



ADAMAWA STATE OF NIGERIA



ADAMAWA STATE GENERIC OPERATIONS MANUAL

NIGERIA COVID 19 ACTION RECOVERY AND ECONOMIC STIMULUS (NG CARES)



World Bank Assisted Programme



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ACRONYMS

AD- CSDA	Adamawa Community and Social Development Agency
ADHA	Adamawa State House of Assembly
ADSG:	Adamawa State Government
AF:	Additional Financing
AHQ:	Administrative Headquarters.
ASIC	Agricultural Services and Input Consultant
BOD:	Board of Directors.
CARP	Community Action Recovery Plan
CBOs:	Community Based Organisations.
CCT:	Conditional Cash Transfer
CDA:	Community Development Association
CDD:	Community-Driven Development.
CDO:	Community Development Officer.
CDP:	Community Development Plan
CoT:	Cash on Transactions
CPRP:	Community Based Poverty Reduction Project
CPS:	Country Partnership Strategy
NG-CARES:	Nigeria Covid-19 Action Recovery and Economic Stimulus
CWIQ:	Core Welfare Indicator Questionnaire.
DLI	Disbursement Linked Indicator
EIA:	Environmental Impact Assessment.
ESIA:	Environmental and Social Impact Assessment
ESMF:	Environmental and Social Management Framework.
ESMP	Environmental and Social Management Plan
ESP	Economic Sustainability Plan
FADAMA II:	Second National Fadama Development Project.
FCA	Farmers Community Association
FGN:	Federal Government of Nigeria.
FMF.	Federal Ministry of Finance.
FMR:	Financial Monitoring Report.

FPM:	Financial Procedures Manual.
FCSC:	Federal Cares Steering Committee.
FCSU:	Federal Cares Support Unit.
GIS:	Geographic Information System.
GM:	General Manager.
GOM	Generic Operations Manual
HIV/AIDS:	Human immunodeficiency virus/Acquired immune-deficiency syndrome
IBRD:	International bank for Reconstruction and Development.
ICT	Information & Communication Technology
IDA:	International Development Association.
IEC:	Information, Education and Communication.
IVA	Independent Verification Agents
KPI	Key Performance Indicators
LEEMP:	Local Empowerment and Environmental management Project.
LFCD	Local Fadama CARES Desk
LGA:	Local Government Authority.
LGDO:	Local Government Desk office.
LGRC:	Local Government Review Committee.
MDAs:	Ministries, Departments, Agencies.
MDGs:	Millennium Development Goals.
M&E:	Monitoring and Evaluation
MIS;	Management Information System.
MoU:	Memorandum of Understanding.
NAPEP:	National Poverty Eradication Programme.
NBS:	National Bureau of Statistics.
NC:	National Coordinator
NCB:	National Competitive Bidding.
NEEDS:	National Economic Empowerment and Development Strategy.
NGO:	Non-Governmental Organization.
NFCO	National Fadama Coordination Office
NHIS:	National Health Insurance Scheme.

NOA:	National Orientation Agency.
NPC:	National Planning Commission.
OOS:	Operation Officers
OSGF:	Office of the Secretary to the Federation.
PAWECA	Poverty Alleviation and Wealth Creation Agency
PDO	Project Development Objective
PMC:	Project Management Committee.
PO:	Project Officer.
PRA:	Participatory Rural Appraisal.
PIM:	Project Implementation Manual.
PIU:	Project Implementation Unit.
PMU:	Project Management Unit.
PSN	Participatory Needs Assessment
PSU:	Project Support Unit.
PRSP:	Poverty Reduction Strategy Paper (Process).
RA	Result Area
RMF	Result Monitoring Framework
RPF:	Resettlement Policy Framework.
SA:	State Agency.
SBD:	Standard Bidding Documents.
SCCU	State CARES Coordinating Unit
SCSC	State CARES Steering Committee
SDR:	Special Drawing Rights.
SFCO	State Fadama Coordination Office
SOE:	Statement of Expenditure.
SFTC	State Fadama Technical Committee
SAB:	State Agency Board.
TA	Technical Assistance
TRC:	Technical review Committee.
VGs:	Vulnerable Groups.
VIP:	Ventilated Improved Pit Latrines.

CHAPTER 1: BACKGROUND

1.1 Introduction (Programme Description)

One of the challenges of the country is that public institutions are weak and unable to address the challenges of poverty. Regrettably, a greater proportion of the population who live in the rural and sub-urban areas is considered poor. Furthermore, Nigeria faces the daunting task of achieving growth rates of greater than 5% in the non-oil economic sector to significantly reduce poverty rates.

In the past decade, the growing spate of conflict and insecurity has negatively afflicted many parts of the country, in particular the North East. The endemic corruption and weak capacity of the public sector, and the low ranking on many human development indicators have made Nigeria to rank amongst the lowest in the world.

To realize its considerable potential and to fulfil Federal Government's commitment to lifting 100 million Nigerians out of poverty over a period of ten (10) years, Nigeria is determined to make tangible progress on multiple fronts, at both the Federal and sub-national levels. A large proportion of the citizens are however poor and hence the need for the mobilization of community and government machineries to provide required infrastructure for Human Capital Development on a sustainable basis.

The CDD, as an approach to mobilize community effort for development has been particularly successful in Nigeria, especially in promoting access of the poor to social and economic services at the grassroots level. The NG-CARES seeks to promote human capital development of the poor and vulnerable people at the grassroots level using a CDD approach. It is within this context that the NG-CARES is set to contribute to the Federal Government overall goal of improving access to grants, economic and social services which are critical to the revitalization of the local economy towards a sustainable human development for Nigeria.

The NG-CARES Programme is an emergency operation designed to support budgeted Programme of expenditures and interventions at the State level – targeting existing and newly emerging vulnerable and poor households, agricultural value chains, and Micro and Small Enterprises (MSEs) affected by the economic crisis.

The Nigeria COVID-19 Action Recovery and Economic Stimulus (NG-CARES) Programme is an intervention that is built on the platforms of existing projects of the Federal Government of Nigeria. These include, Youth Employment and Social Support Operations (YESSO), Community and Social Development Project (CSDP), FADAMA, state job creation unit PAWECA.

NG-CARES Programme is designed to restore the livelihoods of the poor and vulnerable, maintaining food security, and facilitating recovery of MSEs are some of the key objectives set out in the Government's Economic Sustainability Plan (ESP) to respond to the current economic crisis in Nigeria. The GON has proposed ambitious measures to cushion the poor and vulnerable against the negative impact of the crisis. The Nigeria ESP, approved by the Federal Executive Council (FEC) on June 24, 2020, and developed by the Economic Sustainability Committee led by the Vice President, outlines an ambitious NGN 2.3 trillion (US\$6 billion) stimulus package to lift the Nigerian economy from the COVID-19 crisis. The key objectives of the ESP are to:

- (a) Stimulate the economy by preventing business collapse and ensuring liquidity,
- (b) Retain or create jobs using labour-intensive methods in key areas such as agriculture, facility maintenance, housing, and direct labour interventions,
- (c) Undertake growth enhancing and job creating infrastructural investments in roads, bridges, solar power, and communication technologies,

- (d) Promote manufacturing and local production at all levels and advocate the use of Made in Nigeria goods and services, as a way of creating job opportunities, achieving self-sufficiency in critical sectors of our economy, and curbing unnecessary demand for foreign exchange which might put pressure on the exchange rate, and
- (e) Extend protection to the very poor and other vulnerable groups—including women and persons living with disabilities—through pro-poor spending.

The vision underlying the NG-CARES Programme is to ensure that best practices from existing CDD projects and Social Protection (SP) Programme are sustained and the structures already established are maintained. This is to ensure that poverty reduction strategies adopted by the Federal Government are strengthened with a strong desire and focus on service delivery to the poor and vulnerable people.

In this process, the Federal Government shall provide policy guidance and technical support to the State Governments to ensure that all activities are socially inclusive, environmentally sustainable and geared to creating the opportunity for poor and vulnerable in the communities to take charge of their own development agenda. To achieve this, the State Government shall strengthen existing implementation units and create opportunities for complementarity and synergy among all the implementing entities through the State level coordinating mechanism.

The NG-CARES being an emergency Programme, requires a rapid response implementing teams as well as deep commitment and professionalism of the staff as a major element of success in the implementation of NG-CARES. The Federal Government recognizes that it is desirable to use existing structures to implement the Programme, hence the need for enhanced capacity building, peer learning and experience sharing to ensure seamless implementation and fast disbursement of the credit.

However, experience from implementation at the State level shows that commitment by the implementing agency to operate with very little bureaucratic controls and significant level of authority and decision making are critical to ensuring Programme success. A functional reporting mechanism to the FCSC through the relevant systems at the Federal and State Government levels especially the use of Independent Verification Agents (IVAs), Third Party Monitors and regular reports by the FCSU are put in place to ensure transparency in Programme implementation and compliance with the rules.

The Programme provides financial support to the States to fulfil objectives in three key results areas:

- (i) increasing cash transfers and livelihood support to poor and vulnerable households;
- (ii) increasing food security and safe functioning of food supply chains for poor households;
- (iii) preventing collapse and facilitating recovery of household/micro enterprises.

1.2 Programme Development Objective (PDO):

“To expand access to livelihood support and food security services, and grants for poor and vulnerable households and firms”.

