.
 - iv. To improve health outcomes of poor Households (such as the reduction of child and maternal mortality and the incidence of malnutrition).
 - v. To improve educational outcomes, such as school attendance, enrolment and completion rates.
 - vi. To promote the use of safe water and improve environmental awareness and concerns, sanitation, hygiene and management practices.
 - vii. To promote financial inclusion and stimulate productivity, thereby reducing poverty.

3.0 Governance Structure of National Cash Transfer Program (NCTP)

The Program is headed by a Project Coordinator housed in National Cash Transfer Office in the National Social Safety Nets Coordinating Office (NASSCO), domiciled in the Office of the Vice President under the Special Adviser on Social Investment. The Project Coordinator is delegated the responsibility for day-to-day operations of the cash transfer program.

4.0 Cash Transfer Payment to households

- 4.1 Each poor household is entitled to a transfer of N5, 000.00 as a base transfer every month, and then an additional N5, 000.00 for households who are selected to participate in the CCT.

The NCTO shall utilise the services of the payment system providers selected through an open and transparent process, through whom NCTO will issue payments to households. However, top up cash transfers shall only be authorized upon the receipt of compliance to co-

responsibilities from SCTU. The monthly cash transfers shall be disbursed to beneficiaries every month, or every two 2 months, as determined by the NCTO.

- 4.2 The State Government shall designate, in agreement with NCTO, the appropriate MDAs to house the State Cash Transfer Unit, which shall provide the relevant human capacity, offices and the needed infrastructure at State and LGA levels for coordination, facilitation of trainings, monitoring compliance, reporting and any such activity that may be required.

5.0 **Responsibilities and Rights of Parties**

5.1 The NASSCO shall undertake to:

- (i) Provide financial support to State Operation Coordinating Unit (SOCU) to facilitate identification and uploading of data of the poor households into the Social Registry, to be shared with NASSCO for use in transferring cash to the identified beneficiaries.
- (ii) Formulate all operating guidelines and tools geared towards the fulfilment of the program's objectives.
- (iii) Ensure that all staff at State level relevant to this program, including the Community Based Targeting Team (CBTT), are adequately trained and motivated to carry out their activities.
- (iv) Develop guidelines for engagement of payment system service providers.
- (v) Develop a robust M&E framework and manual to guide performance tracking, applicable to States and LGA levels on the program.
- (vi) Manage and maintain the National Social Register, secure and protect data from intruders and link the National Social Register with a biometric registry, using a unique identity number (NIN).
- (vii) Ensure adherence to the MoU, in consonance with the States.
- (viii) Ensure that a verification exercise is conducted after 3 years of the commencement of the cash transfer exercise, to screen out from the State Registers those that have been successfully graduated out of poverty, continuing with the remaining beneficiaries and enabling the introduction of other beneficiaries into the programs, in a manner that is deemed more effective and in consultation with the NCTO.
- (xi) Coordinate and monitor activities in the spheres of social safety nets and social protection, with a view to conducting research and issuing reports, for the purposes of impacting positively on the human capital of our poorest and most vulnerable and improving on policy, thereby reducing poverty.

NCTO is responsible for:

- (x) Ensuring that only eligible households from the Social Register are selected as beneficiaries into the program.
- (xi) Organize orientation (and such other) training sessions for all State, LGA, community and any other required staff on the program.
- (xii) Engage Payment Service providers through transparent and open process to facilitate cash transfer to beneficiaries.

- (xiii) NCTO will submit list to payment service providers for cash transfer to beneficiaries in agreed amount, frequency and duration.
- (xiv) Ensure that all beneficiary households are paid as per established frequency and timely, through the selected payment provider and provide timely reports to NASSCO, of any such default, where identified.
- (xv) Develop and provide co-responsibilities' templates for monitoring compliance for the conditional cash transfers.
- (xvi) Engage credible Civil Society Organizations (CSO) for third party monitoring and verification of the beneficiary households in the State, through an open and transparent procedure.
- (xvii) Facilitate the early resolution of grievances in a timely manner, with a responsibility to escalate reports of same to NASSCO, in a regular and consistent manner.
- (xviii) Undertake Quarterly Performance Review to enhance delivery.
- (xix) Provide regular and consistent quarterly reports, on the Cash Transfer activities and its outcomes, to NASSCO.

5.2 The Participating State Government undertakes to:

5.2.1 State level

- (i) Sign the MoU with NASSCO and submit a hard copy, thereafter.
- (ii) Undertake to set up a State Operation Coordinating Unit (SOCU) with the requisite operational facilities (furnished office with computers and accessories, internet access and regular power supply) in the appropriate MDA to coordinate all Social Safety Nets activities in the State.
- (iii) Designate and convey to NASSCO the name and contacts of a Focal Person with high-level access, charged with the responsibility of overseeing the implementation activities of SOCU and SCTU to liaise with NASSCO and NCTO.
- (iv) Set up State Social Register using NASSCO established guidelines and procedures.
- (v) Shared national poverty map to guide states in the selection of the poorest LGAs; ensuring that these are equally spread across the Senatorial Zones.
- (vi) Identify qualified and dedicated staff to fill the key positions such as Coordinator, MIS specialist, M&E, Accounts and Operations Officers in the SOCU amongst others.
- (vii) SOCU will produce SR in phases, based on agreed procedure and this would be shared with and endorsed or cleared by NASSCO. NASSCO will assist (technically and financially) SOCU, to achieve the SR.
- (viii) Create an efficient SCTU, with requisite staff (Head of Unit, M&E, MIS, Gender and Safeguards officer, Training/communication officer, Accounts officer) and working tools in the appropriate MDA to facilitate the implementation of the livelihood support activities.
- (ix) Ensure the functionality of the identified facilities and working tools for the selected co-responsibilities, but where such supply-side facilities are not

available in the communities, provide acceptable alternatives for complying with such co-responsibilities.

- (x) SCTUs will enrol beneficiaries from the SR and share with NCTO.
- (xi) SCTU will submit periodic verification and monitoring reports to NCTO
- (xii) Ensure SOCU and SCTU complete and submit bi-monthly monitoring report on activities in the State.
- (xiii) Permit NASSCO and/or its appointed independent monitors to periodically review the performance of State Governments Agencies in all that relate to register in SOCU and CBTT activities at State, LGA and ward levels.
- (xiv) NCTO shall monitor STCU, LGA level and household levels.
- (xv) Ensure that there are established disciplinary/grievances and dispute resolution mechanisms/procedures of State Government Agencies and violations of agreed procedures, with effective sanctions and/or compensation for redress, as necessary.
- (xvi) Participate in all NASSCO approved activities, training sessions and awareness programs, or any such other related activities.
- (xvii) Bi-annually submit a report to NASSCO, on the social safety net activities in the State, through the Focal Person.

5.2.2 LGA level

- (xviii) Ensure that the LGA establish an effective Community–Based Targeting Team (CBTT) for identifying the poor and vulnerable households and for populating the State’s Social Registry.
- (xix) Ensure participating LGAs establish a Desk Office, with qualified and experienced staff selected from Community Development, Education, Health, Women Development and Natural Resources departments of the LGA (or as determined relevant) as the Cash Transfer Facilitators (CTF) to facilitate the household activities.
- (xx) Ensure that the Desk officers facilitate community engagement: Household identification, enumeration and data capture; as well as provide adequate support for the designated enumerator(s) and field workers for the purpose.
- (xxi) Ensure that field enumerators upload collected household information onto State and Federal Social Register platform, not later than beyond a period of 72 hours (3 days).
- (xxii) Ensure that LGA CTF/monitors submit monthly M&E reports on the basis of an NASSCO established template to SCTU/NCTO, maintain records of programs at LGA and consistently update LG Executives on the designated activities.
- (xxiii) Ensure CTF monitor compliance to co-responsibilities and facilitate the training of beneficiaries in various topical areas.
- (xxiv) Ensure the establishment of an effective and efficient Grievance Redress Committee (GRC) to resolve grievances at community/ward level, including the determination of if to escalate the issues, where necessary.

6.0 Grievances/Dispute Mechanism

The Grievance Redress Committee (GRC) will be established at Community, Ward, LGA, State and Federal levels, to ensure the timely resolution of grievances. The GRC shall be guided by an established mechanism of grievance redress.

6.1 Community members, including benefiting households, shall report any challenge or complaint on the program to the GRM focal person at the community/ward.

6.2 If unresolved after a period of 2-3days, such issue shall be referred to the LGA GRM Focal Person.

6.3 If dissatisfied after a period of 4 days, such issue shall be escalated to the State level.

6.4 If still dissatisfied after a period of 4 days, such a grievance shall be referred to the National level for resolution, whose decision shall be final.

7.0 Reporting

Participating State Government SOCU and SCTU are expected to render monthly/quarterly reports to the NASSCO and NCTO, respectively, as follows:

- (i) Updates of the Social Register of poor households, each month, to NASSCO.
- (ii) List of beneficiary households selected to receive Conditional Cash Transfers, having been validated quarterly, by the State CT unit, to NCTO.
- (iii) List of benefiting households to receive conditional cash transfer monthly, to NCTO, having been validated every two months.
- (iv) Bi-monthly monitoring reports in line with the NASSCO established template; uploading all required information onto the program web platform on a continuous basis, but not later than every month end, to NASSCO, on the Social Register updates, and to the NCTO on Cash Transfer matters.
- (v) Annual grievance reports from the community/ward, to the LGA and the State levels.

8.0 Monitoring and Review

Monitoring and review of activities on the program are to be undertaken at the following levels:

- (i) Federal – NASSCO and NCTO.
- (ii) Quarterly third party monitors.
- (iii) State Government own monitoring teams.
- (iv) LGA/ward/community teams.

9.0 Transparency

The process and identification of poor households shall be carried out by the community in an open process using the CBT Manual, and shall bear the following characteristics:

- a. biometrics, establishing the identities of each beneficiary shall be obtained and utilized to authenticate and verify the potential beneficiaries;
- b. the Social Register shall be easily accessible to the public;

- c. the CT office shall be open to the public to cross check the list of beneficiary households;
- d. the selection of third party monitors shall be done in an open and transparent manner using established procurement process;
- e. the payment system shall be technology-based, with payments being effected directly to the beneficiary through carefully selected Payment Service Provider(s);
- f. the service providers shall be identified through a transparent and open, accountable process;
- g. the program shall provide an on-line payment platform for all household beneficiaries, such that no physical cash transactions shall be undertaken by the program managers at Federal, State and LGA levels.

10.0 Termination/Disengagement of the MoU

- (i) The NASSCO and _____ State Government agree to terminate this MoU by giving three months’ notice to the other Party.
- (ii) Not meeting the terms of this MoU, may lead to the suspension/termination of the program(s).

11.0 Interpretations

"National Social Safety Nets Coordinating Office” (NASSCO) refers to the lead organ at the Vice President’s Office on behalf of Federal Government.

"The benefiting household" refers to the households selected and verified from the Social Register in SOCU by SCTU and validated by NCTO from the National Social Register at NASSCO, to receive cash transfers.

"Third Party Monitor" refers to the Civil Society or experienced monitoring/audit Organizations contracted by NASSCO to provide monitoring, spot checks and other support services as may be required.

For: Federal Government

Name: _____

Designation: _____

Address: _____

Signature and Date: _____

Witness: NASSCO

Name: _____

Designation: _____

Address: _____

Signature and Date: _____

For: State Government

Name: _____

Designation: _____

Address: _____

Signature and Date: _____

Witness: _____ State Government

Name: _____

Designation: _____

Address: _____

Signature and Date: _____

ANNEX II: DESCRIPTION OF ROLES AND RESPONSIBILITIES NASSCO STAFF

a) Head of Finance & Admin

- Accounting and Budget
- Human Resources
- Registry and Records
- General office and assets Administration

b) Principal Accountant

- Preparation of annual budget and disbursement plan based on the approved work plan.
- Request for initial deposit and replenishment of dollars Dedicated Account with CBN.
- Disbursement of payment by approving audited payment vouchers for payment and timely submission of withdrawal application to the World Bank.
- Supervise the installation and maintenance of adequate internal control system.
- Ensure that all financial records and book of accounts are updated properly and promptly.
- Consolidate the financial report of all NASSCO programs (YESSO, CSDP and NCTO) into a holistic project-wide financial report.
- Exercise oversight function over account of agencies that report to NASSCO.
- Prepare monthly transcript of account and other financial report to OAGF/FPFMD.
- Prepare and render financial report on IDA account and Counterpart Fund account on monthly, semesters and annually in accordance with accounting report requirement.
- Prepare project annual financial statement for annual audit and follow up on any audit query.
- Ensures the deployment and maintenance of good accounting software suitable to the need of the project.
- Monitor budget performance and bank reconciliation.
- Any other duties that may be assigned

c) Financial Officer

- Making disbursement after vetting the payment vouchers and payment mandate and ensuring that the payment meets the requirement of financial regulation and Financial Procedure Manual approved by the Bank.
- Posting payment vouchers into the necessary books of account and Keeping of adequate financial records and books of account.
- Preparation of budget and budget monitoring.
- Preparation of bank reconciliation account.
- Consolidate the financial report of NCT into NASSP financial reports.
- Preparation of monthly transcript of account and other financial report to OAGF/FPFMD.
- Prepare and render financial report on IDA account and Counterpart Fund account on monthly, semesters and annually in accordance with accounting report requirement.
- Respond to audit query raise by OAGF, Auditor General Office, FPFMD and the bank.
- Ensure invoices submitted for payment are promptly attended to.
- Raise payment vouchers supported with adequate document.
- Raise mandate for payment on approval by PA.
- Ensure proper filling of payment vouchers and mandate.
- Manage the Petty Cash float and maintain the petty cash book.
- Other activities as may be directed by the PA
-

d) Head Program and Interagency Liaison

- Liaison with CSDP, NCTO and YESSO
- Review Program reports and outcomes
- Communicate policy and Managements decision to programs
- Supervise Policy analysis, Corporate Strategic planning and research;
- Participate in program activities as may be required
- Liaison with Federal Agencies and development Partners
- Create interface between programs (YESSO, CSDP and NCTO), MDAs and partners at all levels.

