

NIGERIA: National Social Safety Nets Project (NASSP)
Implementation Support Mission
November 5 - November 14, 2018
Aide Memoire

I. SUMMARY OF KEY FINDINGS AND ACTIONS

1. **The main purpose of the mission was to:** (i) review overall implementation progress focusing on registration of poor and vulnerable households in the National Social Registry (NSR), enrollment in the Conditional Cash Transfer (CCT) Household Uplifting (HUP) Program, and payments of cash transfers; (ii) discuss institutional arrangements, coordination and operational management of National Social Safety Nets Coordinating Office (NASSCO) and National Cash Transfer Office (NCTO); and (vii) verify and certify the evidence for output-based and for cash transfers disbursements.
2. **Overall project implementation progress and disbursements:** Project implementation has continued to improve albeit disbursements are low. This is because the project activities had focused on building adequate and reliable systems which would be the basis for transfers. Most importantly, the first payments for cash transfers for HUP beneficiaries using both IDA and Abacha restituted funds started in October 2018. To date, NASSP has disbursed \$42.5m from IDA – \$17.5m to NASSCO and \$25m to NCTO. However most of the advances have not yet been documented due to difficulties submitting regular withdrawal applications.
3. **National Social Registry continues to expand and targeting accuracy is improving:** To date 551,755 households from 21 states have been captured in the NSR. Recently the quality of the targeting has improved. However, capacity gaps remain in the enumeration management and cleaning and validating data at State level.
4. **Payment of Cash Transfers to HUP beneficiaries.** The new payments system allowing for an electronic trail of funds has been successfully piloted and integrated with the payment service providers (PSPs) in 16 of the 19 States currently implementing the program. Cash transfer payments using the new payment system have been completed in 13 states with 3 more states concluding payments the week of November 19th, amounting to a total of \$6.7m (\$3.5m from Abacha restituted funds). The three remaining states with enrolled beneficiaries shall pay as soon as the pending procurement process for engaging PSPs is completed. This process has been stalled because of reassignment of NCTO's Procurement Officer by the Bureau of Public Procurement.
5. **NASSP Institutional Arrangements:** The mission discussed the overall NASSP institutional arrangements focusing on the key areas of: coordination, management, and implementation relationship between NASSCO and NCTO, and coordination and implementation relationships between NASSCO and other SSNs (YESSO and CSDP). A full report of this session is attached in Annex 2.
6. **State engagement is required for the proper institutionalization of SOCUs and SCTUs in each of the States.** Implementation at State level is facing serious challenges resulting from lack of adequate human resources and operating costs. This mission agreed that NASSCO and NCTO will provide the SA with a comprehensive inventory of all State Governments' support to SOCUs and SCTUs and the SA will engage State Governors to ensure proper support as part of the State governance structure.

II. PROJECT DATA AND RATINGS

Project Data	USD (millions)
Original Project Amount	500
Total Disbursement	40
Disbursement in FY	40
Closing Date	June 30, 2022

Project Ratings:	Previous	Current
PDO	MS	MS
IP	MS	MS
Financial Management	MS	MS
Procurement	MS	MS
M&E	MU	MU

Disclosure: The World Bank Group and FGN confirm their understanding and agreement to publicly disclose this Aide-Memoire. It is therefore classified as Public.

III. IMPLEMENTATION PROGRESS AND KEY FINDINGS

7. **Overall Project Implementation and Disbursements:** Disbursements are low though Project implementation has continued to improve. Cash transfer payments are now being made with the Abacha and IDA funds and are expected to continue on a regular bi-monthly schedule. To date, NASSP has disbursed \$42.5m from IDA – \$17.5m to NASSCO and \$25m to NCTO. However most of the advances have not yet been documented because both NASSCO and NCTO had difficulties submitting regular withdrawal applications to document expenses. During the mission both NASSCO and NCTO provided evidence for documenting approx. \$61,000 and \$3.4m, respectively, for both outputs and cash transfers. These can be submitted as soon as NASSCO provides pending documentation to the Bank for the lifting of disbursement conditions. The estimated additional documented expenses by end of December 2018 will be at least \$14.5 million. The WB FM team continues to provide support to NASSCO and NCTO in Client Connection and accounting generally.

8. **NASSP Institutional Arrangements:** The discuss focused on the key areas of: coordination, management, and implementation relationship between NASSCO and NCTO, and coordination and implementation relationships between NASSCO and other SSNs (YESSO and CSDP). The need for a clear definition of organograms and roles and responsibilities of staff both at federal and state levels, including the rules of engagement, tenure, and dismissal, was identified as an immediate action. Equally there is need for the formation of the technical working committee at the state level between SOCU, SCTU and other SSN interventions. The mission agreed that a working session will be held with both NASSCO and NCTO to review the organograms/staffing structure, roles, and responsibilities of staff as well as staff retention and these renewed understandings will be reflected in the overall NASSP PIM, NASSCO OM, and NCTO Manual. A full report of this session is attached in Annex 2.