Progress towards achieving the PDO will be measured using three PDO results indicators:

- (a) Number of beneficiaries of targeted safety nets and with access to basic social services (disaggregated by gender),
- (b) Number of farmers supported to increase food production (disaggregated by gender),

- (c) Number of vulnerable and viable firms supported by the Programme (disaggregated by gender).

1.3 THE KEY PERFORMANCE INDICATORS (KPIs)

The Key Performance Indicators (KPIs) would be developed based on the three (3) Key Result Areas (KRAs), and with reference to each of the interventions in each of the areas of emergencies response, and the activities undertaken by the implementing agencies. This will be jointly handled by each of the delivery unit together with the coordinating unit and then consolidated by the Coordinating Unit. The key indicators that would be measured are as highlighted in column two of the table below.

Indicator Name	DLI	Baseline	End Target
Increasing social transfers, basic services, & livelihood support to poor and vulnerable households			
Beneficiaries of targeted safety nets and with access to basic social services (Number)		950,000.00	2,527,385.00
Female beneficiaries of targeted safety nets and with access to basic services (Number)		380,000.00	1,010,954.00
Increasing food security and safe functioning of food supply chains for poor households			
Farmers supported to increase food production (disaggregated by gender) (Number)		566,046.00	1,294,405.00
Female farmers supported to increase food production (Number)		113,209.00	404,551.00
Facilitating recovery and enhancing capabilities of micro and small enterprises			
Vulnerable and viable firms supported under the Programme (Number)		0.00	64,228.00
Female-owned vulnerable and viable firms supported by the Programme (Number)		0.00	9,634.00

Intermediate Results Indicator by Results Areas

Indicator Name	DLI	Baseline	End Target
Increased social transfers, basic services, and livelihood support to poor and vulnerable households			
Targeted beneficiaries receiving transfers and stipends disaggregated by gender and vulnerability profile (Number)	DLI 1, 2	450,000.00	547,486.00
Targeted female beneficiaries receiving transfers and stipends (Number)		180,000.00	218,994.00
Targeted beneficiaries with new income earning opportunities or household enterprises (Number)	DLI 3	2,130.00	48,917.00

Indicator Name	DLI	Baseline	End Target
Female targeted beneficiaries with new income earning opportunities or household enterprises (Number)		852.00	19,567.00
Poor communities with improved functional social services infrastructure (Number)		8,000.00	9,400.00
Increased food security and safe functioning of food supply chain			
Farmers utilizing agricultural inputs and services (Number)	DLI 5	440,375.00	733,240.00
Female farmers utilizing agricultural inputs and services (Number)		88,075.00	205,221.00
Farmers utilizing climate smart inputs and services (Number)		44,037.00	102,610.00
Farmers accessing improved agricultural infrastructure (Number)	DLI 6	81,968.00	259,361.00
Female Farmers accessing improved agricultural infrastructure (Number)		16,393.00	87,350.00
Farmers accessing climate-smart improved agricultural infrastructure (Number)		8,196.00	96,893.00
Farmers utilizing agricultural assets (Number)	DLI 7	43,703.00	301,804.00
Female farmers utilizing agricultural assets (Number)		8,740.00	111,980.00
Existing wet markets with upgraded water and sanitation services (Number)	DLI 8	181.00	1,769.00
Sellers benefitting from upgraded wet markets (Number)		0.00	1,526,211.00
Female sellers benefitting from upgraded wet markets (Number)		0.00	745,879.00
Facilitating recovery and enhancing capabilities of micro and small enterprises			
Firms receiving matching grants to support new loans originated after Covid-19 (disaggregated by gender) (Number)	DLI 9	0.00	28,463.00
Female-owned firms receiving matching grants to support post-COVID-19 loans (Number)		0.00	4,269.00
Firms receiving operational support grants (disaggregated by gender and firms directing grants to mini solar panels) (Number)	DLI 10	0.00	26,570.00

Indicator Name	DLI	Baseline	End Target
Female owned firms receiving operational support grant. (Number)		0.00	3,985.00
Firms working on mini solar panels receiving receiving grants for operational support (Number)		0.00	1,328.00
Firms receiving grants to support IT-enhancement. (disaggregated by gender) (Number)	DLI 11	0.00	9,196.00
Female owned firms receiving grants to support IT enhancement (Number)		0.00	1,379.00
Strengthened institutional support for coordinating and delivery			
States CARES coordination office established and functional (Number)		0.00	30.00
Periodic verification of DLRs and DLIs and authorized disbursement conducted by Federal Support Unit (Number)		0.00	144.00
Staff participate in peer learning, experience sharing sessions and capacity building training. (Number)		0.00	600.00

1.4 BENEFICIARIES

Beneficiaries of the NG-CARES Programme are expected to cut across the three key result areas especially those that were adversely affected by the impact of the COVID-19 pandemic. Beneficiaries are expected to be mined from the State Social Registers, Farmers Register and other State Registers generated or built through a transparent and acceptable process in line with the Key Performance Indicators (KPIs).

Grievances from the beneficiaries would be addressed by leveraging on the existing structures of the implementing platforms such as CSDA, FADAMA, PWFU, and Poverty Alleviation and Wealth Creation Agency (PAWECA). Communities, households, and individuals will be sensitized on the availability of the Grievance Redress Mechanism (GRM) and the contact information for grievance redress at the Community, LGA, and State levels. Redress on specific issues surrounding targeting and payments may take different forms depending on the specific grievance submitted; possible redress could include information clarification, payment regularization, and registry update, among others.

1.5 SCOPE OF THE PROGRAMME

Anchored in the Economic Sustainability Plan (ESP), the proposed PforR aims to support the state Government in responding to the COVID-19 crisis by restoring the livelihoods and food security of poor and vulnerable households and promoting recovery of MSEs in the state. Among the five objectives outlined in the ESP, the proposed PforR will support three of the Government's objectives. Using established platforms at the State level, the PforR will:

- a) support the objectives in protecting the very poor and vulnerable groups through expanding coverage of the existing social assistance interventions at the State level and enabling the delivery of basic social services;

- b) use Labor Intensive Public Works (LIPW) in the social and agriculture sectors to maintain and enhance social and agricultural infrastructure; and
- c) Stimulate the economy by supporting agricultural value chains, providing livelihood grants to prevent the collapse of informal enterprises, helping finance costs to help retain workers in MSEs, and enabling technology enhancements to allow businesses to adapt to COVID-19 induced constraints. While the PforR will not support large infrastructure investments or manufacturing of goods and services, it will indirectly assist in stimulating economic activity in the short to medium term by addressing both supply- and demand-side constraints in the economy. Federal-level platforms active in the State will be used to advance the objectives supported by the PforR, with the federal government providing supervision and monitoring, technical and capacity building support and helping in sound financial management and reporting.

1.6 PROGRAMME COST FINANCING (USD MILLIONS)

Government Programme Cost	840.21
Total Operation Cost	750.00
Total Programme Cost	735.00
IPF Component	15.00
Total Financing	750.00
Financing Gap	0.00
International Development Association (IDA)	750.00
IDA Credit	750.00

CHAPTER 2: INSTITUTIONAL ARRANGEMENT

2.1 Introduction

The proposed PforR will be implemented in Adamawa state and the Programme is designed to run for a period of two years (2021–2023) and will be implemented using existing structures at the state level without creating any add-on project implementation structure.

The management of the Programme at the State level shall be exclusively based on the PforR framework for funding that will grant the State government autonomy in decision-making. The State structure implementing DLIs will be responsible for delivering the results in partnership with other stakeholders and for achieving the Programme objectives. The NG-CARES PforR will place a strong emphasis on the CDD/equivalent organizational structures across the results areas and delivery platforms to promote community ownership of, and responsibility for, operations and maintenance of infrastructure investments, where applicable.

2.2 Overview of Programme Implementation

The three results areas will reinforce each other while avoiding duplication. For example, poor and vulnerable households supported in Results Area 1 through consumption and employment support, can help boost demand for agricultural produces for farmers and food suppliers in Results Area 2 as well as goods and services offered by firms and enterprises in Results Area 3.

The public work schemes to upgrade agricultural infrastructure such as feeder roads and canals in Results Area 2 can be complemented with LIPW to align and upgrade other community assets that provide health; education; water, sanitation & hygiene facilities; and nutrition in the community in Results Area 1.

Many households in Nigeria have members working simultaneously in the agricultural and non-farm sectors, with income from one sector boosting investments in the other sectors. Providing one-off grants to vulnerable and viable non-farm enterprises for maintaining employment allows the household to maintain its investments in agricultural activities during the planting season. Supporting vulnerable but viable firms also complements efforts to boost agriculture productivity under Results Area 2 through strengthening supply chains and reestablishing value chains.

Interventions designed to support poor and vulnerable households under NG-CARES are cognizant of whether households can offer labor to support recovery efforts during this crisis. Support to labor-sufficient households engaged in non-farm MSEs is provided through direct livelihood grants or through support offered in the form of grants to firms (with conditions imposed to cover operational costs and maintain their staff). Similarly, support to labor-sufficient households engaged in agriculture takes the form of, provision of agricultural inputs and services, agricultural infrastructure support or through upgrading markets with hygienic water and sanitation protocols enable farmers to sell their produce. Labor sufficient households engaged in food system enterprises are supported through grants, inputs, and transfers to keep the food supply chain functioning. Households who have limited labor to offer, such as households with aged, chronically ill, urban poor, or persons with disabilities, are supported through social transfers and public work schemes as well as targeted grants for community infrastructure projects to deliver basic services.