e) Head of M&E

- Monitoring and evaluation of all program activities
- Reporting on all program activities to management
- Support development of national guidelines and standards for data collection and reporting for Social Safety Nets programs.
- Establish mechanisms for M&E interface with various SSN intervention across MDAs and development partners

f) M & E Specialist

- Develop and strengthen monitoring, operational assessment and evaluation procedures in all programs under NASSCO
- Monitors all project activities, expenditure and progress towards achieving the project objective;
- Recommend further improvement of the logical framework if the need arise
- Routinely track and report on the monitoring and impact indicator for the success of NASSP project
- Monitor and facilitate the evaluation of overall progress on achievement of results
- Monitor and report the sustainability of the project results;
- Provide feedback to the Head M&E/MIS on strategies and activities
- Suggests strategies for improving the efficiency and effectiveness of projects
- Report monthly, quarterly, half-yearly and annual progress on all activities to the Head M&E/MIS
- Conduct capacity assessment on existing monitoring and evaluation system and advice on ways to improve the system (human and infrastructural resources of NASSP)
- Ensure regular submissions of requisite reports from state level SOCU;
- Organize Quarterly and Annual Review Meetings;
- Ensure timely rendition of reports to the National Coordinator, National Social Safety Nets Coordinating Office (NASSCO) and the World Bank.
- Perform any other duties as required
- Review monitoring reports, analyse them for impact evaluation and to identify the causes of potential bottlenecks in project implementation
- Collaborate with consultants and implementing partners on quantitative monitoring to provide relevant information for on-going evaluation of project activities, effects and impacts.

g) M&E Officer

- Ensuring the maintenance of records of all types of data and information on program activities
- Oversee the monitoring and evaluation of NASSCO program activities.

- Liaising with the M&E officers in all NASSCO programs (YESSO, CSDP and NCTO) and SOCU for M&E purposes to ensure effective participatory monitoring and evaluation of all NASSCO operations.
- Designing field data collection and collation formats for NASSCO programs.
- Providing cumulative records, analysis and statistics of activities of NASSCO programs

h) Head MIS

- Management of Information and data outputs from all programs (NCTO, CSDP, YESSO, NASSCO)
- Ensure data compatibility between existing safety nets projects such as NCTO, YESSO and CSDP.
- Prepare monthly volume statistical report.
- Be responsible for overall information system management for the project.
- Ensure that appropriate user-friendly and web-based information systems, procedures and controls are in place and correctly implemented by employees.
- Advise on technical specifications of hardware network design and hardware acquisition.
- Ensure timely and accurate generation and execution of all programs (CSDP, YESSO, and NCTO) MIS operations. Identify and recommend improvements to established procedures, forms and workflows
- Design and install data management applications on the systems while also ensuring appropriate linkages between data applications.
- Maintain the data base for information documentation and analyse the entire project data for use by management.
- Monitor the reconciliation and research of discrepancies in MIS project data.
- Prepare monthly volume statistical report.
- Provide technical assistance to the State offices to ensure consistency and comparability of information formats for collection and dissemination of data.
- Maintain internet linkages and supplier relationship to ensure on-line communications between the national offices and all states operating within the program;

i) Head of National Registry

- Targeting of Poor and Vulnerable households across the Federation
- CBT training and operational plans development
- Monitoring of state/LGA's progress in the targeting and registry of the PVHH's.
- Communications with all stakeholders and National coverage
- Supervise social accountability, Safeguards and grievance redress mechanism in all states.
- Development of Standards and procedures for Targeting and developing the Registry.

j) MIS Specialist

- Develop architecture of a robust MIS for NASSCO with linkages to SOCU.
- Set standards for and support harmonization of management information systems developed at Federal and state levels in the Register under NASSCO using a common set of interfaces, standards, data, and technology systems, where possible.
- Support implementation of identified modalities for the registry of poor and vulnerable household's data collection within NASSCO in collaboration with states/local government, including set-up of systems and tools for integration of social safety net indicators into MIS of NASSCO with YESSO, CSDP and NCTO data outputs.
- Supervise data quality assessment to determine the validity, reliability and integrity of the data gathered in NSR after upload from the SSR.

- Set guidelines to lower the cost of developing and using MIS, alleviate capacity constraints within government, and achieve longer term sustainability.
- Exploit opportunities to build the MIS in partnership with the private sector to help alleviate cost and capacity constraints.
- Assess the situation concerning internet connectivity and feed those results into the decisions on implementation arrangements and procedures. As necessary, make recommendations on the need to make provision for alternatives to a program-wide automated MIS such as off-line, paper-based approaches, combined with mechanisms for tracking and oversight.

k) MIS Officer

- Be responsible for overall information system management for the project.
- Conduct data quality assessment to determine the validity, reliability and integrity of the data gathered in NSR after upload from the SSR
- Ensure that appropriate user-friendly and web-based information systems, procedures and controls are in place and correctly implemented by employees.
- Advise on technical specifications of hardware network design and hardware acquisition.
- Ensure timely and accurate generation and execution of all MIS operations. Identify and recommend improvements to established procedures, forms and workflows
- Design and install data management applications on the systems while also ensuring appropriate linkages between data applications.
- Maintain the data base for information documentation and analyse the entire project data for use by management.
- Monitor the reconciliation and research of discrepancies in MIS project data and the registry.
- Prepare monthly volume statistical report.
- Provide technical assistance to the State offices to ensure consistency and comparability of information formats for collection and dissemination of data.
- Maintain internet linkages and supplier relationship to ensure on-line communications between the national offices and all states operating within the program;
- Provide technical assistance with SOCU MIS on all aspects of the SSR

l) Targeting officer

- Responsible for Geographic Targeting of LGA's in planning the CBT roll out processes in the 30%, 50% and subsequent 20% of LGA's
- Provide technical guidance on the CBT Training
- Facilitate the delineation of wards in LGA's for the CBT process
- Provide implementation plan to guide the CBT process
- Evaluation and Documentation of trainings on the CBT process
- Make recommendations on all CBT trainings for subsequent process improvement
- Liaise with the SOCU Operations Head on all targeting and CBT processes.

m) Program Auditor

- The Project Internal Auditor will be responsible to the National Coordinator
- Ensure that there is adequate internal control system in place
- Should have unrestricted access to any Project documents, files or Minutes
- Carry out pre-payment audit before any payment is made
- Ensure that expenditures are in line with approved budget line
- Supervise/perform the internal audit function of all activities of the project

- Develop and monitor audit programs and procedures to cover all financial operations of the project programs (YESSO, CSDP and NCTO)
- Review the financial procedures with the Project Accountant
- Point out irregularities to the Project Management without delay
- Monitoring the NASSP and evaluating the adequacy of their records and reports.
- Regularly (and on ad-hoc basis) audit the accounts, records, assets and stores of the project
- In conjunction with the Project Accountant, liaise with External Auditors to carry out annual audit expeditiously and ensure that External Auditors' and Bank Mission's recommendations are implemented without delay.

n) Procurement Specialist

- Drawing up a procurement plan for the purchase of equipment, services and supplies (goods).
- Preparation of bid documents (inclusive technical specifications) for the acquisition of goods/services.
- Evaluation and selection of consultants and suppliers within agreed processes.
- Effectively manage all contracts and ensure that deliveries (quality/quantity/time) are in line with contract provisions.
- Ensuring procurement plans are implemented as scheduled.
- Maintaining accurate records of purchases and pricing of all goods/services of including price negotiations; purchase order creation; order tracking and management; and price dispute resolutions.
- Ensuring that the department has important details, such as the suppliers' qualifications, delivery times, potential development and products.
- Preparing and submit procurement status reports on a quarterly basis as part of financial monitoring report.
- Ensuring appropriate sanctions are applied on defaulting contractors.
- Providing technical assistance on procurement to the State's offices who may require such supports.
- Preparing evaluation reports for all evaluation of goods and services;
- Developing procurement data base for use on the project;
- Identifying, designing and conducting in-house-training;
- Maintain good relations with the suppliers of goods/services.

o) Communication Specialist:

- Facilitate the formulation and development of a communication strategy and plan and be responsible for advocacy and sensitization and communication activities of the Project.
- Manage Project communications information systems.
- Assist with the set up and coordination of press conferences and field events. This may involve participating in advance team planning activities, coordinating event schedules, ensuring staging requirements, and assisting with protocol requirements.
- Be responsible for preparing periodic reports on progress in advocacy, mobilization and awareness, measured against the targets of annual work plans.
- Be responsible for the design and update of Project internal and external websites and communications channels and collect and organize content for the website and social media in coordination with Project staff and implementing partners.
- Manage, organize and update the Project photo library.
- Monitor and ensure a regular supply of current outreach materials.
- Write press releases, speeches, and talking points as required.
- Write and organize background briefings for media.

- Assist with the organization and logistics of Project sponsored events as assigned.
- Be responsible for monitoring and coordination of Information, Education and Communication activities, especially suitable for grassroots;
- Ensure linkage with relevant ministries/agencies on integrating collective action and mobilization of resources, for project development.
- Prepare budget estimates and annual plan for communication;
- Any other duties as may be assigned.

p) Media Officer

- Co-ordinating, editing and drafting press releases for NASSCO events
- Editing media-related materials for inclusion on our website, including press releases
- Supporting the Communication Specialist in editing the Annual Review report on NASSCO's activities
- Responsible for preparing periodic reports on progress in advocacy, mobilization and awareness, measured against the targets of annual work plans
- Manage, organize and update the project photo library on website.
- Prepare press releases, speeches, talking points briefings for media as may be required.
- Preparing media reports
- Writing letters
- Monitoring media coverage
- Booking rooms for meetings
- Distributing press releases.
- Keeping up to date with duties that affect NASSCO
- Attending press conference and media interviews
- Informing members of the public (as well as press) about events and initiatives.
- Accompanying staff on official visits
- Other duties as may be assigned by the Communication Specialist.

ANNEX III: DESCRIPTION OF ROLES AND RESPONSIBILITIES: SOCU

a) State Coordinator

- General administration and coordination of SOCU
- Shall liaise with appropriate state agency to agree on Poverty map to guide selection of poorest LGAs for commencement of SR establishment.
- Coordinate the establishment and management of Social Register in the State
- Liaison with MDAs on the use of the Social register
- Liaise with LGA to identify and constitute CBT and enumeration teams for establishment of SR
- Facilitate the mobilization of communities towards identification of poor and vulnerable households
- Ensure that the SR is secured and available for use of interested parties through an established data management protocol.
- Manage grievances that may emerge through the SR establishment process
- Authorizes expenditure in accordance with the approved annual budget and work plan.
- Represents the State in all its dealings as regards SR
- Liaise with NASSCO on all matters as relates to SR
- Liaise with donors and those capable of providing complementary technical and administrative skills and financial resources.
- Ensures regular/periodic reporting to NASSCO reporting and the State Planning Ministry/Commission.
- Reports to the Head of the State Planning Commission/ministry

b) Head of State Registry (Head of Operations)

- Reports to the Coordinator and deputizes in Coordinator's absence.
- Supervises and coordinates the overall activities (including CBT activities) of the Operations unit.
- Management of CBT/SR document and records.
- Liaises and coordinates other SSN in the State.
- Head of GRM at SOCU level and responsible for all GRM cases that may arise.
- Liaises and provide technical support and training to CBT and Enumeration teams in LGAs as may be required
- Ensure that all CBT and Enumeration teams are trained and supported to perform their duties effectively
- Ensure that all data from household enumeration are uploaded onto the SR platform
- Provides update on CBT and SR status
- Prepares CBT/SR and Operation reports and submit to the Coordinator.
- Keeps custody of password to the read-only SR and liaises with MISS to mine beneficiaries for SSN interventions upon request.
- Liaises with the NASSCO Targeting Officer assigned to their respective Geo political zone.

c) Head M&E

- Ensure the maintenance of records of all types of data and information on SOCU activities
- Oversee the monitoring and evaluation of SOCU and coordinating all activities.
- Provide guidelines and guidance for the operations of the M&E units to meet the expectations of the SOCU
- Ensure capacity for M&E is developed and enhanced;
- Train M&E team on result based framework and manual for data collection and reporting