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

Sub-component 1a: Project Management and Institutional Capacity

this including how to cascade same to states during implementation. The draft of the communications strategy is expected by November 26, 2018.

10. **Social accountability – Third Party Monitoring (TPM):** For the project-supported TPM system, NASSCO is in the process of recruiting TPMs for National and State levels. The National TPM evaluation report has just been submitted and the procurement will be concluded by December 20, 2018. The State TPM procurement has been launched and will be concluded by January 30, 2019.

11. **Independent monitoring of Abacha restituted funds by Network on Asset Recovery (NAR):** The mission team invited and met with NAR and the Federal Ministry of Justice (FMoJ). The aim of this meeting was to formally meet NAR and have a shared understanding/update of the plans from both NAR and the NASSP TPM activities on monitoring of the Abacha restituted funds. The mission agreed with NAR the need to form an operation level layer of meetings between NAR and NASSCO and NCTO that will enable the teams meet more regularly to share monitoring information. These meetings will also enable the open sharing of information at the request of NAR about up and down stream releases of the restituted funds (information about upstream: draw down from the BIS account with CBN and downstream: eventual disbursements to CT beneficiaries).

12. **Livelihoods pilot / impact evaluation:** A separate Aide Memoire will be prepared at the end of the mission on livelihood November 23.

13. **M&E:** NASSP still lacks a comprehensive M&E framework to facilitate regular monitoring and reporting on the project. NASSCO has engaged an M&E Specialist who has produced a draft of the M&E manual that outlines modalities for the regular collection of data necessary to report on the NASSP results framework. The manual is to be finalized by December 15, 2018. A draft of a comprehensive M&E framework for NASSP will be developed by January 31, 2019. NASSCO should strengthen the process of program reporting on M&E by NCTO, YESSO, and CSDP, as well as provide capacity building on improving M&E.

14. **NLSS:** NASSP task and implementation teams and poverty team of the World Bank met with the representatives of the National Bureau of Statistics (NBS) on the reporting mechanism for the ongoing living standard survey and social protection oversample. NBS NLSS and oversample team agreed on the reporting mechanism highlighted in the NASSP PAD that focuses on four outputs: 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. NBS team also agreed on the template for reporting developed by the NASSP task team. However, poverty team of the Bank will work closely with the NBS team to ensure that the reporting is carried out as per the agreement and quality is ensured. In addition, NBS NLSS team will work closely with NASSCO during the implementation of the survey for the purpose of knowledge transfer on survey management and data quality monitoring mechanisms.

15. Furthermore, poverty team discussed briefly with the NASSP task and implementing teams on how survey solutions platform could be used for the digitization of the administrative data especially NSR enumeration and beneficiary data, and how monitoring process could be digitized for better performance and decision-making process. In coming weeks, poverty and NASSP task teams will carry out further discussions with the NASSP implementing agencies to explore options to utilize survey solutions platform for better program monitoring and use of administrative data.

Sub-component 1b: Developing Building Blocks of the Safety Net System

16. **National Social Registry (NSR):** In all, 551,755 households (2,182,401 individuals) from 21 states have been captured in the NSR to date. As of the first week of November, 34 states and FCT had established State Operation Coordination Units (SOCUs) to drive targeting activities (only Lagos and Ogun remained). Thirty (30) states and FCT have started identification of poor and vulnerable households using the community-based targeting approach, and 28 states and FCT are at the stage of enumeration of identified poor and vulnerable households. Between September and November 2018, 32,936 households (151,206 individuals) were added to the NSR. More than double this number are at various stages of data cleaning and will be available before the end of November. However, the mission observed capacity gaps in enumeration and cleaning and validation of data at state level which is a major limiting factor to accelerated process of households' enumeration and data quality. To address these challenges, the mission agreed the need to finalize the NSR handbook and accelerate capacity building to staff.

17. The quality of the targeting¹ has improved. According to the Proxy Mean Test score (PMT), the welfare ranking of the additional 32,936 households shows that about 75% of the households are below the 6th decile mark. This is an improvement over April 2018 when only 45% of households were below the 6th decile. There continue to be issues in Ekiti and Imo states and the mission advised that states should be guided on ways to improve their implementation of the targeting process.

18. A number of activities are pending and stalling progress in achieving common understanding and improving on targeting performance. These include development of NASSCO's Operational Manual, NSR handbook, and Web-based Management Information System, and the procurement of the server and 7-inch tablets for data collection. The mission agreed a timeline for delivery of these key activities, as outlined in the Key Actions table below.