The NG-CARES PforR is designed to address challenges that are multisectoral in nature. For example, Results Area 2 focuses on supply-side interventions to increase food availability, enable food supply chains to function safely for poor and vulnerable households, and lay the foundations for recovery. These interventions are complemented by cash transfers and grants provided in Results Area 1. In particular, the social transfers enable the poor and vulnerable households to meet various needs, including purchasing food. The complementarities between these results areas enable the Programme to mitigate the impact of the pandemic on food security from both the supply and demand sides, thus increasing food availability and accessibility. MSEs play key roles in food supply chains in Nigeria. In particular, the lower spectrum of MSEs in the food sector tends to serve the poor, either as primary producers who supply the MSEs or consumers purchasing food from the MSEs. Hence, Results Area 3 will support recovery and enhancing capabilities of MSEs, including those operating in food supply chains, thus complementing the food security objectives in Results Area 2. The support to MSEs will involve grants to retain jobs, ease financial constraints, and enhance the capabilities of the enterprises. This would enable the supply chains for food and non-food commodities to continue functioning while promoting the recovery of MSEs.

2.3 Federal Implementation Arrangement and Institutional Relations

The Nigeria COVID-19 Action Recovery and Economic Stimulus (NG-CARES) Programme is implemented in all the States of the Federation plus FCT. At the Federal level, the Programme would be implemented using a three-tier institutional structure as follows:

- (i) Federal CARES Steering Committee (FCSC)
- (ii) Federal CARES Technical Committee (FCTC)
- (iii) Federal CARES Support Unit (FCSU).

The Programme will utilize the existing platforms of the identified three (3) Results Areas at the Federal and State levels. The Federal CARES Support Unit shall be supervised by Federal Ministry of Finance, Budget and National Planning (FMFBNP) without creating any add-on project implementation structure. Responsibility for day-to-day implementation support function shall be delegated to the FCSU. In this regard FMFBNP will empower the FCSU to have the operational autonomy and flexibility which it requires to effectively carry out this implementation support function.

The Federal CARES Steering Committee (FCSC) will provide overall policy direction to the Programme. The Steering Committee at the federal level will comprise key decision-makers from relevant MDAs. The FCSC will be chaired by the Federal Minister of State for Finance, Budget, and National Planning, and include minister of Federal Ministry of Agriculture and Rural Development; Federal Minister of Women Affairs; Federal Ministry of Labour and Employment; Federal Ministry of Environment; Federal Ministry of Humanitarian Affairs, Disaster Management, and Social Development; Federal Ministry of Education; Federal Ministry of Water Resources and Permanent Secretaries for Budget and National Planning, FMF, Federal Ministry of Industry, Trade and Investment, and the representative of Nigeria Governors Forum (NGF), as further detailed in the PIM. Among key role of the FCSC will be to:

- (i) provide overall policy guidance for Programme implementation,
- (ii) liaise with the National Assembly for adequate allocation of resources,

- (iii) review project performance annually and provide feedback to government at both federal and State levels, and
- (iv) Promote public enlightenment in support of the Programme.

The funding for FCSC activities such as travels shall be funded by the FCSU.

The Federal CARES Technical Committee (FCTC) will be responsible for Programme oversight, overall technical guidance, strategic direction, review and approval of the Annual Work Programme and budget of the FCSU. As a subcommittee of the FCSC, the FCTC will be responsible for:

- (i) providing technical oversight and guidance for Programme implementation;
- (ii) reviewing and approving annual work Programme and budget for the FCSU;
- (iii) reviewing Programme performance, accounting and audit reports, and enforcing implementation of decisions;
- (iv) conducting performance review of key FCSU staff;
- (v) approving amendments to the PIM and implementation plan. The FCTC will be chaired by the director (Economic Growth) of the supervising ministry and will comprise directorate level representation from the participating MDAs and the NGF.

The Chairman of the Technical Committee serves as the secretary of the FCSC and the FCSU serve as the secretariat.

The Federal CARES Support Unit (FCSU) will be responsible for Programme management, day-to-day Programme support at the federal level, supporting the States (in conjunction with other Delivery Platforms) on technical and capacity issues, financial management, M&E, and peer learning. In this capacity, the FCSU will be responsible for ensuring that World Bank guidelines and procedures are followed on issues of procurement, disbursement, audit, overall financial management and ensure that the E&S guidelines are followed across the Programme implementation delivery units. The major subcomponents of the responsibilities of the FCSU are as follows:

- i. **Engagement and supervision of IVAs.** The FCSU will finance the engagement of credible verification agent(s) to undertake verification of the achievement of DLIs across the results areas, in all participating States and at agreed assessment periods. International Economic Relations Department (IERD) (the Borrower) will engage the private sector IVA with support from the FCSU using agreed procurement process. The FCSU will contract, supervise and manage the IVAs, in line with the dictates of the GOM. The results of the verification exercise as submitted by the IVAs and validated by the FCSU and the supervisory body will serve as a basis of periodic disbursements to the State's consolidated fund account, after the World Bank Task Team has provided necessary concurrence.
- ii. **Monitoring and Evaluation (M&E).** This subcomponent will support an overall M&E framework for the N- CARES PforR including oversight for the activities of the IVAs in all the participating States and across all results areas. A participatory M&E scheme will be developed with quantitative and qualitative data collection at the State level to measure

performance. A management information system (MIS) will be established in partnership with State governments. Periodic Programme performance reviews will be coordinated by the FCSU with the active participation of the State entities implementing the results areas.

- iii. **Technical support and capacity building.** The FCSU will be funded to assist State-level implementing agencies in core Programme delivery functions such as procurement, financial management, M&E, MIS, Information & Communication Technology (ICT) and on other operational matters. The support will also include institutional strengthening and skills development (capacity building) for key actors implementing the interventions at the State and federal level.
- iv. **Financial management.** The IPF will also fund the management of proceed accounts and financial processes of the NG-CARES PforR. A Financial Management Department of the FCSU will be resourced to manage and provide periodic accounts of the financial disbursement to States based on periodic achievement of DLIs, as assessed by the IVAs and approved by the FCSU management and with concurrence of the World Bank.

The specific roles and responsibilities of the FCSU include the following:

- (i) Supervising and managing the private sector IVAs for the verification of DLIs and the authorization and disbursement of the funds to State Treasuries. IERD will be responsible for engagement of the IVA with support of the FCSU,
- (ii) Collating overall progress of implementation according to the Results Framework including the PDO and intermediate indicators,
- (iii) Providing technical support in collaboration with the Federal Delivery Platforms to assist the State CARES delivery platforms (CSDA, SCTU, PWF, Fadama, MSE, and so on) at the State level to build the capacity of platforms and improve delivery efficiency,
- (iv) Organizing peer learning and experience sharing among State teams—anchored by the NGF Secretariat,
- (v) Organizing quarterly implementation progress review meetings,
- (vi) Preparing quarterly progress reports for onward submission to the FCSC and the World Bank,
- (vii) Serving as secretariat for the Federal CARES Technical Committee (FCTC) and the Federal Cares Steering Committee (FCSC) Managing and ensuring disbursement of funds for the Federal level activities and to States implementing agencies,
- (viii) Preparing work Programme and budget for the Federal component of the Programme,
- (ix) Producing quarterly, semi-annual, and annual reports on the performance and financial standing of the project,
- (x) Managing the project M&E and information system, including a database of service providers.

The FCSU in providing technical support to the States shall work in collaboration with the following Institutions:

1. Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development (FMHADMSD) through NCTO on Results Area 1,
2. Federal Ministry of Agriculture and Rural Development through the National Fadama Coordination Office (NFCO) on Results Area 2,
3. Federal Ministry of Industry, Trade and Investment through BOI - on Results Area 3,
4. Nigeria Governors' Forum Secretariat which will anchor peer learning and experience sharing.

National Social Safety Nets Coordinating Office (NASSCO)/National Cash Transfer Office (NCTO)

NASSCO leads in the development of the National Social Register (NSR). The State Delivery Platform shall use the State Social Register (SSR), URB in the North Eastern States and State Register of IDPs and other register of beneficiaries available at the State level for selecting beneficiaries as may be agreed with the World Bank. The NASSCO shall provide technical support to the States platforms to ensure that the SSR meets national standards. NASSCO is currently funded through a World bank assisted Programme – NASSP and so will not be funded from the NG CARES IPF resources in performing its role on State Social Registry.

National Fadama Coordination Office (NFCO)

The National Fadama Coordination Office (NFCO) shall provide technical support to the States and FCT implementing Result Area 2 which is specifically focused on increasing food security and safe functioning of food supply chains for poor households. The NFCO shall liaise closely with the FCSU in the discharge of their responsibilities to the States and the FCT. The NFCO will deliver on its role through:

- Quarterly technical assistance mission based on request and especially prior to the visit of the IVA thereby assuring adequate preparation for disbursement;
- Participate in the Monitoring and Evaluation activities/supervision missions as many be organized by FCSU;
- Any other activity that would regularly update the PCU and FMARD on progress of Result Area 2 across the States for the effective participation/contribution of FMARD in the FCTC and FCSC.

The BOI-GEEP Platform

As part of the Federal CARES Support Unit, the Bank of Industry (BOI) will provide technical support and guidance for Programme implementation of Result Area III (RA3) for all States.