- Liaise with the LGA and other sections of the SOCU for M&E purposes and working with the communities to ensure effective participatory monitoring and evaluation of SOCU operations
- Ensure capacity for technology based data capture and monitoring are developed for all relevant SOCU and LGA staff
- Render timely report on program performance as required in the format established
- Maintain cumulative records, analysis and statistics of activities over time to guide operations and provide information base for planning and future evaluation.
- Ascertain the reliability of data collected during the CBT process as a means of ensuring further quality assurance.
- Domestication of M&E tools for Monthly & Quarterly returns
- Monitoring of the CBT training exercise
- Beneficiary Satisfaction Assessment

d) State Targeting officer

- Provide technical guidance on the CBT implementation guide
- Facilitate the delineation of wards for the CBT
- Provide implementation plan to guide the CBT process
- Develop and provide a guide to CBT process
- Evaluation of trainings
- Make recommendations on all CBT trainings for Improvement

e) Gender & Social Safeguard Officer

- Prepare gender and safeguard plans
- Responsible for all stakeholders' appeals and complaints on registry population.
- Ensure gender mainstreaming and social safeguards are in place and adhere to.
- Implement grievance procedure framework at state, LGA and community levels.
- Facilitate the development and adoption of gender friendly strategic communication tools and approaches. Assist in conducting social accountability and community score card
- Liaise with the relevant channels for press release, press conferences, interview, lectures/talks etc.
- Production of relevant information (print and electronic) materials for distribution or broadcast to target audience.

f) Project Accountant

- Processing and paying all bills, salaries etc. pertaining to the smooth running of the SOCU
- Ensuring the proper recording of financial transactions of the Agency
- Generating adequate reliable and timely financial reports for the state Coordinator and other units
- Preparing annual budgets and work plans
- Processing and managing all fund disbursements as well as ensuring proper documentation to facilitate the release of funds from funding agencies to communities
- Liaising with banks, tax authorities, and other regulatory agencies on behalf of the SOCU
- Preparing monthly and quarterly reports on financial progress on SOCU operation
- Reviewing financial transactions in line with General Guidelines issued by the SOCU, NASSCO and Funding Agencies and making reports to SOCU
- Offer training and capacity building in the areas of financial management, record keeping, and other related matter to the community

- Ensure payments are only made for eligible expenditures that are properly substantiated and in line with the FA.

g) Financial Officer

- Ensures Petty Cash disbursements are appropriately and adequately documented.
- Produces timely and reliable financial reports as specified in the Financial Guidelines of the project
- Monitors compliance with budget ceilings in financial operations of the State Agency
- Prepares and processes expenditure returns to NASSCO
- Participates in the preparation of the annual work plan and budget
- Consolidates the community and State level financial reports for the State Board
- Follows up on fund released from the funding partners
- Taking charge of receipt, disbursement and accounting duties that may be assigned
- Maintain stores and assets register of SOCU
- Indenting for, controlling and issuing treasury books and forms
- Performing mechanical accounting and other accounting duties
- Account reconciliation
- Interpreting and analysing final accounts
- Preparing monthly fiscal accounts and financial statements

h) MIS Officer

- Management and periodic update of the database for SSR in the state
- Liaise with CBTT enumerators on the collection of data of PVHH
- Ensure State SSR data is uploaded/shared with NASSCO for integration into the NSR
- Ensure security of SSR data and establish protocols for sharing data
- Facilitate the selection of poor households by CBTT's
- Coordinates & Trains enumerators
- Provide technical support to LGA team on technology usage for HH data collection and reporting
- Maintain records arising from data processing operations
- Taking inventory of data processing supplies and materials and
- Coordinating computer and data control and preparation methods
- Upgrades and maintains MIS/ IT hardware and software for SOCU

i) M&E Officer

- Ensuring the maintenance of records of all types of data and information on unit activities
- Oversee the monitoring and evaluation of SOCU activities
- Liaising with the LG and other Departments of the SOCU for M&E purposes and working with the communities to ensure effective participatory monitoring and evaluation of SOCU operations
- Designing field data collection and collation formats for the unit
- Providing cumulative records, analysis and statistics of activities in the unit.

ANNEX IV: DESCRIPTION OF ROLES AND RESPONSIBILITIES FOR NCTO STAFF

a) Programme Coordinator of NCTO

Qualification: A master's degree from a recognised University in Social Sciences, Natural Sciences, Agriculture and/or any other relevant degree, a higher degree is an added advantage. 15 years post qualification experience most of which should be in rural development and donor projects. The officer should be computer literate and should have attained at least the level of an Assistant Director, between GL 15 and GL 17 of the federal civil service.

Duties

- Effective coordination of National Cash Transfer activities and the day-to-day management and supervision of all Project staff.
- Support State project coordination and implementation of the project.
- Coordinate activities of the Project with those of participating States;
- Support NASSCO's integration plan by providing information, attending meetings, offering creative solutions and participating in relevant activities;
- Monitor cash transfer across project implementation areas to ensure agreed procedures, policies and MOUs.
- Develop annual work plan, procurement plan and financial budgets using agreed standardized formats;
- Manage project funds and resources in line with Bank's guidelines and procedures;
- Prepare Project Status Report (PSR) on a quarterly basis and other required reports, including yearly audited accounts and forwarding to relevant agencies and World Bank as of when due;
- Taking responsibility for the effective flow of information between team members, the coordinating office, the States, other relevant agencies and promoting regular contact with key stakeholders.
- Carry out regular evaluation of project activity and reporting on project progress.
- Ensuring the appropriate actions are taken on all issues arising regarding the implementation of the project especially those related to financial, procurement, monitoring and evaluation.

b) Procurement Officer

Qualification and Experience: At least a first degree in Business Administration, Marketing, Purchasing and Supply or related fields, with at least 6 years post qualification experience part of which must relate to procurement in a donor funded agency or federal government due process office. Computer literacy is compulsory and experience in community contracting. Between GL 10 and GL 14 of the Federal Civil Service.

Duties

- Drawing up a procurement plan for the purchase of equipment, services and supplies (goods).
- Preparation of bid documents (inclusive technical specifications) for the acquisition of goods/services.
- Evaluation and selection of consultants and suppliers within agreed processes.
- Effectively manage all contracts and ensure that deliveries (quality/quantity/time) are in line with contract provisions.
- Ensuring that procurement plans are implemented as scheduled.

- Maintaining accurate records of purchases and pricing of all goods/services of including price negotiations; purchase order creation; order tracking and management; and price dispute resolutions.
- Ensuring that the project has important details, such as the suppliers' qualifications, delivery times, potential development and products.
- Preparing and submit procurement status reports on a quarterly basis as part of financial monitoring report.
- Ensuring appropriate sanctions are applied on defaulting contractors.
- Providing technical assistance on procurement to the State's offices that may require such supports.
- Preparing evaluation reports for all evaluation of goods and services;
- Developing procurement data base for use on the project;
- Identifying, designing and conducting in-house-training;
- Maintain good relations with the suppliers of goods/services.
- Perform any other duties as may be assigned

c) Programme Auditor

Qualification: A University degree or Higher National Diploma in Accounting or Banking and Finance and a membership of professional association such as ACA, ACCA, ANAN or other equivalents with at least 6 years relevant post qualification experience. Between GL 10 and GL 13 of the federal civil service.

Duties

- The Project Internal Auditor will be responsible to the Coordinator
- Ensure that there is adequate internal control system in place
- Should have unrestricted access to any Project documents, files or Minutes
- Carry out pre-payment audit before any payment is made
- Ensure that expenditures are in line with approved budget line
- Supervise/perform the internal audit function on all activities of the project
- Develop and monitor audit programs and procedures to cover all financial operations of the project.
- Review the financial procedures with the Project Accountant
- Point out irregularities to the Project Management without delay
- Monitoring the NASSP and evaluating the adequacy of their records and reports.
- Regularly (and on ad-hoc basis) audit the accounts, records, assets and stores of the project
- In conjunction with the Project Accountant, liaise with External Auditors to carry out annual audit expeditiously and ensure that External Auditors' and Bank Mission's recommendations are implemented without delay.

d) Head Admin/Finance/Account Unit

Qualification: A University degree/HND in Accounting, Banking and Finance and /or their equivalents with at least 10 years post-qualification experience. Membership of Professional Association such as ICAN, ACA, ACCA, ANAN and knowledge of computer-based accounting packages and experience in donor-funded or rural development project audit will be an added advantage. Between GL 13 and GL 15 of the federal civil service and posted from FPMD.

Duties

- Be responsible for financial management of the NCTP including preparation of budget, monitoring disbursement, timely replenishment of funds into Special Account, prepare

monthly, quarterly and annual financial report, ensure timely undertaking of annual audit of accounts and submission to relevant stakeholders

- Ensure adherence to financial management system and procedures.
- Ensure maintenance of records and proper management of Project assets (fixed assets, products and material).
- Be responsible for entire accounting and provide guidance on account and financial control systems, including the Financial Management System to be developed under the project.
- Carry out financial control and bookkeeping.
- Follow up the cash flow of the project.
- Provide and assist in organizing training for the Project accounts staff.
- Analyse the internal and external audit reports, point out weaknesses and corrective measures proposed
- Provide leadership role and be responsible for the financial management of the program and in this wise coach and train relevant staff.
- Monitor accounts and analyse financial commitments and expenditure trends/returns.
- Prepare monthly returns in accordance with accounting reporting requirements.
- Monitor quarterly financial performance against agreed financial performance indicators.
- Analyse and advise on conduct of audits, assessing auditors and follow-up key financial aspects of the program.
- Managing and tracking budget.

e) Finance Officers

Qualifications: A first Degree/ HND in Accounting, Finance and other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must be conversant with financial management software applications and ability to produce and interpret financial reports; ability to use at least MS Word and Excel, Good communication and writing skills and should be between GL09 and GL12 in the federal Civil Service and must be working in the OAGF or FPMU.

Duties

- Ensure invoices submitted for payment are promptly attended to.
- Raise payment vouchers supported with adequate document.
- Raise mandate for payment on approval by PA.
- Ensure proper filling of payment vouchers and mandate.
- Manage the Petty Cash float and maintain the petty cash book.
- Other activities as may be directed by the PA
- Ensure prompt retirement of advances granted
- Reconciliation of payments to payment vouchers

f) Account Officers

Qualifications: A first Degree/ HND in Accounting, Finance and other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must be conversant with financial management software applications and ability to produce and interpret financial reports; ability to use at least MS Word and Excel, Good communication and writing skills and should be between GL09 and GL13 in the federal Civil Service and must be working in the OAGF or FPMU.

Duties

- Assist the Project Account in carrying out the following duties:

- Making disbursement after vetting the audited payment vouchers and payment mandate and ensuring that the payment meets the requirement of financial regulation and Financial Procedure Manual approved by the Bank.
- Posting payment vouchers into the necessary books of account and Keeping of adequate financial records and books of account.
- Preparation of budget and budget monitoring.
- Preparation of bank reconciliation account.
- Consolidate the financial report of NCT into NASSP financial reports.
- Preparation of monthly transcript of account and other financial report to OAGF/PPFMD.
- Prepare and render financial report on IDA account and Counterpart Fund account on monthly, semesters and annually in accordance with accounting report requirement.
- Respond to audit query raised by OAGF, Auditor General Office, PPFMD and the bank.
- Any other duties assigned

g) Admin Officer

Qualification: First degree or equivalent in Social Sciences and Humanities from a recognised tertiary institution with at least 6 years relevant post-qualification experience. Knowledge of MS computer packages is essential. Experience in personnel, office management is necessary. Between GL 08 and GL 12 in the federal civil service.

Duties

- Develop and maintain filing system
- Dispatches, correspondances (letters, forms etc)
- Assist in the preparation of regular scheduled report
- Act as a point of contact for internal and external client
- Organize and schedule appointment
- Answer and direct phone calls
- Provide general support to visitors

h) Store Officer

Qualifications: A first Degree/ HND in Accounting, Finance, Store Management and other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in stock and asset keeping, preferably of donor assisted projects; must be conversant with financial management software applications and ability to use at least MS Word and Excel, good communication and writing skills and should be between GL08 and GL12 in the federal Civil Service.

Duties

- Keep and maintain record of office supply and materials
- Inspect the materials received from suppliers with respect to quality and quantity
- Prepare monthly and annually material consumption and requirement report
- Issuing of materials and consumables to department concerned
- Ensure proper tagging of identification slip on each item.

i) Head Payment Unit

Qualifications: A first Degree/ HND in Accounting, Finance, Computer Science or any other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must be conversant with financial management software applications and ability to use

at least MS Word and Excel, good communication and writing skills and should be between GL13 and GL15 in the Federal Civil Service.

Duties

- Responsible for overall Oversight of all Payments functions
- Ensure that payment processing inputs are received on a timely basis, verified and authorised and passed on for payment to the PSP's in a timely manner.
- Ensure that the PSPs complied with SLA and measuring performance against targets including beneficiary enrolment and beneficiary identity.
- Ensure beneficiary ID / Cards sourcing, issuance and card management
- Ensure the effective management of fraud risk across entire unit, identifying, investigating cases of fraud, misappropriated funds or identity fraud and identity theft.
- Ensure Verification/Reconciliation of payments after every payment cycle
- Prepare cash transfer instruction lists for the PSP identifying each recipient, and related amounts for each payment cycle.
- Receive monthly reports of funds disbursed from PSPs and upload in to the payment module
- Ensure that payment files are send to the PSP to process payments to the beneficiaries

j) Payment Processing and Distribution Officer

Qualifications: A first Degree/ HND in Accounting, Finance, Computer Science or any other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must be conversant with financial management software applications and ability to use at least MS Word and Excel, good communication and writing skills and should be between GL09 and GL14 in the federal Civil Service.