19. **NASSCO MIS implementation:** NASSCO still has no running MIS, and information is managed on multiple, distributed applications, housed on multiple personal computers. Procurement of both a server infrastructure and software consultant firm are on-going. *The procurement of server infrastructure will be concluded by November 30, 2018, while the procurement of MIS consultant firm will be concluded by December 15, 2018.*

Component 2 – Implementing a Targeted Cash Transfer

20. **Enrollment:** The completion of the re-enrollment process of the old beneficiaries has not been finalized as the re-verification of the 84,000 non-matched households is still being awaited. The re-enrollment of beneficiaries became pertinent when the updating of the NSR resulted in mismatches found in the NCTO beneficiaries enrolled earlier. NASSCO has identified an audit firm to commence work November 19, 2018. The mission reiterated the need for NASSCO to fast track the audit of eligible and non-eligible CT beneficiaries from the match-no-match report.

21. **Payments:**

- a. **Beneficiary Cash-out:** NCTO has commenced cash disbursements using the IDA credit and Abacha restituted funds from the Swiss government. Payments to beneficiaries is currently

¹ Targeting is defined as the entire process from the identification of households at the community level through community-based targeting, through the enumeration of households, and application of the PMT to the households.

being made in 13 states for the August-September payment schedule (a total of about 204,000 HHs on payroll), 3 are in process, and 3 are delayed due to unavailability of a PSP to service the state. Reconciliation for 9 of the 13 states has commenced.

- b. **Payment Service Provider (PSP) procurement:** Three (3) states currently have no PSP, as the contracts for the PSPs servicing those states had to be cancelled. Procurement is ongoing for the replacement PSPs but cannot be finalized until NCTO's is assigned a Procurement Officer. It was also agreed that procurement of PSPs for the states in which the HUP program has not yet enrolled the beneficiaries should be done proactively ahead of when the states' social registry is ready, once the approximate number of potentially eligible beneficiaries is known.
- c. **Payment System:** The payment system supporting NCTO has now been developed and integrated with the NCTO MIS and it is currently being used to generate and manage the payroll for beneficiaries. The current system has improved features, which help make payments management more flexible and provides for timely reconciliation. The co-responsibilities module of the system has not been tested pending the roll out of co-responsibilities. The system also requires more robust reporting. NCTO is in the process of engaging an MIS firm which will support the strengthening of the payment system and the overall MIS.
- d. **Payment at LGAs:** According to the Service Level Agreements (SLAs) signed by PSPs, payments are to be done at reasonable distance from the beneficiaries, for now at ward level, but due to the insecurity in some regions it is permissible for beneficiaries to be transported to the nearest safe location where payments can be carried out, this can be the LGA secretariat. A rule will be developed to guide in which situations beneficiaries should be transported to an alternate location for payment.

22. **Co-responsibilities:** The Training of Trainers (ToT) using the draft Co-orientation manual has been completed and inputs/suggestions for revision collated and incorporated in the final manual. The field testing/pilot for the Co-orientation manual was carried out November 12-14, 2018 in two communities in Oyo state. The pilot of the application that will be used to enroll co-responsibility beneficiaries is planned for January 28, 2019. The mission agreed the timelines for the roll-out of the Co-orientation training with beneficiaries after validation and registration of the top beneficiaries. The training of the Cash Transfer Facilitators (CTFs) will commence by February 4, 2019 and will be followed immediately by the rollout of the general orientation with CT beneficiaries planned for March 11, 2019. Based on this timeline it was determined that the soonest compliant beneficiaries can start receiving payments is during the July August Payment cycle. The mission also agreed on the need for the World Bank team to support NCTO with the roll-out with close and frequent technical discussions to enable the seamless rollout of the co-responsibilities component of the program.

23. **Grievance Redress Mechanism:** To date at least 1,600 grievances have been received. State level GRM officers have not been able to make effective use of the Excel template distributed to support the recording and tracking of grievances at State level. Provision of tablets to State GR officers is being prioritized and a training on the GRM application developed by the MIS team is scheduled for end November. This will enable GR Officers to input received complaints at State level via the application and will allow for compilation of all grievances registers. Third party monitoring of the GRM has highlighted the need for continuous communication to communities on how to use the GRM. It was also agreed that CTFs will be trained on the GRM and the application so they can also log complaints via their tablets when they are in communities for other activities. As N-Power volunteers have not been forthcoming, the mission

agreed that NYSC volunteers should be engaged as soon as possible to provide support at Federal and State levels on the GRM.