Interface with the FCSU will be done through the BOI Delivery Lead, who will be supported by 1 Project Assistant. Within BOI, there will be two main branches established to support project implementation at the Federal and State levels. A description of the overarching responsibilities of the Federal Team is detailed below:

Federal

The BOI-GEEP platform will be responsible for delivering centralized support to ensure that all participating States have the same standardized tools for project execution and delivery. Capacity building for the States shall be provided by the BOI-GEEP Federal Team under the IPF funding window.

BOI-GEEP Responsibilities to the Federal CARES Support Unit

Some of the specific responsibilities for BOI will include:

1. Leverage its experience and expertise in the MSME development space to offer program guidance and technical support for RA3.
2. Assist the FCSU with programme-wide technology advisory and centralized systems and tools for data verification, programmes monitoring and reporting across Results Areas.
3. Complement the FCSU's effort to provide training and capacity building on the key knowledge areas required to meet the RA3 implementation objectives.
4. Deliver on any other programme mandate from the FCSU for which BOI is best suited to undertake.

Nigeria Governors' Forum (NGF)

The Nigeria Governors' Forum (NGF) shall be responsible for the peer learning and experience sharing component of the NG-CARES Project with its proposed activities funded by the IPF. This support will ensure documentation of best practices across specific Result Areas to enable replication across other states. Knowledge Management will be at the centre of the support services provided by the NGF to ensure that relevant data and knowledge materials developed are properly utilized to support peer learning and advocacy. Activities will mainly include:

1. Development of Knowledge Materials like guidelines, knowledge notes, tools, templates, advisories, advocacy briefs from baseline/ State reform studies, and other materials from the FCSU. The material developed will be disseminated to and domesticated by the State & MDA leadership (e.g. Governor, Commissioner, Permanent Secretary, etc.) and activity officers will be the end-users of the content. There will be 1 reform study and 12 advocacy briefs in each year. The NGF will use the advocacy briefs for high level stakeholder engagement.
2. Facilitation of State Exchange Visits: This is to encourage on-the-job training and first-hand learning for & between State officials. Exchange visits will be to States that have recorded complete or remarkable advancement in implementing projects linked to the achievement of key DLIs across the 3 Result Areas. The State Exchange visits will be carried out by 6 States for Year 1 and 18 States for Year 2 with no more than 2 officials per State. The State officials made up of the MDA leadership and the activity officers will be accompanied by a representative from the NGF team and an expert. Delivery Platforms in States are encouraged to indicate interest in participating in the exchange visits through their SCCU.
3. National Peer Learning Events to distil good practices and share lessons among all 36 States & FCT with the aim of fostering peer learning. There will be 1 National Peer Learning Event for 4 days in each Year attended by the leads of the Result Areas, SCCU Heads and SCSC Chairmen from the States & FCT. These events will facilitate cross-fertilization of ideas on how to address on-the-job challenges hindering Programme implementation.

The Peer Learning Specialist shall be recruited by the NGF and will be the main interface with the FCSU, collecting data and materials generated by the Monitoring & Evaluation (M&E) unit of the FCSU for use by the NGF to drive peer learning and the distilling of good practices identified across the selected delivery platforms in the 36 States and FCT. The Peer Learning Specialist (Project Manager at the NGF) shall manage the activities as it relates to peer learning to support the effective delivery of the Programme objective; with an assistant and leveraging on backstop support from the other members

of the NGF Secretariat and a pool of technical experts supporting peer learning interventions in the 3 Result Areas.

The NGF will be represented on the Federal CARES Support Unit, the Federal CARES Technical Committee and the Federal CARES Steering Committee.

2.4 State Implementation and Institutional Arrangement

The Programme will be implemented in all the States and FCT. The Programme is designed to run for a period of two years (2021–2023) and will be implemented using existing structures at the level of the States government, without creating any add-on project implementation structure.

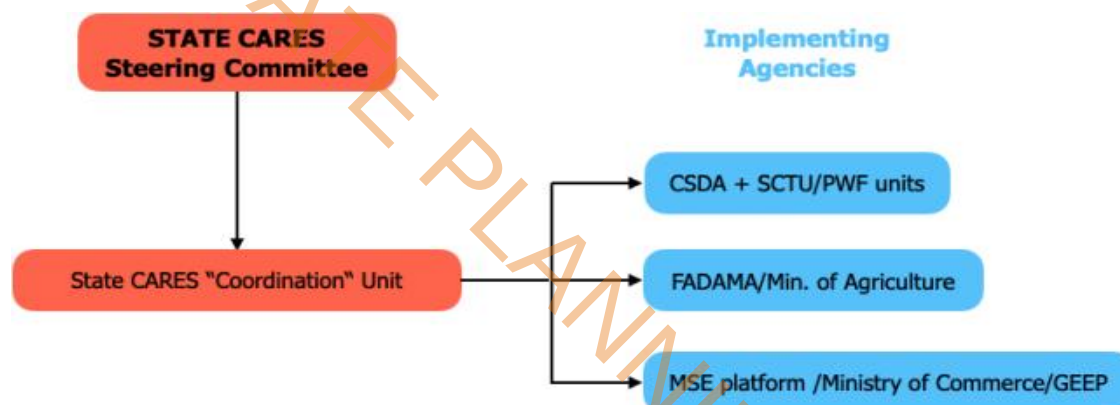


Figure 1: State-level Institutional Arrangement for the Proposed CARES PforR

The management of the Programme at the State level shall be exclusively based on the PforR framework for funding that will grant the State government autonomy in decision-making. The State structure implementing DLIs will be responsible for delivering the results in partnership with other stakeholders and for achieving the Programme objectives. The CARES PforR will place a strong emphasis on the CDD structures across the results areas and delivery platforms to promote community ownership of, and responsibility for, operations and maintenance of infrastructure investments, where applicable.

2.4.1 State CARES Steering Committee

A State-level Steering Committee comprising of commissioners and permanent secretaries of the key sectoral ministries and policy heads of agencies will be constituted to provide oversight and policy guidance to the Programme. The Steering Committee will be led by the commissioner responsible for planning and budget or finance, while the head of the SCCU shall serve as the Secretary of the Committee.

- Composition: Each SCSC shall be made up of 7-9 members, chaired by the Commissioner of the State Ministry responsible for Planning and Budget, or Finance and include Commissioners and political heads of relevant MDAs.
- The head of the State CARES Coordinating Unit shall serve as the Secretary of the SCSC.
- Responsibilities:

- Each SCSC shall be responsible for providing oversight and policy guidance for the implementation of the Operation in the relevant Participating State, all in accordance with the Operations Manual.
- The SCSC shall meet quarterly (4 times in a year) to consider issues affecting the CARES Programme in the State as may be brought before it by the SCCU including the monitoring report of the SCCU for appropriate action.
- The SCSC shall consider and approve the annual work plan and budget of the SCCU and clear workplan and budget of the Delivery Platforms that are to be funded from the NG CARES resources.
- The SCSC shall provide update on the implementation of the Programme to the Governor of the State every six months or as may be required through the Chairman of the SCSC.

The funding for SCSC and SCCU activities including travels shall be from the NG-CARES fund.

2.4.2 State CARES Coordinating Unit

A small Unit for coordinating the State CARES Programme to be known as State CARES Coordinating Unit (SCCU) comprising mainly of four to five Planning and Monitoring Officers will be housed in the State Budget and Planning Ministries as stated in the agreed Program Action Plan and financing agreement. The SCCU shall interface with the selected States delivery platforms, and FCSU. The SCCU will be responsible for:

- (a) serving as the secretariat of State CARES Steering Committee (SCSC);
- (b) undertaking periodic collation of results from Delivery Platforms;
- (c) monitoring progress of implementation and disbursements against results. and
- (d) liaise and relate to all MDAs in the State that are relevant and responsible for supportive activities on the NG CARES Programme. Such MDAs include, Accountant General Office, Auditor General's office, Ministry of Justice, Environment Women Affairs, and Security services Unit. It shall also coordinate the relationship between the State DPs and FCSU (including the IVA).
- (e) Coordinating the reporting and investigation of allegation of fraud and corruption in line with agreed protocol.

Composition:

- o The SCCU shall be a unit in the Ministry of Planning and Budget of the State.
- o The head of the SCCU shall be a minimum of an Assistant Director within the Ministry of Planning and Budget.
 - a. All the officers shall have the necessary qualifications, experience and integrity, and their selection will be through the guidance of the SCSC.
 - b. Fiduciary and other support services (Procurement, Accountant, Auditors, etc.) shall be provided by the relevant departments and units in the Ministry of Planning and Budget. Their services will be provided on a need's basis.

Approving Authority:

The head of the SCCU shall be the approving authority for all matters relating to the Unit as far as the CARES Programme is concerned. The Head of the SCCU and designated Accountant of the Unit shall be signatories to the Account of the Unit while the alternate signatories shall be a Director in the Ministry of Planning and Budget and the Head of the State Project Financial Management Unit (PFMU).

2.4.3 State Delivery Platforms

The SCCU shall work closely and relate directly with the delivery platforms for the three results areas for effective coordination and reporting.

- (a) **Results Area 1: Social safety nets and basic service delivery.** The State public workfare (PWF) Unit, and the State CSDAs will be responsible for implementation and delivery of the DLIs.
- (b) **Results Area 2: Food security and safe food delivery.** The Fadama unit of the State Ministry of Agriculture will be responsible for the delivery of the DLIs in this results area.
- (c) **Results Area 3: Facilitating recovery and enhancing capabilities of MSEs.** State-owned MSE support agency (PAWECA) working in close partnership with the State Level GEEP platform of the BOI, will take responsibility for the delivery of the DLIs in this results area.