Duties

- Monitor transfer of cash by the financial institutions to beneficiaries
- Ensure that payment files are send to the PSP to process payments to the beneficiaries
- Responsible for dealing with and managing the PSP's, ensuring compliance to SLA and measuring payment performance against targets
- Responsible for beneficiary enrolment and beneficiary identity.

k) Payment IT Officer

Qualifications: A first Degree/ HND in Accounting, Finance, Computer Science or any other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must be conversant with financial management software applications and ability to use at least MS Word and Excel, good communication and writing skills and should be between GL09 and GL14 in the federal Civil Service.

Duties

- Responsible for Hardware & Software (Version Control)
- Integration
- Hosting.
- Networking.
- Back-ups

- Disaster Recovery (DR) 'measured on a Up-time'

l) Payment Risk Officer

Qualifications: A first Degree/ HND in Accounting, Finance, Computer Science or any other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must be conversant with financial management software applications and ability to use at least MS Word and Excel, good communication and writing skills and should be between GL09 and GL14 of the federal Civil Service.

Duties

- Accountable for managing fraud risk across entire unit, identifying, investigating cases of fraud, misappropriated funds or identity fraud and identity theft.
- Assist to develop, evaluate and implement risk management policies.

m) Head Co-responsibility

Qualification: At least a first Degree or HND in Agricultural Sciences, Social Sciences or related fields from any recognized higher institution with a Minimum of 6 years post qualification experience in Cash Transfer or Rural Development Projects, must be computer literate in at least MS Word and Excel; should be between GL012 and GL 14 of the federal Civil Service.

Duties

- The Head of the Conditional cash Transfer Unit is required to give necessary guidance and leadership to the Program officer, Co-responsibility officer ensuring cohesion and coordination in the unit.

n) Co-Responsibility Officer

Qualification: At least a first Degree or HND in Agricultural Sciences, Social Sciences or related fields from any recognized higher institutions with a Minimum of 6 years post qualification experience in Cash Transfer or Rural Development Projects, must be computer literate in at least MS Word and Excel; should be between GL09 and GL 13 of the federal Civil Service.

Duties

- Identify in consultation with SCTUs in each state participating in the NCTO the options for services (soft or hard, as appropriate) for the co-responsibilities;
- Liaise with agencies (public, NGOs, and donor) at the national level in order to inform and support roll-out of co-responsibilities.
- Support the Development of a time-bound work plan for implementation of co-responsibilities in each state.
- Develop model TORs for engaging service providers for fulfilling the soft conditions by CCT beneficiaries that could be used by SCTUs.
- Develop Model Training of Trainers' guide on delivering of co-responsibilities trainings/workshops.
- Support and participate in state engagement with service agencies for meeting supply side of the hard conditions if selected by the States.
- Support the SCTUs to design mechanisms to track beneficiary compliance as well as the effectiveness of co-responsibilities, including training as well as other possible options, and to develop the required modules in the state information systems to support the gathering and transmission of the related data.
- Support in state assessment of supply side for co-responsibility

- Supervise trainings on CCT processes as necessary, including the adjustment/development of relevant materials.
Facilitate learning across states on experience in implementation of co-responsibilities, including through the exchange of best practices and training materials.

o) Head Monitoring & Evaluation Unit

Qualification: A first Degree in Economics, Statistics or Development Planning or relevant field from a recognized University with at least 6 years' post qualification experience in monitoring and evaluating donor funded rural development projects. Candidate must be Computer literate and skillful in the use of Excel, statistical packages and report writing; between GL 12 and GL 14 of the federal civil service.

Duties

- The overall objective of MIS/Evaluation head is to contribute to the establishment and implementation of an integrated web based Management Information System (MIS) and act as an expert in the use of Information and Communication Technologies (ICT). More so, serve as the main focal person for all monitoring and evaluation related activities for the BRCH project. S/he will assist and report to the Project Coordinator regarding the Monitoring and evaluation of project activities implemented by the project.

p) Head Management Information System

Qualification: at least a degree or equivalent as Electrical/Electronic engineering; Information Management, Computer Science; Engineering and related fields. 6 years post qualification experience, which must include in the design, development and implementation of Databases and client – Server Software applications. Knowledge and experience with development tools client side rapid applications development and experience using friendly report generator would be an advantage. Between GL 13 and GL 15 of the federal civil service.

Duties

- Responsible for coordinating overall information system management for the project.
- Ensure that appropriate user-friendly and web-based information systems, procedures and controls are in place and correctly implemented by employees.
- Advise on technical specifications of hardware network design and hardware acquisition.
- Ensure timely and accurate generation and execution of all MIS operations.
- Identify and recommend improvements to established procedures, forms and workflows
- Coordinate reconciliation and research of discrepancies in MIS project data.
- Provide technical assistance to the State offices to ensure consistency and comparability of information formats for collection and dissemination of data.
- Ensure data compatibility between existing safety nets projects such as YESSO and CSDP.
- Prepare annual work plan for the MIS and submit monthly, quarterly and annual report of performance.
- Advise on MIS to other departments.
- Any other duties that may be assigned.

q) Management Information System Officers

Qualification: Degree or equivalent as Electrical/Electronic engineering; Information Management, Computer Science; Engineering and related fields. 6 years post qualification experience, which must include in the design, development and implementation of Databases and client – Server Software applications. Knowledge and experience with development tools client

side rapid applications development and experience using friendly report generator would be an advantage. Between GL 09 and GL 14 of the federal civil service.

Duties

- Responsible for overall information system management for the project.
- Advise on technical specifications of hardware network design and hardware acquisition.
- Identify and recommend improvements to established procedures, forms and workflows
- Design and install data management applications on the systems while also ensuring appropriate linkages between data applications.
- Maintain the data base for information documentation and analyse the entire project data for use by management.
- Maintain internet linkages and supplier relationship to ensure on-line communications between the national offices and the state.
- Monitor the reconciliation and research of discrepancies in MIS project data.
- Prepare monthly volume statistical report.
- Provide technical assistance to the State offices to ensure consistency and comparability of information formats for collection and dissemination of data.
- Ensure data compatibility between existing safety nets projects such as YESSO and CSDP.
- Prepare annual work plan for the MIS and submit monthly, quarterly and annual report of performance.
- Advise on MIS to other departments.
- Provide training and necessary assistance for the employees involved in implementation and maintenance of the software systems.
- Any other duties that may be assigned.

r) ICT Officers

Qualification: Degree or equivalent as Electrical/Electronic engineering; Information Management, Computer Science; Engineering and related fields. 6 years post qualification experience, which must include in hardware maintenance and software development. Between GL 09 and GL 14 of the federal civil service.

Duties

- Ensure smooth availability of services (internet connectivity), operate and maintain the systems/ networking technology infrastructure.
- Engineer enterprise data, voice and video networks; administer file servers, development and administration of Data Centre technology deployed for the backup, configuration and management of IT needs and operations of the organization.
- Generate reports and analyse network system performance, utilization and compliance
- Collaborate with other team members on the implementation, testing, deployment and integration of network system
- Install new / rebuild existing servers and configure hardware, peripherals, services, settings, directories, storage, etc. in accordance with standards and project/operational requirements.
- Research and recommend innovative and cost effective, and where possible automated approaches for system administration tasks.
- Perform system backups, recovery and systems security testing.
- Implement support centre to maintain the record of monthly troubleshooting performed by IT at end users and ensuring handling user request in timely manner.

s) M&E Officers

Qualification: A first Degree in Economics, Statistics or Development Planning or relevant field from a recognized University with at least 6 years' post qualification experience in monitoring and evaluating rural development projects. Candidate must be Computer literate and skillful in the use of Excel, statistical package and report writing; between GL 09 and GL 13 in the federal civil service.

Duties

- Design and implement the M&E activities of the Project by developing program M&E framework, which shall be web-based, to guide tracking of project activities within context of its objective.
- Monitor all project activities and progress on a regular basis towards achieving the project objectives and outputs.
- Develop and strengthen monitoring, inspection and evaluation procedures.
- Develop monitoring, performance and impact indicator for the project success.
- Monitor and evaluate overall progress on achievement of results.
- Monitor the sustainability of the project's results.
- Develop formats that would capture appropriate data for the tracking of performance and financial disbursements amongst others;
- Provide feedback to the National Coordinator and other stakeholders on project strategies and activities.
- Suggest strategies to the Project Management for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.
- Report monthly, quarterly, half-yearly and annual progress on all project activities to the Project Coordinator.
- Conduct capacity assessment on existing monitoring and evaluation system Develop indicators and a monitoring strategy for the project.
- Provide inputs, information and statistics for quarterly, annual and other reports to Project Management Team and the World Bank.
- Identify and facilitate capacity building requirements of all levels for M&E.

t) Head Operations Unit

Qualification: A degree in Social Sciences, Development studies, Agriculture or related course in a recognized University with a minimum of 10 years post-qualification experience in management and facilitation of rural development or poverty alleviation projects, must be computer literate in at least MS Word and Excel, also should be between GL 14 and GL 16 of the federal civil service.

Duties

- Responsible for managing, coordinating and supervising the unit.
- Helping and creating organizational and program budgets in collaboration with the Program Coordinator.

u) Training Officer

Qualification: A degree in Education, Sociology, Management Sciences or related course in a recognized University with a minimum of 6 years post-qualification experience in facilitation of rural development projects, especially in the management of grassroots training delivery, must be

computer literate at least in MS Word, Power-Point and Excel, between GL 09 and GL 13 in the federal civil service.

Duties

- Develop the Project's capacity development plan, oversee its implementation and assess its outcomes.
- Support the design and monitoring of measurable capacity development indicators in the Project's results framework
- Participate and advise in the process to prepare ToRs, identify, select and evaluate individual and/or companies for the implementation of capacity development activities as required.
- Manage, design, develop, coordinate and conduct large or small-scale training program;
- Facilitate capacity development and institutional strengthening at national and local levels to achieve desired quality of service delivery.
- Monitor and evaluate training program's effectiveness and success and report on them;
- Identify and analyze best practices and lessons learned through capacity building at national and State levels
- Support the team in the monitoring and reporting of project results/outputs and objectives against agreed indicators.
- Develop and maintain positive working relations with a wide network of partners, including Government, development partners and NGOs.
- Resolve any specific staff performance issues and tailor capacity development programs as necessary
- Support the Project Coordinator in designing and operating a Performance Management Development System (PMDS) based on consultation with team members. Staff members agree their goals, key tasks and targets aligned to an annual work plan. Performance is reviewed mid-year and at year-end. The PMDS also includes agreed on-going professional development actions.
- Maintain a keen understanding of training trends, developments and best practices
- Conduct effective induction and orientation sessions for staff
- Identify and assess future and current training needs through job analysis, annual performance appraisals and consultation with line managers

v) Enrollment Officers

Qualification: At least a first Degree or equivalent in Electrical/Electronic engineering; Information Management, Computer Science; Engineering and related fields. 6 years post qualification experience, which must include the design, development and implementation of Databases and client – Server Software applications. Knowledge and experience with development tools client side rapid applications development and experience using friendly report generator would be an advantage. Between GL 09 and GL 14 of the federal civil service.

Duties

- Responsible for ensuring Sanitization of Beneficiaries Enrollment Data and upload into the Database.
- Generation of Caregiver Form, Disclosure Form as part of Enrollment Processes.
- Responsible for Training of States and LGAs Staff on Enrollment Procedures and Processes.
- Serve as a liaising Officer to all State on Enrollment activities.
- Monitor the progress of Beneficiaries Enrollment in all states from time to time.

- Addresses issues of Enrollment from various states as it arises.
- Supervises Processing of Enrollment Data for generation of Beneficiaries Identity Cards to ensure quality and standards are met.
- Coordinate SCTU MIS Officers on the enrollment activities.
- Report on the progress of Beneficiaries Enrollment in various states.
- Ensures generation of Beneficiaries Identity Cards.
- Supervises the Enrollment activities both at State and LGAs levels
- Provide technical assistances on Enrollment to the MIS officers at the State level.

w) Livelihood Officer

Qualification: At least a first Degree or HND in Agricultural Sciences, Social Sciences or related fields from any recognized higher institutions with a Minimum of 6 years post qualification experience which include facilitation of livelihood activities in donor funded Rural Development Projects, must be computer literate in at least MS Word and Excel; should be between GL09 and GL 13 of the federal Civil Service.