24. **NCTO MIS:** The NCTO MIS has been developed and deployed and is now being operationalized by NCTO. The consultancy contract for the individual consultants have elapsed, and NCTO is in the process of procuring a consultancy firm, who will be in charge of strengthening the current MIS and implement the modules which were not done by the individual consultants, while supporting the MIS and doing a robust knowledge transfer to NCTO MIS staff. *The procurement of the consultant firm is in the REOI stage and will be concluded by January 30, 2019.*

Financial Management & Procurement

25. **Output based disbursements (OBD):** NASSCO and NCTO has successfully prepared the evidence required for withdrawal applications for OBD. Once NASSCO submits evidence required for lifting the Disbursement Conditions, these applications can be formally submitted. *This is expected by November 23, 2018.*

26. **Financial Management:** The project is in compliance with the financial management covenant in the Financing Agreement on the submission of unaudited Interim Financial Reports (IFRs), as no financial report is outstanding as at date. There has been progressive improvement in the quality and timeliness in the submission of IFR. However, the capacity that has been built over the time, is being eroded by the emerging high turnover of the project FM staff. The mission advises that measures to mitigate this should be urgently put in place. A meeting involving the Bank, the FPFMD and the Project will be conveyed to agree on measures to mitigate staff turnover.

27. Effort is on-going at computerizing the financial management system. It is planned that by the end of January 2019, a robust accounting software would have been deployed in the project.

28. The first of the quarterly audits of the Targeted Cash Transfer payments by the Office of the Auditor General of the Federation is being planned to be conducted before the end of December 2018. In addition, the procurement of a firm for the independent verification of outputs should be concluded by end of December with the first report expected January 31, 2019. With the fiscal year coming to an end, the mission advises the project to firm up the arrangement with the Office of the Auditor General of the Federation for the annual audit of its financial statements. Noting that the audited financial statements are to be furnished to the Bank not later than six (6) months after the end of the fiscal year.

29. **Procurement:** The mission discussed procurement management for both NCTO and NASSCO components. The discussions cut across the challenges being faced by both NASSCO and NCTO in getting experienced procurement officers. For NASSCO, the CSDP procurement officer has been providing procurement support while the process of engaging an experienced procurement officer is being addressed. For NCTO, the procurement officer who has been supporting the office since the project became effective was posted out of the project by BPP, and different options of either retaining the officer or getting a replacement were explored. The Bank advised that qualified procurement officers, when they are posted to the project, should be retained throughout the project life, to enable the Bank to build the capacity of the procurement officers, as well as aid continuity in project implementation. The mission recorded that NCTO has recorded some good progress in the implementation of the approved procurement plan submitted in

STEP, and there were discussions on how NASSCO could accelerate its procurement implementation. In view of the poor quality of procurement submissions in STEP, the Bank team will continue to provide the required STEP training and hands-on support to the project.

IV. NEXT STEPS AND AGREED ACTIONS

Key Actions	Responsible	Deadline
Vacancies in management teams to be filled in NCTO and NASSCO	NASSCO & NCTO	December 30, 2018
Revision of NCTO operations manual	NCTO	December 15, 2018
Staffing guidelines for NCTO and NASSCO	NASSCO & NCTO	December 30, 2018
Revised PIM	NASSCO & NCTO	January 30, 2019
TOR for technical working group to be shared with WB etc. through NOB	NASSCO/WB	November 15, 2018
Annual Work Program and Budget and Training Plans	NASSCO & NCTO	December 30, 2018
COMPONENT 1- NASSCO		
Data handling capacity training	NASSCO	November 26, 2018
NASSCO Operational Manual to be finalized	NASSCO	December 30, 2018
NSR Handbook	NASSCO	December 30, 2018
Procurement of NASSCO MIS	NASSCO	Dec 15, 2018
Procurement of NASSCO Server	NASSCO	November 30, 2018
M&E Manual Finalized	NASSCO	December 15, 2018
Comprehensive M&E Framework	NASSCO	December 15, 2018
Procurement of States TPM	NASSCO	December 15, 2018
Procurement of National TPM	NASSCO	December 15, 2018
Procurement of 7-inch Tablets for Data Collection	NASSCO	November 26, 2018
Procurement of firm for independent verification of outputs	NASSCO	December 30, 2018
MOU with FPFMD	NASSCO	Nov 30, 2018
COMPONENT 2 - NCTO		
Payment providers engaged in 3 states with current beneficiaries	NCTO	Pending resolution of NCTO Procurement Officer replacement
Payment providers procurement for new States	NCTO	March 31, 2019
Pilot of application for co-responsibility monitoring, enhancement, and training of CTFs	NCTO	January 2019
Payments Manual Review	NCTO	January 31, 2019
NCTO MIS Procurement	NCTO	January 31, 2019