Approving Authority within the Delivery Platforms: The Head of the Delivery Platforms shall be the approving authority for all matters relating to the Platforms as far as the implementation of the CARES Programme within the Platform is concerned. The Head of the Platform and designated Accountant of the Platform shall be signatories to the Account of the Platform while the alternate signatories shall be a management staff of the delivery platform and assistant project accountant of the delivery unit or the Head of the State Project Financial Management Unit (PFMU). The State government procedure, law or guidelines for annual approval and supervision of delivery platform shall be used. Existing accounts are also expected to be used by each delivery units. New or separate accounts for NG CARES is not necessary unless absolutely required.

CHAPTER 3: NIGERIA COVID-19 ACTION RECOVERY AND ECONOMIC STIMULUS PROGRAMME PforR

STATE LEVEL OPERATION: RESULTS AREAS

The NG-CARES PforR will support the Government to achieve the Programme objectives in the following three key results areas.

- Results Area 1 will support scaling up existing safety net interventions at the state level. The safety net interventions supported by the PforR will expand the coverage of (a) social transfers; (a) Labor Intensive Public Works (LIPW) opportunities in the social sectors; (c) livelihood grants; and (b) social service infrastructure micro-projects.
- Results Area 2 will support scaling up interventions that help farmers increase food production and facilitate smooth functioning of the food supply chain. The interventions supported by Results Area 2 include (a) provisions of seeds, fertilizers, and agriculture extension services to farmers; (b) LIPW opportunities to improve agricultural infrastructure; and (c) upgrading of wet markets to allow safe buying and selling of food produce.
- Results Area 3 will support scaling up interventions that help MSEs through (a) grants to enhance IT capabilities.

Each of the interventions supported by the results areas are described in detail below.

3.1 Result Area 1: **Increased social transfers, basic services, and livelihood support to poor and vulnerable households**

Disbursement Linked Indicators (DLIs) Description:

Results Area 1 alarmingly low. This is in direct contrast to the objectives laid out in the national-level documents and despite evidence linking safety net Programmes to improved human capital outcomes for the poor in the country. Recently, however, several initiatives have been under way to reduce fragmentation aims to support the Government's efforts in scaling up safety net services that provide consumption and livelihood support to the increasing number of poor and vulnerable households. Nigeria spends less on social safety nets Programmes than every other lower-middle-income country and most of its regional peers—around 2.6 percent of the GDP on the three social sectors (health, education, social protection) combined and 0.3 percent of the GDP on social safety nets. Despite several social protection Programmes being launched in the last few years, coverage of safety net Programmes remains among smaller ad hoc safety net Programmes, and to create an institutional structure at the federal, state, and local government authority (LGA) levels to strengthen the coordination and implementation of interventions related to protecting the poor and the vulnerable. The NG-CARES PforR provides an opportunity to continue the process of consolidation and capacity building of these interventions at the state level.

3.1.1 Disbursement Linked Indicator 1.2: Labour intensive Public Workfare

The LIPW component enhances the capacity of participating unemployed youth and women selected from the SSR and other acceptable beneficiaries' register who are thereafter enrolled in LIPW in social services and infrastructure and paid stipends.

The objective of LIPW is to provide immediate employment opportunity in social sectors, to address the emergency constraints of loss of labour income among poor and vulnerable households as a result

of the COVID-19 pandemic. Unemployed and unskilled youth and women from poor and vulnerable households, ages between 18 and 45 years, and with educational qualification of Senior Secondary Certificate of Education or below will be selected from the SSR, State Unified Register of Beneficiaries (SRB), and other register of beneficiaries acceptable at the state level.

Selected beneficiaries shall be enrolled into LIPW in social services and infrastructure. Examples of the proposed LIPW activities include improvement of public spaces including the cleaning of public areas, garbage and refuse collection and waste disposal, traffic control, rehabilitation of classroom blocks and public toilets, and repairing of clinics or primary health centres, among others. Beneficiaries of LIPW shall receive stipends of between NGN 10,000 and NGN 20,000.00 every month. The LIPW Unit shall report on the achievement of the deliverables on a monthly, quarterly, and annual basis to the SCCU.

Unemployed and unskilled youth and women from poor and vulnerable households, ages between 18 and 50 years, and with educational qualification of Senior Secondary Certificate of Education or below will be selected from the SSR, State Unified Register of Beneficiaries (SURB), and other registers of beneficiaries generated by the states and acceptable to NASSCO.

DLI Objective

The objective of LIPW is to provide immediate employment opportunity in social services and work, thereby addressing the emergency constraints of loss of labour income among poor and vulnerable households as a result of COVID-19 pandemics.

Programme Development Objective (PDO). The PDO is to expand access to grants for poor and vulnerable individuals. Progress toward achieving the PDO will be measured using the number of beneficiaries of LIPW receiving monthly stipends (disaggregated by gender)

Implementation Imperatives, Processes and Arrangement (Targeting, Selection Criteria, Etc.)

Key Strategies

The key strategies of LIPW are as follow:

- *Promote sustainable livelihoods:* To arrest the long-term cycle of poverty, especially as occasioned by COVID-19, the LIPW enhances livelihood opportunity for the poor in the immediate timeframe and contributes to local economic development plans to ensure sustainable livelihood activities.
- *Ensure environmental sustainability:* Beautification and cleaning of the Nigerian environment, reforestation, construction of drainages/flood control structures, and mitigating the negative impacts of climate change (such as flood and erosion) are key strategy of LIPW. This is to be achieved through a community-based management approach, fully integrated within local authority development agenda.
- *Ensure graduation of beneficiaries:* The LIPW Programme fosters links with other government agencies, development partners, non-governmental organizations and the private sector as a key strategy to facilitate graduation of beneficiaries from unskilled and/or low skilled jobs to semi-skilled jobs.

- *Promote gender equity and reduce vulnerability:* Public work activities respond to the unique needs, interests and capabilities of men and women to ensure that they benefit equally. The participation of both men and women is promoted in the workforce and in decision-making structures. In addition, consideration is given to other vulnerable groups like people living with HIV/AIDS and people driven into poverty by COVID-19.
- *Mainstreaming of COVID-19* Protocols at all worksites of the LIPW through, especially the provision of PPE
- *Ensure accountability and transparency:* Policy and Programme implementation of LIPW includes standardized record-keeping, accurate and timely dissemination of Programme details, fiduciary information. Attendance registers are always available for scrutiny by the Independent Verification Agents (IVA) and community members during project implementation. Clear governance and financial management (FM) systems, including payments, to prevent “leakages” from project resources is also part of the key accountability strategy of the LIPW.

Functions of the LIPW

1. Select eligible beneficiaries from the SSR, State Unified Register of Beneficiaries (SURB), and other register of beneficiaries available at the State level, based on agreed criteria.
2. Undertake enrolment, validation, orientation, and deployment of beneficiaries to work sites.
3. Notification of beneficiaries on their eligibility for LIPW.
4. Identification of LIPW projects in conjunction with the host communities.
5. Make provision for and follow-up on state government release of required amount for payment of beneficiaries and material cost and other ancillary expenses by the state government.
6. Payment of Monthly stipends to registered LIPW Beneficiaries through a Payment Service provider.
7. Based on agreed annual Disbursement Linked Indicators (DLIs), prepare annual work plans, budgets plans detailing expected supplementary operating costs for LIPW;
8. Manage the day-to-day activities of LIPW;
9. Carry out social and environmental safeguards screening (including PPE), Grievance Redress Mechanism (GRM) and M&E;
10. Work with LGAs and ward committees on community-oriented interventions or activities;
11. Collaborate with other MDAs and private sector organizations to carry specific activities as may be required;
12. Coordinate and supervise the transfer of materials (including Personal Protective Equipment/materials) to communities and participants where applicable.
13. Coordinate the processes of identification and selection of PSPs as shall be approved by the supervising MDA.

14. Prepare Monthly, Quarterly and Annual reports for SCCU; and
15. Disseminate information to communities and other stakeholders.
16. Provide PWF beneficiaries access to working tools.
17. Procurement activities of the Unit shall be undertaken by the Procurement Unit of the Supervising MDA.

Related Institutions to work with staff of DP are:

- State CARES Steering Committee.
- MDAs and Activity Executing Agencies.
- Local Government Authority.
- Community Based Organizations.
- Private sector.
- Faith based Organizations.
- State Social Safety Net Coordinating Office.
- Non-Governmental Organization.
- Vulnerable groups, etc.

Operating Procedure/Cycle

Major steps in the operating cycle of LIPW are as detailed below:

1. Selection and verification of beneficiaries from SSR into LIPW

The LIPW Unit selects unemployed and unskilled youths and women between the ages of 18 and 45 with educational qualification of not above senior secondary certificate from the SSR and/or, State Unified Register of Beneficiaries (SURB) using agreed criteria. They are given orientation and periodic life skills training and deployed to public worksites at selected areas in the communities they reside. Upon selection by the PIU, the beneficiaries are notified by the Community Focal Person – through the Local Authority – for the former to:

- a. ascertain persons that are still resident in community.
- b. ascertain if they remain within the criteria for eligibility (he would be supported by a member of the CBT team in doing this)
- c. inform the eligible beneficiaries of their inclusion on the PWF operations and
- d. Inform them of date and venue for verification, enrolment, and orientation, as well as presentation of valid means of identification.