Duties

- Responsible for providing technical guidance and support to all aspects of the livelihoods activities.
- Facilitate identification and design of livelihood interventions, including input to the analysis and take-away from ongoing qualitative research about household enterprises in Nigeria and management of institutional capacity assessment to inform decisions of the pilot implementation.
- Develop criteria for selection of livelihoods' beneficiaries within the CT households.
- Review and ensure that the training manuals are in consonance with identified livelihood option and implementable.
- Identify the needs for and facilitate provision of technical support to livelihood officers at State level.
- Work with a consultant to develop livelihoods operations manual (OM) to consolidate the detailed project cycle (as developed through the above-outlined tasks) and provide guidance for the roles and responsibilities of all persons/institutions engaged in implementing the pilot. The OM may allow for diversity between the 6 States if this is deemed appropriate during the pilot design.
- Identify and design empowerment opportunities for livelihood beneficiaries.
- Ensure that identified training are delivered as at when required.
- Ensure trainings are delivered according to the manual and objectives.
- Facilitate formation of economic and production associations by beneficiaries and linkage to Savings and Loan Associations.
- Develop template for assessment of livelihood implementation at household level.
- Ensure all livelihoods activities are relevant to the community context.
- Work with the M&E specialist to design result framework and monitoring template for tracking of performance of livelihood activities
- Develop a learning and feedback loop for knowledge management and sharing.
- Ensure training and compliance to environmental and social safeguard requirements for livelihood activities.

x) Communication Officer

Qualification: A degree in Mass Communication, Journalism, Language Sociology or any related course in a recognized University or equivalent with a minimum of 6 years post-qualification

experience which include in facilitation of communication strategy for rural development projects, must conversant with the workings of social media and computer literate at least in MS Word, Power-Point and Excel, between GL 09 and GL 13 in the federal civil service.

Duties

- Facilitate the formulation and development of a communication strategy and plan and be responsible for advocacy and sensitization and communication activities of the Project.
- Manage Project communications information systems.
- Assist with the set up and coordination of press conferences and field events. This may involve participating in advance team planning activities, coordinating event schedules, ensuring staging requirements, and assisting with protocol requirements.
- Be responsible for preparing periodic reports on progress in advocacy, mobilization and awareness, measured against the targets of annual work plans.
- Be responsible for the collection and organization of content for the website and social media in coordination with Project staff and implementing partners.
- Manage, organize and update the Project photo library.
- Monitor and ensure a regular supply of current outreach materials.
- Write press releases, speeches, and talking points as required.
- Write and organize background briefings for media.
- Assist with the organization and logistics of Project sponsored events as assigned.
- Be responsible for monitoring and coordination of Information, Education and Communication activities, especially suitable for grassroots;
- Ensure linkage with relevant ministries/agencies on integrating collective action and mobilization of resources, for project development.
- Prepare budget estimates and annual plan for communication;
- Any other duties as may be assigned.

y) Grievance Redress Manager

Qualification: At least a first degree in Law or any other relevant qualification with 8 years' experience in grievance redress management, arbitration, alternate dispute resolution, excellent written and verbal communications skills needed, good listening skills, ability to coordinate effectively with different levels of staff at both the state and federal level, ability to use Microsoft Word and Excel and of between GL12 and 14 of the federal civil service.

Duties

- Develop TORs for formulation of GRM framework
- First point of contact for griever to raise grievance
- Provide procedural advice and guide to project management
- Coordinate and administrate grievances with a view to settling grievances to complainants/grievers satisfaction
- Prepare and presents grievances before quasi-judicial tribunal
- Coordinate grievance persons at State levels
- Facilitate/conduct trainings on grievance-related issues for project staff and beneficiaries.

z) Gender and Social Development Officer

Qualifications: At least a first degree in Social Sciences, Natural Resources Sciences, Rural Environmental Development, Agricultural extension A first degree in Sociology, Geography or in

any of the Social Science or related course in a recognized University with a minimum of 6 years post-qualification experience in gender, social development related work. Good understanding of gender mainstreaming and safeguard issues. Fluency in Local Language, Good communication and writing skills and computer skills (Power-Point, Excel, Word etc.) required and should be between GL09 and GL 13 of the State Civil Service.

Duties

- Contribute to the achievements of objectives and results set out in Work plan and Results Framework by facilitating the mainstreaming of Gender and Vulnerable Group's needs and interest in the development, coordination, implementation, monitoring and evaluation of the cash transfer activities
- Oversee and lead the development of the gender/vulnerable groups strategy
- Ensure the integration of vulnerable groups in program activities in line with the NASSP manual, standards and action plans;
- Work within the team, in particular the rural livelihoods, nutrition, health and education teams, to ensure that a sound gender & vulnerable groups analysis informs project design and management,
- identify strategic actions to be undertaken to improve the quality of trainings & project implementation
- Collaborate with team members to ensure the integration of gender perspectives in all prospective program technical documents using Gender Analysis Matrix (GAM) at all stages of the project.
- Support the team in the monitoring and inclusive reporting of project results/outputs and objectives against agreed indicators to ensure inclusiveness
- Provide training to relevant officers on the concept and role of gender & vulnerable groups with respect to the management and success of their respective activities.
- Lead feasibility studies on gender & vulnerable groups and develop strategic plans and concept notes.
- Conduct data-quality reviews to ensure that project reporting systems are collecting and reporting on gender-disaggregated data, and impacts.
- Document success stories, challenges, lessons learned and recommendations.
- Perform other duties as assigned.

aa) Confidential Secretary

Qualifications: OND/HND in Secretarial Studies and other relevant qualifications. Minimum of 5 years post qualification experiences as secretary or administration. Must be proficient in MS Word and Excel, sending and receiving e-mail messages and conversant with social media. From the federal civil service between GL 08 to 12.

Duties:

- Provide secretarial services to the Program Coordinator.
- Manage registry.
- Manage all mails and correspondences

ANNEX V: DESCRIPTION OF ROLES AND RESPONSIBILITIES FOR SCTU STAFF

1. Position: Head of Unit.

Qualification: A University degree in Social Sciences, Natural Sciences, Agriculture and or any other relevant degree, a higher degree is an added advantage. 15 years post qualification experience most of which should be in rural development and donor projects. The officer should be computer literate and should have attained at least the level of an Assistant Director, between GL 15 and GL 17.

Duties:

- i. Responsible for the day-to-day coordination of CT activities at State level,
- ii. Follow-up on the release of required funds for other ancillary expenses by the State Government,
- iii. Prepare Budget and Work Plan for SCTU,
- iv. The Accounting Officer of SCTU,
- v. Liaise with SOCU and communities to verify and validate beneficiaries data from the State Social Register on the basis of NCTO approved quota,
- vi. Authorizes expenditure in accordance with the approved funds and work plan released by National Cash Transfer Office (NCTO).
- vii. Liaise with participating LGA's for constitution of Facilitation team.
- viii. Supervise training of stakeholders for the scheme's operations.
- ix. Render implementation report as defined in the Implementation manual.
- x. Ensure that Hotlines are operational and timely resolution of grievances.

2. Monitoring and Evaluation Officer

Qualification: A first Degree in Economics, Statistics or Development Planning or relevant field from a recognized University with at least 6 years' post qualification experience in monitoring and evaluating rural development projects. Candidate must be Computer literate and skilful in the use of Excel, statistical package and report writing; between GL 09 and GL 13 in the civil service.

Duties:

- i. Responsible for monitoring and evaluation activities,
- ii. Prepare monthly, quarterly and annual reports of the CT Project and submit to the NCTO and domicile Ministry at the state.
- iii. Maintain records of all types of data and information especially on CT beneficiaries,
- iv. Liaise and facilitate training of LGA Facilitation team and Ward/Community volunteers on M&E,
- v. Provide technical support to LGAs in terms of M&E activities,
- vi. Liaise with the Operations, Finance sub-unit to collect and collate data/reports for tracking of key activities of the CT Program,
- vii. Ensure established templates are used for data collection
- viii. Keep and provide cumulative records, analysis and statistics of activities over time to guide the operation and provide information base for evaluation and future planning.
- ix. Assist in the preparation of annual budget and work plan.
- x. Any other duties as may be assigned.

3. Operations officer

Qualification: A degree in Social Sciences, Development studies, Agriculture or related course in a recognized University with a minimum of 10 years post-qualification experience in

management and facilitation of rural development or poverty alleviation projects, must be computer literate in at least MS Word and Excel, also should be between GL 13 and GL 15.

Duties:

- i. Provide operational support at state, LGA and ward/community level
- ii. Provide technical guidance and support on compliance to co-responsibilities.
- iii. Liaise with relevant MDAs on State selected co-responsibility matters including supply side assessment.
- iv. Assist to establish partnerships and liaise with organizations, community-based organizations (CBOs) and civil society organizations (CSOs) that influence or impact on SCTU Operations.
- v. Assist in development of work plan
- vi. Provide supervisory role to the operations unit
- vii. Any other duty as may be assigned.

4. Training Officer

Qualification: A degree in Education, Sociology, Management Sciences or related course in a recognized University with a minimum of 6 years post-qualification experience in facilitation of rural development projects, especially in the management of grassroots training delivery, must be computer literate at least in MS Word, Power-Point and Excel, between GL 09 and GL 13.

Duties:

- i. Plan operational trainings and workshops for LGA and Ward/community volunteers including beneficiaries enrollment.
- ii. Train local government cash transfer facilitators for community level engagement.
- iii. Organise CTFs level trainings and supervise beneficiaries' level training deliveries.
- iv. Ensure beneficiaries are trained on group formation and financial literacy and follow-up on coaching and mentoring support
- v. Coordinate staff capacity assessment and training.
- vi. Facilitate information dissemination on the CT program to Stakeholders in the state.
- vii. Assist in conducting social accountability and community score card
- viii. Liaise with the relevant channels for press release.

5. Management Information System Officer I and II

Qualification: A first degree/HND in Electrical/electronic Engineering, Information Management, Computer Science/Studies, Mathematics in a recognized institution with 6 years relevant post-graduate experience. Good data analysis and management experience is essential. Competency in the use of computer and its Software are mandatory requirements and should be between GL09 and GL 13 of the State Civil Service.

Duties:

- i. Responsible for data entry, quality assurance, management and protocol for establishment of State Beneficiaries Register.
- ii. Participate in beneficiaries' enrolment, especially the caregiver and alternate data capture.
- iii. Manage information on beneficiaries' verification, compliance to co-responsibilities, payment, compliance and grievances/redress.
- iv. Training of Facilitation team on technology-based reporting.
- v. Provide regular update on Beneficiaries register to NCTO MIS.
- vi. Responsible for the management of hardware and software equipment for the CT program.

- vii. Any other duties as may be assigned.

6. Payment officer

Qualification: A first degree/HND in Computer science and/or Finance, Business Management, Banking and Finance or other relevant qualifications, Minimum of 6 years post qualification experiences in computerized financial management, must have competence in database management and banking services; should be between GL09 and GL 13 of the State Civil Service.

Duties:

- i. Collate list of beneficiaries eligible for payment and forward to NCTO.
- ii. Develop workplan with PSPs for beneficiaries' cash out.
- iii. Verify beneficiaries' payment after each payment cycle for real time payment (payment made to the right person at right time with right amount at right location).
- iv. Address all issues relating to beneficiaries' payment challenges.
- v. Liaise with the Payment Services Providers to ensure timely cash out by beneficiaries.
- vi. Submit each payment cycle report within 15 days after completion of payment to NCTO.
- vii. Any other duties assigned.

7. Co-responsibility Officer

Qualification: At least a first Degree or HND in Agricultural Sciences, Social Sciences or related fields from any recognized higher institutions with a Minimum of 6 years post qualification experience in Cash Transfer or Rural Development Projects, must be computer literate in at least MS Word and Excel; should be between GL09 and GL 13 of the State Civil Service.

Duties:

- i. Ensure Supply side assessment of State selected co-responsibilities.
- ii. Facilitate selection of CCT beneficiaries from the CT beneficiaries using specified criteria.
- iii. Provide technical support to CTFs on CT co-responsibility related activities.
- iv. Case management and handling beneficiaries' challenges.
- v. Liaise with relevant agencies (public, NGOs, and donor) at the state level in order to inform and support roll-out of co-responsibilities.
- vi. Participate in the Development of a time-bound work plan for implementation of co-responsibilities in each state.
- vii. Participate in the design of mechanisms to track beneficiary compliance as well as the effectiveness of co-responsibilities, including training as well as other possible options,
- viii. Facilitate learning across LGs on experience in implementation of co-responsibilities,
- ix. Any other duties assigned.

8. Gender and Social Safeguard Officer

Qualifications: A first degree in Sociology, Geography or in any of the Social Science or related course in a recognized University with a minimum of 6 years post-qualification experience in gender, social development related work. Good understanding of gender mainstreaming and safeguard issues. Fluency in Local Language, Good communication and writing skills and computer skills (Power-Point, Excel, Word etc.) required and should be between GL09 and GL 13 of the State Civil Service.

Duties

- i. Ensures gender mainstreaming of the poor and vulnerable in the day-to-day activities of the program.
- ii. Identify and address gender specific challenges faced by beneficiaries.
- iii. Facilitate implementation of gender specific activities indicated in NASSP PAD.
- iv. Develop monthly report on gender based activities.
- v. Participate in gender related events (meeting, workshops) in the state.
- vi. Any other responsibility assigned.

9. Grievance Redress Manager (GRM)

Qualification: At least a first degree in Law or any other relevant qualification with 6 years' experience in grievance redress management, arbitration, alternate dispute resolution, excellent written and verbal communications skills needed, good listening skills, ability to coordinate effectively with different levels of staff at both the state and federal level, ability to use Microsoft Word and Excel and of between GL10 and 13 in the state civil service.