Annex 1: NASSP Results Framework as of October 2018

Table 1: Programme Results Indicators

Indicators	Baseline	YR1 (2016) Cumulative Target	YR1 Achieved Result	YR2 (2017) Cumulative Target	YR2 Achieved Result	YR3 (2018) Cumulative Target	YR3 Achieved Result
Direct project beneficiaries (Number) - (Core)	0	1,000,000	NA	2,000,000	1,427,056	3,000,000	981000
Female beneficiaries (Percentage - Sub-Type: Supplemental) - (Core)	0	50	NA	50	49.5	50	49.5
Percentage of transfer recipients that are female (Percentage)	0	60	NA	70	81	75	92
Percentage of beneficiaries that are in the bottom two poverty quintiles (Percentage)	0	80	NA	80	61	80	48.2
Number of households included in National Social Registry (Number - Thousands)	35,000	50,000	155,861	200,000	419,206	2,000,000	551,755
Number of states benefiting from targeted cash transfers (Number)	0	8	9	14	20	18	13

Table 2: Intermediate Results Indicators

Indicators	Baseline	YR1 Cumulative Target	YR1 Achieved Result	YR2 Cumulative Target	YR2 Achieved Result	YR3 Cumulative Target	YR3 Achieved Result
Number of states that have signed MoUs with federal level (Number)	0	6	35	10	37	14	37
Number of states with Social Registry (Number)	8	10	8	14	19	18	20
Number of other social protection or social sector programs utilizing the National Social Registry (Number)	0	0	0	1	0	3	2
Percentage of individuals registered in National Social Registry with a valid national ID number from NIMC (Percentage)	0	1	0	2	0	5	0.5
Percentage of payments delivered to beneficiaries within one month of the due date (Percentage)	0	40	97	40	98	70	19.6
Percentage of targeted households receiving transfers electronically (Percentage)	0	65	0	75	0	75	0

Indicators	Baseline	YR1 Cumulative Target	YR1 Achieved Result	YR2 Cumulative Target	YR2 Achieved Result	YR3 Cumulative Target	YR3 Achieved Result
Percentage of households who receive top-up transfers (Percentage)	0	60	0	70	0	75	0 ²
Percentage of households receiving top-up transfers for which monitoring information on co-responsibilities is available (Percentage)	0	60	0	70	0	70	0
Percentage of complaints satisfactorily addressed within three months of initial complaint being recorded (Percentage)	0	30	0	60	100	80	94
Quarterly reports are generated by NCTO using a MIS system (Yes/No)	No	No	No	Yes	No	Yes	NO
Number of states CTUs that generate quarterly reports using a MIS system (Number)	0	0	0	4	0	8	0

² The co-responsibility component of the project is yet to start payment

Indicators	Baseline	YR1 Cumulative Target	YR1 Achieved Result	YR2 Cumulative Target	YR2 Achieved Result	YR3 Cumulative Target	YR3 Achieved Result
Percentage of beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements (Percentage)	0	60	0	60	0	75	n.a
Percentage of male beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements (Percentage - Sub-Type: Breakdown)	0	60	0	60	0	75	n.a
Percentage of female beneficiaries and non-beneficiaries that report they are aware of project objectives and entitlements (Percentage - Sub-Type: Breakdown)	0	60	0	60	0	75	n.a
Number of LGAs that have completed the targeting process (Number)	60	150	0	200	0	250	6 ³

³ Many states will be rounding up their 30% LGA hopefully by year ending

Indicators	Baseline	YR1 Cumulative Target	YR1 Achieved Result	YR2 Cumulative Target	YR2 Achieved Result	YR3 Cumulative Target	YR3 Achieved Result
Percentage of beneficiaries and non-beneficiaries reporting that targeting process is fair (Percentage)	0	75	0	75	0	80	n.a
Percentage of males reporting that the targeting process is fair (Percentage - Sub-Type: Breakdown)	0	75	0	75	0	80	n.a
Percentage of females reporting the targeting process is fair (Percentage - Sub-Type: Breakdown)	0	75	0	75	0	80	n.a
Percentage of beneficiaries that report they are satisfied with the targeted cash transfers (Percentage)	0	60	0	65	0	70	n.a
Percentage of male beneficiaries that report they are satisfied with the targeted cash transfers (Percentage - Sub-Type: Breakdown)	0	60	0	65	0	70	n.a

Indicators	Baseline	YR1 Cumulative Target	YR1 Achieved Result	YR2 Cumulative Target	YR2 Achieved Result	YR3 Cumulative Target	YR3 Achieved Result
Percentage of female beneficiaries that report they are satisfied with the targeted cash transfers (Percentage - Sub-Type: Breakdown)	0	60	0	65	0	70	n.a
Annual Results and Resources Scorecard implemented and made public by independent third party (Yes/No)	No	No	No	Yes	No	Yes	n.a
Number of states that have developed livelihoods strategy based on pilots (Number)	0	0	0	0	0	3	n.a