2. Enrolment and Orientation using Biometrics and MIS

After selection and verification, the beneficiaries are enrolled into the LIPW Programme using biometric approach, undertaken by the Payment Service Provider (PSP), that captures the beneficiary's picture, fingerprints, and other reported socioeconomic characteristics. Thereafter the

beneficiaries go through the orientation Programme to familiarize them with the LIPW activities. Details of enrolment and orientation activities are:

Enrolment

This is the process by which eligible beneficiaries are registered using biometric approach. Information of benefiting households and their personal details captured in a single register are updated at the point of registration and matched with the fingerprints and picture of the beneficiaries. This is facilitated by LIPW Delivery Platform and service provider, with support of other ad-hoc personnel where necessary. This shall ensure a database with accurate beneficiaries' data, properly captured.

Orientation/Information Programme

At orientation phase, beneficiaries are trained in their respective Local government/central state location. The training is on their rights and responsibilities, relationship with other stakeholders, terms of engagement – including payment of stipends, frequency of payment, and conditions for payment. Other aspects include right to identification card, grievances/conflict management process, exit strategy and rules of the LIPW. The period of orientation and training depend on the content of the Programme but not exceeding two days per local Government. It should be mindful that in carrying out all these activities, COVID-19 Protocols are paid due cognizance.

3. Deployment to Public work

After enrolment and orientation, LIPW beneficiaries are deployed to assigned specific duties within their communities. The Local Authorities /relevant MDAs (Activity Executing Agency) play significant role in the deployment and supervision of beneficiaries in public work activities. The types of activities to which beneficiaries would be deployed are labour based aspect of public or private agencies interventions, community-based, or community-driven interventions and interventions arising from community request, such as infrastructure creation and maintenance especially in the economic, social and environment sectors.

The following process of deployment of beneficiaries of LIPW Programme is advised:

- After enrolment and orientation, beneficiaries return to communities of residence. The LIPW Delivery Platform in conjunction with the community take decision on which community work site each beneficiary is assigned, taking into consideration his/her residence in the community and within the local government, area of competence and other factors deemed necessary. Beneficiaries are deployed to public works within short distance of their residence to avoid the burden of transportation cost to public work sites.
- The community groups shall be involved in the administration of the public workfare Programme, especially in the identification, supervision, and monitoring of the subprojects or activities to be executed.
- While deploying beneficiaries, key considerations include nature/type of public work; selection of public work; and gender and vulnerability focus.
- Deployment of beneficiaries to private sector organization shall be based on clearly defined MOUs signed with Delivery Platform. This shall guard against abuse and exploitation by the PSOs.

4. Nature/Types of Public works

Some public work activities, to which beneficiaries can be deployed depending on needs in the community, are:

- Construction and rehabilitation of community feeder roads;
- Rehabilitation of water canals for irrigation schemes;
- Land clearance for irrigation schemes;
- Reforestation;
- Gully reclamation;
- Relevant agricultural activities especially value addition and marketing;
- Land husbandry and soil conservation measures;
- Construction of market stalls for selling farm produce;
- Construction of livestock selling pens;
- Rehabilitation of small bridges;
- Brick moulding for construction purposes;
- Rehabilitation of classroom blocks and toilets;
- Improvement and beautification of public spaces including the cleaning of public areas, planting of trees and flowers;
- Garbage and refuse collection and waste disposal;
- Traffic control;
- Civil security unit;
- Repairing of clinics/primary health centres;
- Disaster prevention activities appropriate to the community;
- Water resource management and water harvesting, mainly spring water sources development and extension;
- Maintaining communal peace and progress; and
- Any other public work activities peculiar to each state.

5. Selection of Public work activities

Where the public work activity is community driven, the activity or set of activities are identified, selected by registered Community Development Association (CDAs) or based on community request. The public work activities to deploy beneficiaries are demand-driven, reflecting community needs, request from other public bodies, and activities identified by the LIPW PIU. PW activities are labour-intensive – the labour share in total cost can vary, but generally not lower than 60%. Selected PW

activities are technically, socially and economically viable. PW activities must be COVID-19 protocols compliant, environmentally sound; allow participation of women; create opportunities for people living with HIV/AIDs; and address special needs of women (e.g., drinking water, day care).

Some of the criteria for PW activities stated above also apply where the intervention is managed by public, private or faith-based organization.

Every LIPW activity will be screened using the checklist of likely environmental and social impacts, provided in the Environmental and Social Management Framework (ESMF) and based on the potential environmental and social impacts identified; the subproject proposal will incorporate relevant mitigation and management measures. Where land acquisition is warranted for subprojects, the procedures laid out in the Resettlement Policy Framework will be followed. Procedures for the protection of cultural property, including the chance discovery of archaeological artefacts, unrecorded graveyards and burial sites will be followed as described in the ESMF.

6. Gender Focus of PW Activities

The public work activities to which beneficiaries are deployed have a participatory and responsive approach that considers the special needs of women. This ensures that women benefit from the Programme with the appropriate implementation guidelines and work site arrangements. A minimum of 40 percent quota for women in public works is encouraged. Furthermore, pregnant and lactating women (if considered able to work according to the criteria set for the project) are to be given appropriately light work). Flexible working hours and the possibility of working half-days will be offered to women. Childcare facilities could also be organized at the work sites to enable women to breastfeed their babies. Some of the women may be given the job of providing childcare services and paid at the same rate as other workers. Women are also fully involved in the decision-making related to the LIPW, particularly on the public workfare management committee where women are expected to constitute 40 percent of quorum when decisions on beneficiaries and public workfare activities are made.

7. Life Skills Training (Reorientation and Empowerment)

LIPW participants undertake monthly re-orientation and empowerment/capacity building sessions by the local government with support by the Delivery Platform. The re-orientation aspect affords Labour Intensive Public Workfare implementers the opportunity to get feedback from beneficiaries and reinforce expectations and deliverables.

Reorientation Session shall cover among others:

- (i) Essence and practice of LIPW Programme,
- (ii) Psychological and self-awareness: values, morals, attitude, communications and relationship building,
- (iii) Physical fitness,
- (iv) Health and Safety education.

In the area of empowerment, beneficiaries are brought together to build their capacity on skills acquisition and entrepreneurial training. The re-orientation and empowerment component shall take place once in a month during the routine monitoring and evaluation exercise. This should last for

about one hour in designated areas in each community and should provide a good means of monitoring health status of the beneficiaries.

Payment

Participants in LIPW are paid monthly stipend directly into their accounts not later than 7 days into the new month. Beneficiaries' payment shall be contingent on minimum of 4 work hours per day for 20 days in a month and attestation by their supervisors drawn from amongst them, based on daily attendance records. The PIU Accountant uses the attendance sheet to prepare a payment schedule for the beneficiaries in the way and manner agreed with the Payment Service Provider and/or Mobile Money Operators. The PSP/MMO then pays the beneficiaries based on the certified payment schedule from the PIU. However, cash payment is discouraged. All the necessary checks and balances would be undertaken at all levels (PSP and PIU). All payments shall be made in line with NG-CARES's Financial Management practices.

Stipend setting

The stipend amount is determined based on the labour market cost per day in each State. Initial estimations have put this stipend between N10,000 and N20,000 per month. Stipend payments per month are agreed at the start of the Programme and periodically as the operation proceeds. The stipend may be revised periodically by State Government in accordance with prevailing market wage rates and inflation and in agreement with funding partner(s). *(Note that Stipend payment at below minimum wage is permissible under the National Minimum Wage Act 2004 since the participants are on the Labour-Intensive Public work only on part time basis).*

Basis of Payment

Monthly stipend is based on participating in the public works activities satisfactorily for 20 days per month. Participants in the LIPW are paid based on their attendance (duly recorded on attendance sheets), and satisfactory completion of daily assigned task or duty. Their attendance for either a half day or a full day is recorded and certified once the task has been completed. Only registered participants are authorized to work and subcontracting of work to non-registered or non-enrolled participants is not acceptable. Payment is deducted on a pro-rata basis, where there is concrete evidence of non-compliance by participants.

Working hours

Beneficiaries are to work for a minimum of 4 hours per day. This should consider the need for beneficiaries to spend time walking to the LIPW site, and the reality that they have other activities/responsibilities to carry out during the day.

Working days per month

The beneficiaries receive not more than 20 days of employment per month. This allows participants to have time to dedicate to other productive skills acquisition activities or to other important activities for the household. In particular, it allows women with children have enough time to dedicate to essential home, nutrition and health activities. The LIPW DP, Community Committees and LGA CARES Review Committee are responsible for guaranteeing that the targeted households are offered the number of working days to which they are entitled. If participants go to work during the agreed period of implementation of a particular LIPW activity for which they are enrolled but cannot perform their

tasks for reasons outside their control (such as unavailability of tools or materials not provided by their supervisors), they are paid in full for the day. To ensure this, the concerned entities will undertake a participatory and inclusive exercise to create an inventory or stock of activities along with the necessary screening and feasibility assessment to render this implementation ready. Based on the number of LIPW beneficiaries allocated for the LGA and communities, their location and identified sites for works; the sequencing of the LIPWs can be decided and beneficiaries deployed.

Process, logistics and Result

The General Manager of CSDA is responsible for ensuring that the Community Committee/LGA Supervisor/ Relevant MDA and others properly maintain attendance records and collect them on a weekly basis in order to prepare the monthly payrolls. The attendance sheets include the name of each participant, the household reference, participants' national identification number/LIPW identification number, the number of days worked for the previous week, and the calculated stipend. The payment schedule is sent to the PSP who makes payment to the respective Bank accounts of beneficiaries or through any other means that does not involve direct cash payment.