Duties:

- i. Reports to NCTO GRM Manager and SCTU HOU
- ii. Manage and oversee all grievance investigations in the state
- iii. Support cash transfer facilitators/community based targeting officers and GRM desk officers in resolving complex grievances as appropriate
- iv. Liaise with relevant MDAs over grievances arising and relating to the training requirements for beneficiaries in relation to the conditional aspect of the program.
- v. Ensure that desk officers provide feedback to those who make grievances
- vi. Analyse grievance trends at the state level and forward to the NCTO GRM manager
- vii. Forward all grievance reports to the NCTO GRM manager on a weekly basis
- viii. Manage the grievance redress officers and ensure that all processes and procedures for handling grievances are followed
- ix. Manage all grievance records and ensure that it is up to date qualifications, Skills and experience

10. Account/Admin Head

Qualifications: A first Degree/ HND in Accounting, Finance and other relevant qualification. Possession of a professional qualification is essential; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must be conversant with financial management software applications and ability to produce and interpret financial reports; ability to use at least MS Word and Excel, Good communication and writing skills and should be between GL12 and GL13 in the State Civil Service and must be working in the PFMU.

Duties:

- i. Handle all financial transactions – budget, payment reconciliation and generation of financial reports and staff/office expenditure retirement.
- ii. Supervise personnel matters.
- iii. Manage office assets including vehicles, equipment, furniture, office premises, etc.
- iv. Prepare service unit budget estimates and annual work plan
- v. Any other responsibility to be assigned.

11. Account Officer

Qualifications: A first Degree/ HND in Accounting, Finance and other relevant qualification. Possession of a professional qualification is an added advantage; minimum of 6 years post-qualification experience in financial management, preferably of donor assisted projects; must

be conversant with financial management software applications and ability to produce and interpret financial reports; ability to use at least MS Word and Excel, Good communication and writing skills and should be between GL09 and GL10 in the State Civil Service and must be working in the PFMU.

Duties:

- i. Assist the Account Head in carrying out the following duties:
- ii. Making disbursement after vetting the audited payment vouchers and payment mandate and ensuring that the payment meets the requirement of financial regulation and Financial Procedure Manual approved by the Bank.
- iii. Posting payment vouchers into the necessary books of account and Keeping of adequate financial records and books of account.
- iv. Preparation of budget and budget monitoring.
- v. Preparation of bank reconciliation account.
- vi. Consolidate the financial report of SCTU into NASSP financial reports.
- vii. Preparation of monthly transcript of account and other financial report to OAGF/FPFMID.
- viii. Prepare and render financial report monthly and annually in accordance with accounting report requirement.
- ix. Any other duties assigned.

12. Admin Officer

Qualification: A first Degree or HD in Business Administration, Management Sciences of other relevant qualifications, Minimum of 6 years post qualification experiences as Administrator, must be conversant with MS Word, Power-point and Excel, should be between GL08 and GL10 of the State Civil Service.

Duties:

- i. Manage staff and assets of the unit.
- ii. Ensure efficient running of the office and maintains all office facilities.
- iii. Assists in identifying Staff capacity gaps and requisite training institutions and outfits.
- iv. Manage all office utility services
- v. Manage registry, mails and correspondence.
- vi. Maintains and updates staff list.

13. Livelihood officer

Qualification: A first Degree or HND in Agriculture Sciences, Social Sciences and other relevant qualifications, Minimum of 6 years post qualification experiences in rural poverty alleviation programs, must be computer literate in at least MS Word and Excel; should be an officer of between GL 09 and GL13 in the State Civil Service.

Duties:

- i. The Livelihood Officer will be responsible for providing guidance and support to all aspects of the livelihood activities in the communities under the supervision of the NCTO Livelihood Specialist.
- ii. Participate in the identification and design of livelihood interventions.
- iii. Facilitate the enrollment of livelihoods' beneficiaries within the CT households using specified criteria.
- iv. Provide technical support to Cash Transfer Facilitators at Local Government level.

- v. Assist in facilitating linkages to production factors and access opportunities to support services.
- vi. Provide technical assistance in development of beneficiaries household budgets, select an enterprise, assess the feasibility of their proposed enterprise, and develop a utilization plan for the enterprise.
- vii. Oversee beneficiaries' mentorship support for establishment and management of sustainable livelihoods.
- viii. Provide guidance on beneficiaries' linkage to Savings and MFIs.
- ix. Any other duties as may be assigned.

14. Confidential Secretary

Qualifications: OND/HND in Secretarial Studies and other relevant qualifications. Minimum of 5 years post qualification experiences as secretary or administration. Must be proficient in MS Words and Excel, sending and receiving e-mail messages and conversant with social media.

Duties:

- Serves as secretary to Head of unit.
- Manage registry.
- Manage all mails and correspondences

ANNEX VI: DESCRIPTION OF ROLES AND RESPONSIBILITIES: LG CASH TRANSFER TEAM

The facilitators and the Desk Officer must be selected from the following Departments of the LG:

- Agriculture/Natural Resources
- Education
- Health
- Social development
- Women Development Unit.

1. LG Cash Transfer Desk Officer

Qualification: A university degree in Education, Health, Social Sciences, Agriculture or any other relevant degree with at least 10 years post-qualification experience in the Local Government Service and must have served at community level for 5years. Must be computer literate with proficiency in MS Words and Excel, should not be lower than Grade level 12 officer.

Duties:

- i. Responsible for the day-to-day coordination of CT facilitation activities at LG level.
- ii. Prepare weekly and monthly report of the CT activities and submit to the SCTU and the LG Chairman.
- iii. Collate list of LG beneficiaries eligible for payment on a monthly basis.
- iv. Ensure LG Facilitation team visit the beneficiaries as scheduled.
- v. Ensure established templates are used for data collection by the facilitators.
- vi. Responsible for monitoring quality of beneficiaries' trainings delivery at community level.
- vii. Ensure that Hotlines are operational and timely resolution of grievances.
- viii. Any other duties as may be assigned by the Head of Unit.

2. Cash Transfer Facilitators (CTFs should be tied to specific Wards and women must be given priority in the CTFs selection)

Qualification: Minimum of OND or equivalent qualification in Agriculture, Health Science, Education, Computer Science and Social Sciences in a recognized Institution with a minimum of 3 years post-qualification experience in community level work more especially training delivery at grassroots level. should have basic computer skills in the use of MS Word and ability to communicate in LGA widely spoken language, between GL07 and GL10 in the Local Government Service.

Show flexibility and adaptation to differences related to culture, gender, religion, ethnicity and age.

Duties

- i. Engage in mobilization and sensitization of beneficiaries for CT enrolment.
- ii. Deliver all trainings mentioned in the project cycle to the households.
- iii. Facilitation of group formation by beneficiaries and training on financial literacy, saving, etc.
- iv. Provide technical assistance to the beneficiary groups to help them develop their household budgets, select an enterprise, assess the feasibility of their proposed enterprise, and develop a utilization plan for the enterprise.
- v. Facilitate on-going mentoring support to beneficiary groups for establishment and management of sustainable livelihoods.
- vi. Collate and upload data to the MIS using tablets where possible on the status of their groups.
- vii. Provide advisory services on livelihood activities.

- viii. Monitoring and reporting transfers and compliance.
- ix. Facilitate provision of technical assistance to the beneficiary groups in all aspects leading to enterprise development and management
- x. Participate in meetings and trainings with SCTU.

3 LG Grievance Redress Focal Person

Qualification: At least an ND in administration, legal studies and social sciences from recognized institution. Minimum of 6 years post qualification experiences in personnel management or legal unit, computer literate especially (MS Word and Excel); should be an officer of between GL 09 and GL12 in the Local Government Service.

Duties:

- i. Reports to LG Desk Officer and SCTU GR Manager,
- ii. Manage and oversee simple grievance investigations in the community,
- iii. Ensure that feedback is provided to those who make grievances,
- iv. Forward all grievance reports to SCTU GR Manager on a weekly basis
- v. Manage all grievance records and ensure that they are up to date.

NB: Any Officer of the State Civil and Local Government Service to be recruited is expected to have not less than 5 years before retirement from government service. Also, the successful candidates are expected to be fully relieved of their previous responsibilities so as to be fully focused on the Cash transfer activities.

ANNEX VII: TERMS OF REFERENCE FOR INDEPENDENT VERIFICATION OF OUTPUT-BASED ACTIVITIES

I. Project Background

The Government of Nigeria has partnered with the World Bank under a National Social Safety Nets Project (NASSP) to support the development of safety nets in Nigeria. The Government has prioritized social protection interventions as a key strategy towards reducing poverty and socio-economic vulnerabilities in the population. To implement NASSP, the Government has established a National Social Safety Net Coordinating Office (NASSCO) to coordinate existing social safety net programs at the Federal level, and National Cash Transfer Office (NCTO) to operate safety nets transfers to targeted poor and vulnerable households across Nigeria.

NASSP involves two components: (1) establishing systems for social safety nets that would serve as a robust platform for effectively targeting and delivering social assistance; and (ii) implementing cash transfers to targeted poor and vulnerable households. The program has national coverage, with all states eligible to participate.

The implementation of NASSP involves several **key organizations and stakeholders**:

- **National Social Safety Nets Coordinating Office (NASSCO):** The aim and mandate of NASSCO, being established at the Federal level, is to coordinate all Government programs in the sector, supporting a national system for efficient social safety nets coordination and response.
- **National Cash Transfer Office (NCTO):** The NCTO, being established at the Federal level, reports to NASSCO, and has the overall management responsibility for the targeted cash transfer.
- **State Operations Coordination Unit (SOCU):** Each State participating in NASSP will have a SOCU. The SOCU will be housed in the State office for Budget and Planning. The SOCU will be responsible for establishing and managing the State-level social registry, M&E/MIS, and reporting progress to NASSCO and NCTO.
- **State Cash Transfer Unit (SCTU):** Each State participating in NASSP will set up a State Cash Transfer Unit (SCTU) separate from the SOCU. The residence of the SCTU will vary from State to State, depending on the State's set-up, but likely residence of the SCTU includes the Ministry of Agriculture, Social Development, and Women Affairs. The SCTU will have close links with NCTO which will monitor that activities are carried out according to plans and standards.

Under the systems agenda of NASSCO, the Government plans to develop: (i) a national social registry of poor and vulnerable households based on robust targeting mechanism; (ii) digital payment systems; and (iii) management information systems, for support of business processes as well as monitoring and evaluation.

1.1 National Social Registry (NSR) of poor and vulnerable households.

Under NASSP, the Government plans to develop NSR as an electronic list of individuals representing the poorest and most vulnerable households in Nigeria. Each person listed in the NSR would be unique and reflect an actual person. All information stored in the NSR would be accurate, secure, up to date, and available. In this way, the NSR will serve as a policy instrument for social development in the country, whereby social programs, including for health, education, and social protection, at

Federal and State levels, will, over time, be able to use a single common social registry to identify the poor and offer targeted benefits.

To implement the NSR, the Government aims to use a decentralized approach, spanning Federal and State levels. A Federal-level NSR will be established under NASSCO, and will hold information about the poorest and vulnerable households in the country. Information into the NSR will be fed by State Social Registries (SSRs), set up and operated by each state. The SSRs will be housed in the State Office Coordinating Units (SOCUs) in the Ministry of Planning of each state. The project will fund the cost of setting up and operating the NSR in NASSCO and the SSRs in up to 32 SOCUs, along with building technical capacities and partnerships.

1.2 National Cash Transfer Program

A major component of the project is implementing a targeted cash transfer that will finance safety net transfers to targeted poor and vulnerable households included in the NSR. Each household will receive a transfer of N5,000 as a base and top up of N5,000 as it fulfills its co-responsibility geared towards enhancing human capital and facilitating financial inclusion. The Government has established the National Cash Transfer Office NCTO for managing the cash transfer project of the NASSP.

State-level implementation:

The SCTU will undertake data selection and enrolment of eligible beneficiaries and identification and coordination of activities for the co-responsibilities, collection for M&E; participate in information dissemination and community feedback on all project activities; ensure any social and environmental safeguards are in place and adhered to when applicable; implement grievance procedure framework, coordinate reporting on co-responsibilities by LGAs and report to NCTO; prepare lists of beneficiaries eligible for payment and facilitate implementation of livelihoods pilots. The CT facilitators are expected to use the CAPI tablets in data collection and reporting to SCTU.

II. General Aspects of the Audit

NASSCO has agreed with IDA in accordance with the stipulations set out in Schedule 2, Section 1.A.5 of the corresponding financial agreement, the necessity of the contracting of an External and Independent Concurrent Audit to verify output-based financing. The audit constitutes an important element in the process of monitoring and supervising the execution of Part A (2) Developing the Building B locks of the Safety Net System (Part A.2.(e)) and Part B Implementing a Targeted Cash Transfer (Part B 1), with the objective of ensuring that the resources of the operation are administered and utilized in accordance with the terms and conditions agreed in the Financing Agreement.

The External and Independent Concurrent Audit will be carried out in accordance with the following terms of reference and with International Standards on Auditing.

These terms of reference provide the basic information that the auditor needs for a sufficient understanding of the work to be carried out, in order to be able to prepare a proposal of services and to plan and carry out the audit.

III. Specific Objectives of the Audit

The objectives of the concurrent audit are:

- (i) Provide an opinion every calendar semester in respect of the veracity and reliability of the quantity of “outputs” of Sub-components PartA.2 (e) and Part B.1 of the Project.
- (ii) Provide an opinion every calendar semester with respect to the variation in the unit costs corresponding to the activities set out in Subcomponents Part A.2(e) and Part B.1 (outputs) and continued reasonableness of the agreed outputs unit cost (i.e. that any variances remain within tolerable ranges).