Annex 2: Institutional Arrangements Agreements

Institutional Arrangements Discussion (Topic: NASSP and Institutional Arrangements)

The first leg of the institutional arrangement discussion during the NASSP mission of November 5-13, 2018 took place November 7, 2018 at the World Bank office. The topic was: Institutional Arrangements Discussion (Topic: NASSP and Institutional Arrangements). The major agreements reached after the first day are;

- The Institutional arrangement as stated in the PAD (pages 51 and 52) and Figure 3.1 is largely correct, but the NSR is housed in NASSCO (not in NIMC, as suggested by the organogram)
- NCTO is responsible for *day to day* management of National Cash Transfer and reports to NASSCO
- There is need to encourage the formation of the technical working committee at the state level between SOCU, SCTU and other SSN interventions
- NASSCO reports on all its activities including coordination of NCTO and other SSNs to the SA-SIP
- The SA-SIP may choose to have a role in the supervision of NCTO especially as it relates to the role of TCT in the SIP programs of the Federal Government
- Relationship with Accountant General's office, including secondment and return of staff, is governed by the MOU signed between the project and the Accountant General's office. The MOU needs to be activated.
- NASSCO and NCTO to set out staffing guidelines including (1) TORs for key staff positions (2) qualifications, roles and responsibilities; (3) guidelines for recruitment; (4) processes for engagement and disengagement of staff.
- The PIM and other operational manuals need to be updated to reflect these agreements.

Institutional Arrangements Discussion (Topic: Coordination, Management, and Implementation relationship arrangement within and between NASSCO and NCTO)

The second and final leg of the ‘Institutional Arrangements Discussion’ continued November 8, 2018 with the SA SIP and the various Management staff of NASSCO, YESSO, CSDP and NCTO. This section of the discussion focused on coordination, management and relationship and reporting lines internal to the PIUs (NASSCO and NCTO) and external (upward and downward). The mission agreed on the following areas as it relates to the coordination, management, and implementation arrangements within the PIUs:

NASSCO:

- NASSCO’s organogram as presented only captured two major blocks of roles/responsibility of NASSCO. The four key blocks under NASSCO’s role/responsibilities are: Coordination; Policy development; Learning and Knowledge management; and NSR. At the moment, NSR and some of the M&E parts are captured but there is need to restructure NASSCO’s organogram to cover more effectively coordination, policy development, and learning and knowledge management.
- The admin functions in NASSCO should be organized in the form of a unit of support services.
- The NASSCO management level has a vacancy for the post of Project Accountant.

- World Bank to organize working session to agree on how to re-work NASSCO's organogram to realign NASSCO's core business processes to enable NASSCO fulfil its role.

NCTO:

- NCTO organogram needs to clearly articulate the link with NASSCO/SA coordination and with the decentralized SCTUs structures. The organogram needs to be revised to ensure that it does not look like at central level NCTO is the operational body rather than implementation guidelines/supervisory/facilitating team and it is important to make a clear distinction between NCTO and SCTU.
- The organogram would require some rearrangement of some of the functions (Risk management) to cover other areas in addition to operations
- The staffing of the management team is incomplete and inadequate (junior officers in acting capacity (e.g. Head, M&E, Head, operations) or people whose qualification or capacity to act in the role is not confirmed (e.g. Head, Finance and Admin and Head, MIS). There is an immediate need to fill in vacant positions with senior level staff.
- World Bank to organize working session to agree on how to re-work the organogram and agree on NCTO core positions to supervise SCTU's rather than deliver the operations as NCTO.

Institutional Arrangements Discussion (Topic: Coordination and Implementation relations with other SSN-YESSO and CSDP)

- The role of NASSCO in coordinating CSDP, YESSO was said to be useful and highly supportive
- The interface between NASSCO and YESSO on data cleaning needs to be streamlined and agreed. The operational documents should be explained to states and NASSCO/YESSO PIU's
- There is need for NASSCO to make the Technical Working Committee functional
- YESSO, NCTO, CSDP to have quarterly coordination meetings of the NASSCO Coordination Management Committee

Wrap-up (Institutional Arrangements Discussion)

A wrap up of the above points was presented to the SA, SIP and signed off. Key actions were agreed as follows:

1. MOU with FPFMD to be completed by the end of November
2. Vacancies in management teams to be filled in NCTO and NASSCO by the end of December
3. NASSCO OM to be finalized by the end of December
4. Revision of NCTO operations manual by mid-December
5. Revised PIM to be done in January 2019
6. Staffing guidelines for NASSCO and NCTO to be completed by end December
7. TOR for technical working group to be shared with WB etc. through NOB by mid-November