Method of paying Stipends

Stipend is paid through any of the following ways based on payment channels available at state level and agreed with the PSP:

- Local bank facilities to encourage accumulation of savings by beneficiaries.
- Electronic delivery system transfers make use of debit cards and smart cards. A range of options are available depending on the financial infrastructure available and the length of participation in the Programme. Debit cards are cheap solution and can be loaded with variable amounts of money made available at any local teller machine. Smart cards are expensive but contain more information and can be used at any point of sale device (POS) or a small terminal. They can be used to record the information about the beneficiary, including entitlement, number of days worked, the stipend and total amount due.
- Biometric smart cards are smart cards that also contain biometric information – recipient's name, photo, household's identification number and fingerprint records. This approach addresses concerns about fraud and the presence of ghost workers. Falsification or impersonation can therefore be prevented.
- Cell phone transfers make use of cell phones for payment transfers and this is becoming common. Transfers can be made individually, if the beneficiaries have a phone.

Stipend payments by cash directly to beneficiaries by either government agencies or by contractors are not permissible.

Exit strategy and Duration of Participation

Duration of participation of beneficiaries in LIPW Programme is a maximum period of 2 years.

The following options of LIPW exit strategies may be adopted in each State:

- *Training and labour activation:* In addition to the stipend received, a training component is added to the LIPW Programme to prepare participants for the job market. Training can include: Vocational training and literacy,
- *Micro-enterprise development* - This type of intervention is most appropriate since labour market opportunities and gaps exist to absorb such trainees,
- *Financial inclusion:* LIPW trainees are provided with trainings in setting up bank accounts, financial literacy or linked to micro-finance services.

Other exit strategies for LIPW could include:

- Encouraging formation of cooperative and savings schemes;
- Skills development (hard and soft skills);
- Absorption into Civil services;
- Local content policy in all development project implementation; and
- State government working out favourable credit facilities through microfinance for beneficiaries for entrepreneurship candidates.

Certification and Transfer of LIPW activities

Once the completion of the repair or construction of social and economic infrastructure under the LIPW is complete, this will be certified by the LGA or Relevant MDAs (Activity Executing Agency) in consultation with the communities and the infrastructure thus created will be transferred on to the books of the concerned departments at the LGA level.

However, the following procedures comprise the readiness package before LIPW implementation can start in any state:

- i. Mine the SSR to give an idea of the availability and pool of potential beneficiaries;
- ii. Conduct sensitization at the Local Government Areas;
- iii. Ensure full involvement of community participation in the selection of the identified works;
- iv. Agenda for orientation and deployment of beneficiaries;
- v. Agenda for monitoring and supervision;
- vi. Sample daily attendance checklist;
- vii. Report on stakeholders' meetings/sensitization;
- viii. Draft MoU for payment service provider;
- ix. Draft TOR and EOI for engagement of PSP;
- x. Sample enrolment form;
- xi. LIPW budget and work plan;
- xii. Table of beneficiaries segregated by gender;
- xiii. Sample module for orientation of stakeholders and beneficiaries;

- xiv. Register of LIPW beneficiaries.

On a monthly basis, the DPs forward to SCCU comprehensive report on their activities.

Guidelines for handling grievances by the GRC

- i. An aggrieved member who intends to appeal against a decision of the Community committees (CC) takes the grievance to the GRC;
- ii. The GRC receive and deliberate on the grievances when the CC sits to consolidate and finalize beneficiary selection with the CDAs committees and on stipend payment days;
- iii. Grievances may be submitted in writing with high level of confidentiality observed;
- iv. Complainant accesses the services of the GRC free of charge, i.e. no fees or levies charged by the GRC;
- v. Upon receipt of the complaint, the DRC request the CC Chairperson to nominate a representative to attend the hearing;
- vi. Hearing proceedings are recorded in writing by the DRC Secretary;
- vii. The final resolution to the dispute is based on consensus;
- viii. Any party to the dispute aggrieved by the decision of the DRC may appeal to the Appeals Committee at local authority level and inform the DRC about such intention.
- ix. The DRC makes available the minutes of its hearing proceedings to the local government Appeals Committee through the local government desk officer.

Guidelines for handling appeals by the Appeals Committee:

- i. An Appeals Committee of elected officials is established at local government level.
- ii. The Appeals Committee normally sit and consider appeals.
- iii. The Secretary of the Appeals Committee, i.e. the local government desk officer, notifies the members of the Appeals Committee of any pending issue at least a week before the meeting day.
- iv. The primary reference for the Appeals Committee deliberations is the DRC minutes. However, when necessary, the Appeals Committee may summon both the complainant and the DRC Chairperson to clarify any issues.
- v. The decision of the Appeals Committee is final and binding to all parties.
- vi. The Appeals Committee communicates its decision to the DRC in writing.
- vii. At ward level a Dispute Resolution Committee (DRC) consists of the Village Heads and two other representatives elected by the community on the basis of trust and integrity. In urban areas, the DRC is nominated by local resident's associations. Members of the DRC are not beneficiaries of the community level social transfer Programme.
- viii. At LG, the district and municipal level, there is a committee of elected officials who sit as an Appeals Committee.

- ix. The local government desk officer provides secretariat services to the Appeals Committee, whilst at community level the DRC secretary is elected by the community.

Grievances may emerge as a result of how Labour-Intensive Public Workfare is implemented. The table below provides details on the kind of grievances that may arise out of Labour-Intensive Public workfare implementation, the redress mechanism, and some of the key processes put in place to avoid/mitigate the grievances.

Matrix on Grievances and Redress Responsibilities under NG-CARES LIPWF

Key Activities	Type of Grievances	Responsibility for Redress	Comments
Social Safety Net			
Single Registry of Beneficiaries	- Composition of Community Team coordinating activity; - Exclusion of households from initial beneficiary selection list; - Inclusion of households that do not meet selection criteria; - Variance in the final beneficiary list of extreme poor, following the Proxy Means Test.	LGA / community/SOCU	Prerequisite is a thorough information campaign for communities and implementation staff on process for beneficiary selection in addition to modalities of project, project priorities and budgets.
Selection of beneficiaries	- Beneficiaries not meeting criteria assigned to Programmes; - One individual on more than one Programme.	LGA/ community/SOCU	Objective assignment of beneficiaries to Programmes at the state level, with no political or other interference in the process
Public Works			
Selection of Works	- Type of subproject - Location of subproject - Design and composition of inputs	LGA/ community/LIPW DP	Implementation staff trained and proper facilitation of process
Works Implementation	- Delays in supply of work tools and other non-wage input - Physical or verbal abuse by officials or other participants. - Inadequate flexibility for women and physically challenged. - Sexual Harassment.	LGA/community LIPW DP	Proper facilitation for community members, training of implementation staff, well-functioning GRM
Beneficiary assignment	- Collusion between members in selection process, denying opportunities for needy/deserving beneficiaries. - Inadequate role for women and physically challenged in works.	LGA community/LIPW DP	Proper facilitation and oversight by LGA

3.1.2 Disbursement Linked Indicator 1.4: Community and Vulnerable Groups Basic Service Delivery.

The objective of this component is to provide basic services in the sectors of health, education, nutrition, water and sanitation at the community level. Using a community-driven approach, this intervention will support the poorest communities in each LGA in all participating states to deliver micro-infrastructure projects in key sectors vulnerable to the impact of COVID-19. All the 21 LGAs will participate because they were affected by COVID -19, the selection of the communities will be guided based on poverty map and/or other existing poverty reports of the State.

The CSDA shall support the implementation of this component. Grants for micro projects will be provided after appraisal of CDPs/Group Development Plans (GrDPs) by the appraisal team and cleared by the CSDA Management Team based on specific selection criteria.

The involvement of the LGA shall be participation in the sensitization and facilitation of the communities, review of the proposed CDP/GrDPs. The CSDA, in collaboration with LGAs, will conduct field appraisal of the CDPs/GrDPs. The purpose of monitoring shall be to ascertain the achievement of set objectives and milestones. The proposed grant sizes for community-based CDP/GrDP shall not be more than N15,000,000.00 (Fifteen Million Naira) only and will be provided in minimum of two tranches. The release of subsequent tranches will be based on milestone.

IMPLEMENTATION IMPERATIVES, PROCESS AND ARRANGEMENT (Targeting, Selection Criteria)

The proposed PforR will be implemented in all the states and FCT. The Programme is designed to run for a period of two years (2021–2023) and will be implemented using existing structures at the level of the states and the federal government, without creating any add-on project implementation structure.

Community and Vulnerable Groups Basic Service Delivery. The objective of this component is to provide basic services in the sectors of health, education, nutrition, water and sanitation at the community level. Using a community-driven approach, this intervention will support the poorest communities in each LGA in all participating states to deliver micro-infrastructure projects in key sectors vulnerable to the impact of COVID-19. All the 21 LGAs will participate because they were affected by COVID -19, the selection of the communities will be guided based on poverty map and/or other existing poverty reports of the State. The AD-CSDA will support the implementation of this component. Grants for micro projects will be provided after appraisal of CDPs/Group Development Plans (GrDPs) by the appraisal team and cleared by the AD-CSDA Management Team based on specific selection criteria. The AD-CSDA, in collaboration with LGAs (NG-CARES LGRC) will appraise and finance subject to the approval of the Management Technical Review Committee (MTRC) of the Agency. AD-CSDA will monitor and evaluate the implementation of CDPs/GrDPs' achievement of set objectives and will report to the SCCU.