IV. References

As an integral part of the planning process, the auditor should have and understand the basic documents related to the Project:

- (i) Financing Agreement and Disbursement Letter
- (ii) Project Implementation Manual, including annexes
- (iii) Community Based Targeting Manual
- (iv) Cash Transfer Operating Manual
- (v) Project Appraisal Document

V. Scope of the Audit

In order to ensure achievement of the objectives of the audit, the following sets out the sections of the project that are the focus of the concurrent audit:

Part A: Establishing the Foundation for a National Social Safety Net System

2. Developing Building Blocks of the Safety Net System

2(e): output-based financing of roll-out of community-based targeting process and household registration activities.

NASSP will support the development of a NSR of poor and vulnerable households in Nigeria. The NSR will employ a combination of geographic targeting using poverty data and maps to locate the LGAs most in need in each state and community-based targeting (CBT) and proxy means test (PMT) verification to identify the poor and vulnerable for inclusion in the NSR. A decentralized approach will be used in the setup of the NSR. The NSR will be established at the federal level under NASSCO, and will consolidate information about poor households from state-level SSRs under SOCUs. Each of the 36 states and the FCT will implement a SSR using CBT, focus groups, enumeration, and ranking of the poor. Each SOCU will administer CBT, compile a list of the poorest households in communities, and administer data collection for each individual in a poor household to be entered in the SR. To register people into SSRs, the SOCUs of each state will engage registration officers (or enumerators) from LGAs, who will visit poor households and collect data about individuals per household. The project will use an output-based disbursement mechanism to finance payments from NASSCO for two outputs: (1) roll-out of the CBT process, including community identification of poor households; and (2) household registration activities, including registration (enumeration) of identified households, entry of the data into the respective SR, and transmission to NASSCO. Information presented by SSRs of states for entry in the NSR will undergo validation to ensure that the data are of good quality.

Part B: Implementing a Targeted Cash Transfer

1. Output-based financing of enrollment in targeted cash transfer system

Under Part B the project will use an output-based disbursement mechanism to finance payments from the NCTO for enrollment into the TCTs. The unit costs include all of the service and operating costs needed to carry out the enrollment including community sensitization, orientation sessions, entry of enrolled households into the program database, and production and dissemination of program cards.

The audit procedures will meet the following minimum requirements:

1. Local Government Areas with completed CBT process (Part A.2(e))
 - 1.A Every calendar semester, provide an opinion on the veracity and reliability of the achievement of a completed CBT process in the list of LGAs presented by NASSCO.
 - 1B. Every calendar semester, review the unit cost values estimated for the output including the structure and corresponding values that comprise it.
2. Household Registration Activities (Part A.2(e))
 - 2A. Every calendar semester, provide an opinion on the veracity and reliability of the number of validated households entered into the National Social Registry.
 - 2B. Every calendar semester, review the unit cost values estimated for the output including the structure and corresponding values that comprise it.
3. Households Enrolled into the Cash Transfer Program (Part B.1)
 - 3A. Every calendar semester, provide an opinion on the veracity and reliability of the number of validated enrolments of households into the cash transfer program.
 - 3B. Every calendar semester, review the unit cost values estimated for the output including the structure and corresponding values that comprise it.

If it is necessary to have access to data bases, applications or whatever type of documentation from the Information System, prior to accessing that information, the auditor will be authorized by the authorities of NASSCO, in such a way as to guarantee adherence to all of the procedures related to information security and so that the auditor has access to all that is needed to do the audit.

VI. Reports of the External Concurrent Audit

Every calendar semester, NASSCO and NCTO will present a report on the outputs obtained in Part A and Part B, respectively, with a detailed breakdown by date, LGA and state. Once these reports are received and the corresponding audit process carried out, the auditor will deliver a report containing the findings and the specific conclusions required for each audit process. These reports should be directed to NASSCO (Part A) and NCTO (Part B).

The audit reports will be presented in English, signed and with 3 copies.

VII. Periodicity of the Audit Reports

Concurrent Audit to Verify Quantity of Outputs

- a) The reports will be semi-annual
- b) The reports should be delivered within 30 days of receipt of the Reports of NASSCO and NCTO to be audited

Concurrent Audit on the Continued Reasonableness of the Unit Costs of Outputs

- a) The reports of the audit will be delivered on a semi-annual basis

- b) The auditor should present the reports within 30 days of receipt of a request to review the reasonable of the unit costs.

Each report should contain at least

1) Concurrent Audit to Verify Quantity of Outputs

A page with the title, table of contents and a letter of delivery to NASSCO (Part A) and NCTO (Part B) and a summary that includes:

- a) Identification of the audited process, so as to distinguish the part of the Project, period of time, LGA, and state to which it refers.
- b) The objective and scope of the concurrent audit and a clear explanation of the procedures applied and any limitation on the scope of the work;
- c) The results of the audit with a clear definition of the quantity and quality of the results achieved (valid outputs).

For Part A.1(e) – Local Government Areas with completed Community Based Targeting

The Audit Firm should verify whether for each Local Government Area on the list presented by NASSCO, the process of CBT has been carried out according to the CBT manual and that a list of households to be enumerated has been prepared.

For Part A.1(e) – Validated households entered into the NSR

The Audit Firm should verify that for each household on the list that: a process of enumeration was carried out according to the targeting manual; that after validation procedures, complete data was entered in the respective State Registry at the SOCU together with identification of the enumerator for each household; that the household registry data was certified by a state authority; sent following established procedures to NASSCO; and that NASSCO carried out validation procedures and entered the validated data into the NSR. The Audit Firm should verify that the household register has been entered into the NSR and that it is unique.

For Part B.1 – Validated Enrolments of Households into the Cash Transfer Program

The Audit Firm should verify that for each enrolled household on the list that a process of community sensitization, orientation sessions, entry of enrolled households into the program database, and production and dissemination of program cards was carried out. The audit firm should verify that the enrolled households are eligible, i.e. included in both the respective SSR and the NSR.

2) Audit of the Continued Reasonableness of the Unit Costs

One page with title, table of contents, and a transmittal letter to NASSCO (Part A) and NCTO (Part B) and a summary that includes:

- a) Identification of the process carried out to distinguish the part of the project, the time period and LGA/state(s) to which it refers.
- b) Objective and scope of the process of verification and any limitation on the scope of the work.
- c) Results of the verification of costs with a clear definition of the results reached (verified values).

The proposed methodology to be used for the required verification will be taken into account in the evaluation and negotiation of the proposal.

The auditor agrees to make available and permit to be examined by personnel of NASSCO, NCTO and the Association any work papers, documentary evidence and other documents related to the audit which is the subject of these terms of reference.

VIII. Qualifications of the Concurrent Auditor

The auditor will assign the qualified staff necessary to deliver the reports according to the established schedule. In particular the group should demonstrate general experience in auditing work and as auditors for the public sector.

IX. Inspection and Acceptance of the Work of the Audit and the Reports

NASSCO and NCTO, respectively for Parts A and B, are responsible for reviewing, analyzing and accepting each Report of the External Concurrent Audit of the Project, and can designate someone to carry out this work. A representative of the Association can contact directly the auditors to solicit any additional information related to the audit or state of the Project.

X. Roles and Responsibilities

The clients for this audit are NASSCO (Part A) and NCTO (Part B). IDA is an interested party. Duly authorized representatives of NASSCO and NCTO will supervise the work carried out by the auditors to ensure achievement of the Terms of Reference. Prior to the signing of the contract for the External Audit, the no objection of the Association is required for the Terms of Reference and for the firm selected for the work.

A representative of the Association may participate in the meetings at the beginning and the end of the audit to provide or solicit additional information or indicate areas in which emphasis should be placed. This participation in no case relieves the auditor of the obligations of meeting the obligations included in these Terms of Reference.

The responsible of NASSCO and NCTO and under them the sub-units executing the audited activities includes: preparing all of the required information; ensuring that all of the documents and registers necessary for the Concurrent Audit are available and ensure that all actions are taken to enable the auditors to present the reports according to the schedule set out in the Terms of Reference.

NASSCO and NCTO, respectively for Parts A and B, are responsible for sending to the Association at least one copy of each concurrent audit report. The auditors should maintain and file adequately all working documents for a period of 3 years after the end of the audit. During this period, the auditors should provide in a timely fashion any documents that are requested by NASSCO, NCTO or by the Association.

XI. Duration of the Contract

The contract will be for 2 years, with the possibility of an extension for 2 more years, in the case of satisfactory performance.

For performance to be considered as satisfactory the following will be taken into consideration:

1. The delivery of all reports described in the Terms of Reference

2. The presentation of the audit reports in accordance with the formats and contents indicated in the Terms of Reference
3. The methodology and the work plan executed during the duration of the contract have been developed according to the proposal as contracted without variations that have affected the achievement of the objectives and scope of the contracted services, set out in the Terms of Reference.
4. The firm has responded to any contingencies arising during the execution of the Contract, adjusting the methodology and work plan without affecting the achievement of the objectives and scope of the services contracted, and maintaining adequate quality, content, and timing of presentation of the audit reports.

ANNEX VIII: NASSP RESULTS FRAMEWORK

Project Development Objectives

PDO Statement

The project development objective (PDO) is to provide access to targeted transfers to poor and vulnerable households under an expanded national social safety nets system.

These results are at

Project Level

Project Development Objective Indicators

Indicator Name	Baseline	Cumulative Target Values					
		YR1	YR2	YR3	YR4	YR5	End Target
Direct project beneficiaries (Number) - (Core)	0	1,000,000	2,000,000	3,000,000	5,000,000	5,000,000	5,000,000
Female beneficiaries (Percentage - Sub-Type: Supplemental) - (Core)	0	50	50	50	50	50	50
Percentage of transfer recipients that are female (Percentage)	0	60	70	75	80	85	85

Percentage of beneficiaries that are in the bottom two poverty quintiles (Percentage)	0	80	80	80	80	80	80
Number of households included in National Social Registry (Number - Thousands)	35	50	200	2,000	3,000	4,000	4,000
Number of States benefiting from targeted cash transfers (Number)	0	8	14	18	24	24	24

Intermediate Results Indicators

Indicator Name	Baseline	Cumulative Target Values					
		YR1	YR2	YR3	YR4	YR5	End Target
Number of States that have signed MoUs with Federal level (Number)	0	6	10	14	18	24	24
Number of States with Social Registry (Number)	8	10	14	18	24	24	24
Number of other social protection or social sector programs utilizing the National Social Registry (Number)	0	0	1	3	4	5	5

Percentage of individuals registered in National Social Registry with a valid national ID number from NIMC (Percentage)	0	1	2	5	10	15	20
Percentage of payments delivered to beneficiaries within 1 month of the due date (Percentage)	0	40	40	70	70	80	90
Percentage of targeted households receiving transfers electronically (Percentage)	0	65	75	75	80	85	85
Percentage of households who receive top-up transfers (Percentage)	0	60	70	75	80	80	80
Percentage of households receiving top-up transfers for which monitoring information on co-responsibilities is available (Percentage)	0	60	70	70	80	85	85
Percentage of complaints satisfactorily addressed within three months of initial complaint being recorded (Percentage)	0	30	60	80	80	90	90
Quarterly reports are generated by NCTO using a MIS system (Yes/No)	No	No	Yes	Yes	Yes	Yes	Yes
Number of State CTUs that generate quarterly reports using a MIS system	0	0	4	8	12	16	18

(Number)							
Percentage of beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements (Percentage)	0	60	60	75	75	75	75
Percentage of male beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements (Percentage - Sub-Type: Breakdown)	0	60	60	75	75	75	75
Percentage of female beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements (Percentage - Sub-Type: Breakdown)	0	60	60	75	75	75	75
Number of LGAs that have completed the targeting process (Number)	60	150	200	250	300	350	350
Percentage of beneficiaries and non-beneficiaries reporting that targeting process is fair (Percentage)	0	75	75	80	80	90	90
Percentage of males reporting that the targeting process is fair (Percentage - Sub-Type: Breakdown)	0	75	75	80	80	90	90
Percentage of females reporting the targeting process is fair (Percentage - Sub-Type: Breakdown)	0	75	75	80	80	80	90

Percentage of beneficiaries that report they are satisfied with the targeted cash transfers (Percentage)	0	60	65	70	75	80	80
Percentage of male beneficiaries that report they are satisfied with the targeted cash transfers (Percentage - Sub-Type: Breakdown)	0	60	65	70	75	80	80
Percentage of female beneficiaries that report they are satisfied with the targeted cash transfers (Percentage - Sub-Type: Breakdown)	0	60	65	70	75	80	80
Annual Results and Resources Scorecard implemented and made public by independent third party (Yes/No)	No	No	Yes	Yes	Yes	Yes	Yes
Number of states that have developed livelihoods strategy based on pilots (Number)	0	0	0	3	5	7	12