Attendance

S/N	Name	Designation
1	Maryam Uwais	SA SIP
2	Foluso Okunmadewa	Lead Specialist
3	Cornelia Tesliuc	Sr. Specialist
4	Ubah Thomas	Payment Consultant
5	Ayodele Fashogbon	Impact Evaluation and Data Analyst Consultant
6	Vicki Esquivel	GRM and SP Consultant
7	Fanen Ade	SP Specialist
8	Bukola Osinibi	Livelihood/co-responsibility consultant
9	Joy Medani	Program Assistant
10	Tope Sinkaiye	NC, NCTO
11	Apera Iorwa	NC, NASSCO
12	Zainab Usman	Program Officer, NCTO
13	Joyce Dida	M&E Officer
14	Mohammed Abdullahi	Payment Specialist
15	Tukur Ruma	Project Accountant
16	Idris Mohammed	HNSR, NASSCO
17	Ayodeji Doydeli	MIS Officer
18	Abdullahi Lawal	M&E Consultant
19	Zainab Anas	PA, NASSCO
20	Zainab Yahaya-Edu	NSIO
21	Ibraheem Adam	NCTO
22	Yahya A.M	SPA, FPSU - CSDP
23	Abubakar Atiku Musa	HME, YESSO
24	Bamidele Akinola	PA-YESSO
25	Obande John	OOR – FOCU
26	Fabowale A. Gbadebo	HOPs - FPSU
27	Niyi Oduneye	HMIM - FPSU
28	Hajara Sami	Ag. NC, YESSO

Annex 3: List of officials met and composition of the World Bank team

Name	Title & Organization
Maryam Uwais	Special Adviser, SIP
Babatunde Adebayo	Federal Ministry of Finance
Apera Iorwa	National Coordinator, NASSCO
Temitope Sinkaiye	Programme Coordinator, NCTO
Tukur S. Ruma	Project Accountant, NCTO
Zainab Usman	CCT Program Officer, NCTO
Mabel Onyekachi	NCTO M&E Officer
Joyce Dida	NCTO M&E Officer
Onu Desmond	NCTO
Busari Akeem	MIS Officer
Olumuyiwa Babaranti	NCTO
Ibrahim Adam	NCTO
Fxentirimam Jauro	NCTO
Zainab Yahaya- Edu	NSIO
Mohammed Abdullahi	NCTO Head, PSS
Adeyinka Ismail	NCTO
Abdulkadir Mohammed	NCTO
Egwensi Uzoezi	NCTO
Usman Eneye	NCTO
Sadiya Abdullahi	NCTO
Solomon Odole	NASSCO
Naiyeju Toyin	NASSCO
Zainab Anas	NASSCO
Idris Mohammed	HNSR, NASSCO
Ayodeji Doydelli	MIS Officer
Abdullahi Lawal	M&E Consultant
Yahya A.M	SPA, FPSU - CSDP
Abubakar Atiku Musa	HME, YESSO
Bamidele Akinola	PA-YESSO
Obande John	OOR – FOCU
Fabowale A. Gbadebo	HOPs - FPSU
Niyi Oduneye	HMIM - FPSU
Hajara Sami	Ag. NC, YESSO
Chisom Aghadinuno	Federal Ministry of Justice
Asani Omowunmi	ANEEJ
David Ugolor	ANEEJ
Odionye Oliver	NBS
Olokpo Audu	NBS
Tunde Adebisi	NBS
Sam Coope	DFID
Cornelia Tesliuc	World Bank Task Team
Vicki Esquivel-Korsiak	World Bank Task Team
Foluso Okunmadewa	World Bank Task Team
Fanen Ade	World Bank Task Team
Ayo Fashogbon	World Bank Task Team
Ubah Thomas Ubah	World Bank Task Team

Name	Title & Organization
Bukky Osinibi	World Bank Task Team
Joy Medani	World Bank Task Team
Vivian Mbusu	World Bank Task Team
Oyewole Afuye	World Bank Task Team
Abul Azad	World Bank Team
Kehinde Ajayi	World Bank Team

The 2019 calendar year Result-based Procurement Planning Clinic is scheduled to hold for three days from **Wednesday January 23, 2019 to Friday January 25, 2019** in Abuja. The venue for the clinic will be **Chelsea Hotel, Plot 123 Mohammadu Buhari Way, CBD, Abuja.**

The 2019 Procurement planning clinic will be anchored on the theme, "**Procurement for Sustainable Development**". The main objective of the 2019 procurement clinic is to support project implementation to achieve value for money with integrity in delivering sustainable development.

TTLs should work with the project teams to develop their 2019 workplan and have them cleared before the clinic. Only procurement plans derived from cleared workplans will be reviewed at the clinic. Projects that do not have cleared workplan as of the date of the clinic need not attend.

The clinic will be held in three batches as follows:

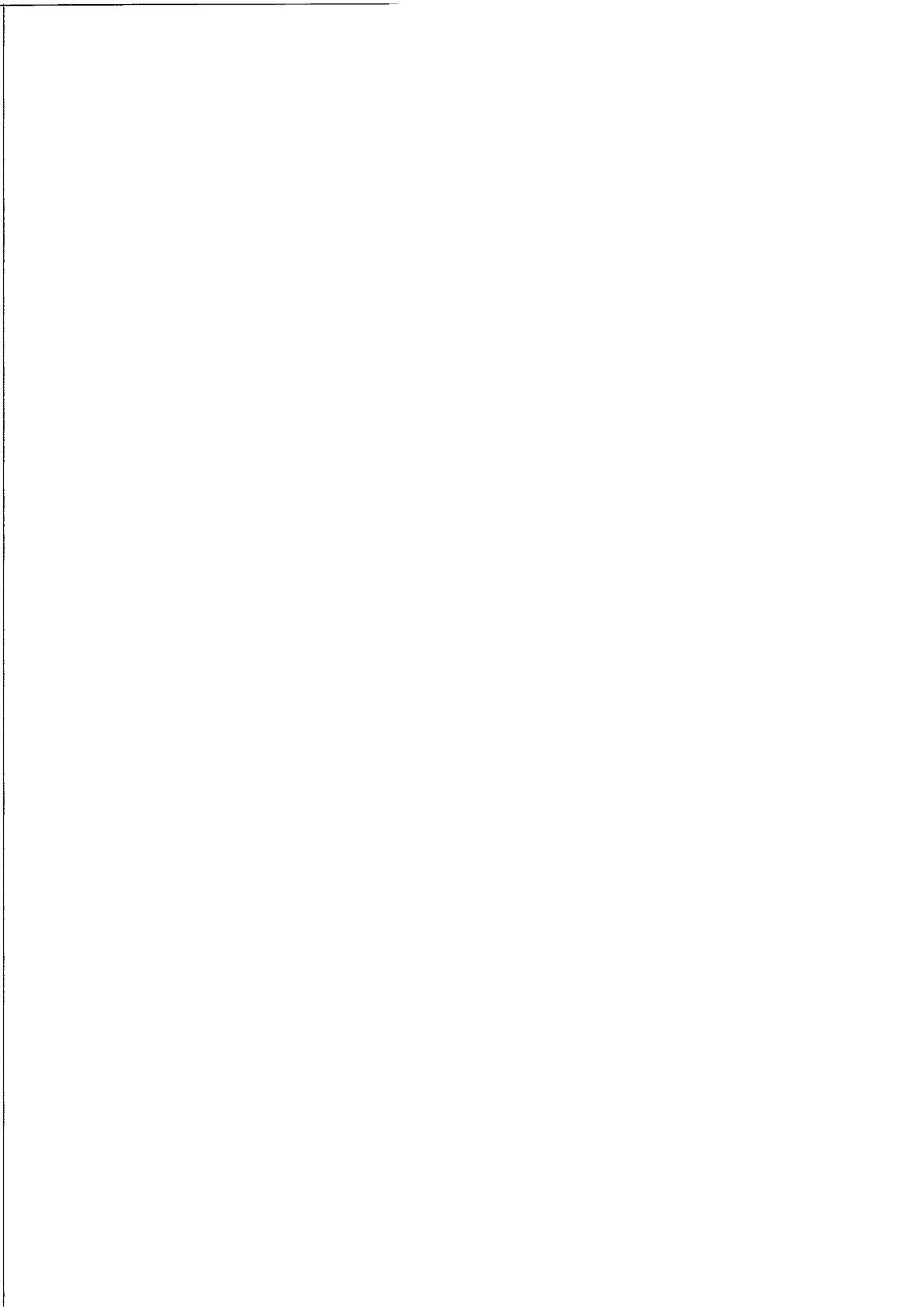
Batch 1: January 23, 2019: NEWMAP, IUFMP, RAMP II, TRIMMING, NETAP, NEP, MINDIVER, III NUWSRP

Batch 2: January 24, 2019: CSDP, NIPEP, SLOGOR, NSHIP, GEM, DFI, DBN, ACE, BHCPF

Batch 3: January 25, 2019: YESSO, SEPIP, SEEFOR, MCRP, POLIO, NASSP, REDISSE, FADAMA III

Project staff to be invited to the clinic are;

- a. **Project Coordinators**
- b. **Project Procurement Officers**



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Project staff to be invited to the clinic are;

- a. Project Coordinators
- b. Project Procurement Officers
- c. one accountant per state nominated by the head PFMU to attend the clinic from January 23 – 25, 2019 (the nominated accountant should not be the same as the one to be nominated for contract management/ESHS workshop to be held same week)