Indicator Description

Project Development Objective Indicators

Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
Direct project beneficiaries	Direct beneficiaries are the people who make up the households which will receive targeted cash transfers. Targets are set using an average household size of 5 people per household.	Quarterly	Administrative data	NCTO
Female beneficiaries	The percentage of people who are female in the households which receive targeted cash transfers.	Quarterly	Administrative data	NCTO
Percentage of transfer recipients that are female	The percentage of transfer recipients that are female. Numerator: Number of transfer recipients that are female Denominator: Total number of transfer recipients.	Annually	Administrative data	NCTO
Percentage of beneficiaries that are in the bottom two poverty quintiles	The percentage of beneficiaries in the bottom two poverty quintiles as measured through a sample based validation of poverty status. Numerator: Number of beneficiaries in the bottom two poverty quintiles as measured through a sample based validation of poverty status. Denominator: Total number of beneficiaries.	Every two years	Impact evaluation, Targeting evaluation	NCTO
Number of households included in National Social Registry	Number of households identified through CBT that are registered in the National Social Registry.	Quarterly	State and National Registries	SOCUs, NASSCO

Number of States benefiting from targeted cash transfers	The number of states that are benefiting from targeted cash transfers under NASSP, defined as having benefited from at least one transfer under the project.	Annually	Administrative data	NCTO
----------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------	----------	---------------------	------

Intermediate Results Indicators

Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
Number of States that have signed MoUs with Federal level	Number of States that have signed the standard MoU prepared for NASSP on their roles and responsibilities in the project.	Annually	Administrative data	NCTO
Number of States with Social Registry	Number of states that have undertaken CBT and set up a social registry following the federally issued guidelines.	Annually	Administrative data	NASSCO
Number of other social protection or social sector programs utilizing the National Social Registry	Number of social protection or social sector programs utilizing the National Social Registry	Annually	Administrative data	NCTO
Percentage of individuals registered in National Social Registry with a valid national ID number from NIMC	Percentage of individuals registered in National Social Registry with a valid national ID number from NIMC. Numerator: Number of individuals registered in the National Social Registry with a valid national ID number from NIMC. Denominator: Total number of individuals registered in the National Social Registry.	Annually	Administrative data	NASSCO, NIMC

Percentage of payments delivered to beneficiaries within 1 month of the due date	The percentage of beneficiaries of the project that receive payments within one month of the due date. Numerator: Number of beneficiaries that receive payments within one month of the due date. Denominator: Total number of beneficiaries receiving payments.	Quarterly	Administrative data	NCTO
Percentage of targeted households receiving transfers electronically	Percentage of households receiving targeted cash transfers electronically as opposed to manually in cash. Numerator: Number of households receiving targeted cash transfers electronically. Denominator: Total number of households receiving transfers in any form.	Annually	Administrative data	NASSCO, NCTO
Percentage of households who receive top-up transfers	The percentage of households who receive the top-up transfers. Numerator: Number of households who receive top-up transfers. Denominator: Total number of households receiving base transfers.	Quarterly	Administrative data	NCTO
Percentage of households receiving top-up transfers for which monitoring information on co-responsibilities is available	Percent of households receiving top-up transfers for which monitoring information on co-responsibilities is available. Numerator: Number of households receiving top-up transfers for which monitoring information on co-responsibilities is available. Denominator: Total number of households receiving top-up transfers.	Quarterly	Administrative data	NCTO
Percentage of complaints satisfactorily addressed within three months of initial complaint being recorded	Percentage of complaints satisfactorily addressed within three months of initial complaint being recorded. Numerator: Number of complaints satisfactorily addressed within three months of initial complain being recorded. Denominator: Total number of complaints recorded.	Annually	Administrative data, Grievance review	NCTO
Quarterly reports are generated by NCTO using a MIS system	Confirmation that quarterly reports are being generated using a MIS system that follows NASSP guidelines.	Annually	Progress report/MIS	NCTO

Number of State CTUs that generate quarterly reports using a MIS system	Number of states that are using a MIS established per NASSP guidelines to generate quarterly reports.	Annually	Progress report/MIS	SCTUs
Percentage of beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements	Percentage of beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements. Numerator: Number of beneficiaries and non-beneficiaries queried in the Impact Evaluation that report they are aware of project objectives and entitlements. Denominator: Total number of beneficiaries and non-beneficiaries queried in the Impact Evaluation.	Every two years	Impact evaluation	NCTO
Percentage of male beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements	Percentage of male beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements. Numerator: Number of male beneficiaries and non-beneficiaries queried in the Impact Evaluation that report they are aware of project objectives and entitlements. Denominator: Total number of male beneficiaries and non-beneficiaries queried in the Impact Evaluation.	Every two years	Impact Evaluation	NCTO
Percentage of female beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements	Percentage of female beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements. Numerator: Number of female beneficiaries and non-beneficiaries queried in the Impact Evaluation that report they are aware of project objectives and entitlements. Denominator: Total number of female beneficiaries and non-beneficiaries queried in the Impact Evaluation.	Every two years	Impact Evaluation	NCTO
Number of LGAs that have completed the targeting process.	Number of LGAs that have completed the targeting process in all communities, following national guidelines.	Annually	Administrative data	NASSCO, SOCUs

Percentage of beneficiaries and non-beneficiaries reporting that targeting process is fair	Percentage of beneficiaries and non-beneficiaries reporting that targeting process is fair. Numerator: Number of beneficiaries and non-beneficiaries queried in the Impact Evaluation reporting that the targeting process is fair. Denominator: Total number of beneficiaries and non-beneficiaries queried in the Impact Evaluation.	Every two years	Impact evaluation	NCTO
Percentage of males reporting that the targeting process is fair	Percentage of male beneficiaries and non-beneficiaries reporting that targeting process is fair. Numerator: Number of male beneficiaries and non-beneficiaries queried in the Impact Evaluation reporting that the targeting process is fair. Denominator: Total number of male beneficiaries and non-beneficiaries queried in the Impact Evaluation.	Every two years	Impact evaluation	NCTO
Percentage of females reporting the targeting process is fair	Percentage of female beneficiaries and non-beneficiaries reporting that targeting process is fair. Numerator: Number of female beneficiaries and non-beneficiaries queried in the Impact Evaluation reporting that the targeting process is fair. Denominator: Total number of female beneficiaries and non-beneficiaries queried in the Impact Evaluation reporting that the targeting process is fair.	Every two years	Impact evaluation	NCTO
Percentage of beneficiaries that report they are satisfied with the targeted cash transfers	Percentage of beneficiaries that report they are satisfied with the targeted cash transfers. Numerator: Number of beneficiaries that report they are satisfied with the targeted cash transfers as queried in the Impact Evaluation. Denominator: Total number of beneficiaries	Every two years	Impact Evaluation	NCTO

	queried about satisfaction with the targeted cash transfers in the Impact Evaluation.			
Percentage of male beneficiaries that report they are satisfied with the targeted cash transfers	Percentage of male beneficiaries that report they are satisfied with the targeted cash transfers. Numerator: Number of male beneficiaries that report they are satisfied with the targeted cash transfers as queried in the Impact Evaluation. Denominator: Total number of male beneficiaries as queried in the Impact Evaluation.	Every two years	Impact Evaluation	NCTO
Percentage of female beneficiaries that report they are satisfied with the targeted cash transfers	Percentage of female beneficiaries that report they are satisfied with the targeted cash transfers. Numerator: Number of female beneficiaries that report they are satisfied with the targeted cash transfers as queried in the Impact Evaluation. Denominator: Total number of female beneficiaries as queried in the Impact Evaluation.	Every two years	Impact Evaluation	NCTO
Annual Results and Resources Scorecard implemented and made public by independent third party	Annual Results and Resources Scorecard implemented and made public by independent third party.	Annually	Scorecard	NASSCO, Independent contractor
Number of states that have developed livelihoods strategy based on pilots	Number of states that have developed livelihoods strategy based on pilots.	Annually	Administrative data	NCTO

Annex IX: NASSCO Reporting Templates

1. NASSCO Progress Report Template.. <..\Winrar Downloads\Progress Report.docx>
2. Activity Reporting Template.. <..\Winrar Downloads\Activity Reporting Template.docx>
3. Material Reviewing Template.. <..\Winrar Downloads\Material Review Report Template.docx>
4. Quarterly Progress Reporting Template.. <..\Winrar Downloads\Quarterly Progress Report.docx>
5. Trip Reporting Template.. <..\Winrar Downloads\Trip Report.docx>

<..\Winrar Downloads\Progress Report.docx>

Annex X: NASSCO Progress Report Templates

NASSCO will monitor and evaluate the progress of the Project and prepare Project Monitoring Reports to cover the period of one calendar semester and shall be submitted to the WB no later than one month after the end of the period covered by such report.

The format for each report will be as follows:

1. Introduction
2. Component 1
 - main activities achievements,
 - main risks and mitigation measures
 - main activities for next semester
3. Component 2:
 - main activities achievements,
 - main risks and mitigation measures
 - main activities for next semester
4. Progress update on key results
 - Insert updated matrix of indicators
 - Provide explanation for missing updates
5. Progress in execution of the procurement plan
6. Disbursements per component and per category
7. Disbursement by component and categories

Category	Amount of the Credit Allocated (expressed in SDR)	Disbursed current semester In USD	Cumulated disbursement since inception In USD
TOTAL AMOUNT	355		

Note: total project amount in dollar may not be the same as of credit approval date because of changes in exchange rate

8. Financial Management and Audit (as applicable)
9. Status of IFRs, internal audit and external audit
10. Complaint and Grievances
11. Concluding Remarks

LGAs and SOCUs will be expected to submit progress reports to NASSCO for compiling the overall project progress report. Below is a template for the State and LGA levels to employ in providing updates on progress. The frequency of reporting is addressed in the M&E manual.

NASSCO Progress Report from LGAs and States to Federal

Thematic Area/Departments:				
Period of Performance:	2017 __ <input type="checkbox"/> ; 2018 __ <input type="checkbox"/> ; 2019 __ <input type="checkbox"/>			
Reporting Period:				
Report Type:	Monthly __ <input type="checkbox"/>	Quarterly __ <input type="checkbox"/>	Semi-Annual __ <input type="checkbox"/>	Annual __ <input type="checkbox"/>
Submitted by (author):				
Submission date:				

1. Overview and Objectives.

Provide an overview of the activities and objectives that were planned for this reporting period.

2. Accomplishments during reporting period

For each planned activity, indicate highlights/ achievements during the reporting period. Please reference any major products/publications that have been produced.

3. Challenges and Lessons Learned / Way Forward

Document the problems encountered during the reporting period and what will be done to address them. Any issues with major over/under spending or shortfall in intended indicator targets should be included. Also include lessons learned, as appropriate.

Challenge	Way forward/ Lessons Learned

4. Gender Inclusion

Document any activities and achievements that have an explicit gender focus (e.g., both female and male, gender mainstreaming activities; gender-based training; gender policies, etc.)

5. Success Stories

If possible, document one or two success stories obtained from the beneficiaries or any local recognition. Please see Success story SOP

6. Plans for next reporting period

Provide a brief explanation of key activities planned for the next reporting period.

**ANNEX XI: DOMICILE MINISTRIES, DEPARTMENTS AND AGENCIES FOR STATE CASH
TRANSFER OFFICES IN NIGERIA**

s/n	State	Ministry Department Agencies	Remarks
1	Abia		Awaiting State's indication
2.	Adamawa	Ministry of Women Affairs and Social Development	
3.	Anambra	Ministry of Social Welfare, Children and Women Affairs	
4.	Akwa- Ibom		Awaiting State's indication
5.	Bauchi	Ministry of Budget and Economic Planning	
6.	Bayelsa	Ministry of Women Affairs and Social Development	Awaiting State's indication
7.	Benue	Ministry of Women Affairs and Social Development	
8.	Borno	Ministry of Poverty Alleviation and Youth Empowerment	
9.	Cross- Rivers	Ministry of Sustainable Development and Social Welfare	
10.	Delta		Awaiting State's indication
11.	Ebonyi		Awaiting State's indication
12.	Enugu		Awaiting State's indication
13.	Edo	Ministry for Women Affairs	
14.	Ekiti	Ministry of Budget of and Economic Planning	
15.	Gombe	Ministry Poverty Alleviation and Community	
16.	Imo		Awaiting State's indication
17.	Jigawa	Ministry of Women Affairs and Social Development	

18.	Kaduna	Ministry for Rural and Community Development	
19.	Kano	Ministry of Women Affairs and Social Development	
20.	Katsina	Girl-Child Education Agency	
21.	Kebbi		Awaiting State's indication
22.	Kogi	Ministry of Women Affairs and Social Development	
23.	Kwara	Ministry of Women Affairs and Social Development	
24.	Lagos		Awaiting State's indication
25.	Nasarawa	Ministry of Women Affairs and Social Development	
26.	Niger	Ministry for Women Affairs & Social Development	
27.	Ogun		Awaiting State's indication
28.	Ondo		Awaiting State's indication
29.	Osun	Ministry of Women, Children & Social Affairs	
30.	Oyo	Ministry of Women Affairs, Social Welfare & Poverty Alleviation	
31.	Plateau	Ministry of Women Affairs and Youth Development	
32.	Rivers		Awaiting State's indication
33.	Sokoto		Awaiting State's indication
34.	Taraba	Ministry of Cooperatives and Poverty Alleviation	
35.	Yobe		Awaiting State's indication
36.	Zamfara		Awaiting State's indication
37	Abuja FCT	Social Development Department	