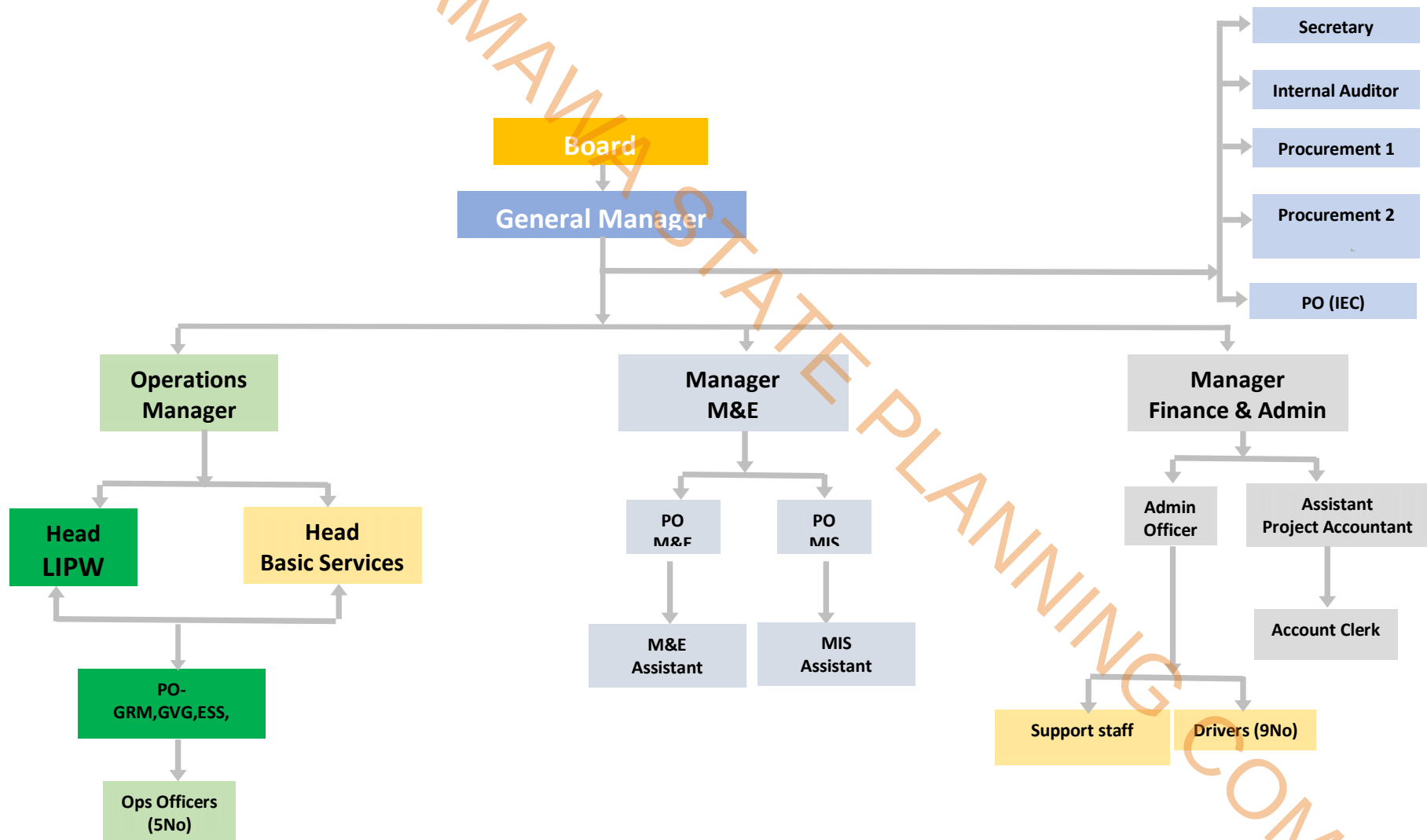
Staffing Requirements

The DP shall require the services of the following staff:

1. General Manager
2. Operation Manager
3. Finance and Administration Manager

4. Monitoring and Evaluation Manager
5. Administrative Officer
6. Head of Basic Services
7. Head of LIPWF
8. Project Officer (OHS/Environmental and Social Safeguard)
9. Project Officer (GRM)
10. Project Officer (IEC & Training)
11. Project Officer (Procurement 1 &2)
12. Project Officer (Gender & Vulnerable)
13. Project Officer (MIS)
14. Project Officer (M&E)
15. Internal Auditor
16. Operations Officers – (5No)
17. Secretary to GM
18. Assistant Project Accountant
19. MIS Assistant
20. M&E Assistant
21. Account Clerk
22. Drivers (9No.)
23. Watchmen/Security Outfit
24. Cleaner/Cleaning

PROPOSED ORGANOGRAM FOR CSDA IMPLEMENTING MORE THAN 1 DLIs



The programme shall primarily finance CDPs and GrDPs which focus on projects initiated by communities, Gender and Vulnerable Groups and for which they are expected to make 2% contribution for CDP and 1% contribution for GrDP. The micro-projects so qualified are to improve social facilities in communities, help strengthen sustainable environmental management and generally improve access of poor people to social and natural resources infrastructure.

The financing of infrastructure and social services micro-projects would be in the form of grants to the community or group. All micro-projects shall be accompanied by an operation and maintenance plan, sustainability plan and environmental management plan which shall clearly show the strategy for accomplishing the plans.

However, such activities are those that relate to environmental rehabilitation or ecosystem maintenance that would serve the general Community/group. However, those that could constitute threat to the larger community are not qualified for funding.

Menu of Fundable (Eligible) Micro-Projects

Fundable (eligible) micro-projects are demand-driven micro-projects that are eligible for assistance under NG-CARES. The menu of projects that shall be supported by NG-CARES for it to have wide significant impact on the poor communities include but not limited to the following:

1. Social Infrastructure

- a) Health facilities,
- b) Potable water supply facilities,
- c) Construction and rehabilitation of primary and secondary schools, dormitory blocks and classrooms, staff quarters, laboratories etc.
- d) Ventilated improved pit (VIP) toilets,
- e) Water transportation (provision of engine boats, speed boats, etc.),
- f) Nutrition Projects (Home-grown school feeding Programmes in public community schools, capacity building for parents on the expediency of good nutrition for children between ages 1 – 5, assistance to poor pregnant women/lactating mothers/adolescent girls etc.). This can be accessed through CDP/GrDP.

Gender and Vulnerable Groups

Strong support will be given to priority projects identified by Vulnerable Groups as well as identified poor vulnerable community members to enable them have access to improved social and natural resource infrastructure services. These are eligible micro-projects identified by VGs and are accessible to the whole Community/group to enhance their quality of life. VGs shall be sensitized to come up with micro projects in the following areas:

- a) Fee waiver for drugs/water,
- b) Employment opportunity as paid labourer during project implementation,
- c) Employment opportunity as security, cleaners, attendants of social infrastructure,

- d) Incorporating building specification that are GVG friendly e.g., separate toilets, ramps, slides, etc.
- e) Classrooms and health centres; specialized tools and equipment; one off start-up grants as revolving funds for already existing GV with good record of past management of such funds,
- f) Scholarship funds or other welfare funds for vulnerable groups,
- g) Other group safety nets as appropriate to the Community/group e.g. Classrooms for Vulnerable Groups, borehole, and modified feeder roads

Characteristics of Fundable (eligible) Micro-Projects

Micro-projects to be implemented would be identified by the communities based on the CDD approach. In consideration of the fact that menu of micro-projects would vary between states, Local Governments and communities, an exhaustive list of micro-projects cannot be produced but key characteristics of such include:

- (a) **Open menu:** The menu would be open to the extent that it can accommodate all interventions required and proposed by the Community/group to increase their access to social and natural resource infrastructure;
- (b) **Pro-poor value:** The menu would include micro-projects with a high propensity of use by the poor or limit those micro-projects with lower propensity of use by the poor;
- (c) **Accessibility:** Micro-project investments should be accessible to all community members;
- (d) **Vulnerable groups:** In communities where there is a general agreement as to what and who constitutes vulnerability, targeted social micro-projects should be focused. In this wise, micro-project that could be beneficial to the whole Community/group but would be managed by these vulnerable groups should be included as part of the CDP/GrDP;
- (e) **Natural resource infrastructure:** This is identified as an all-natural resources-based infrastructure and services occurring in the ecosystem and having interactions that have a direct bearing on the socio-economic activities of a community and these include land, water, air and soil. To the extent that these resources are threatened, and communities are constrained to identify them as threats due to their poverty levels. Supply side dynamics would be used in addressing these issues so long as they would be within the budget envelope or if outside the budget envelope, other complementary sources of funds – state government, etc. – would be accessed in undertaking such an investment.

Menu of Non-Fundable (Ineligible) Micro-Projects

Although CDPs/GrDPs include micro-projects identified/specified by the communities as priorities, some of these micro-projects will not be eligible for funding due to high propensity for elite capture, propensity to further aggravate environmental degradation, costs higher than the allowable budget envelope and/or high probability of causing conflict in the community/group. Some of these ineligible micro-projects include: -

1. Large scale agricultural activities including land development schemes covering an area of 50ha or more to bring forest land into agricultural production;

2. Agricultural Programmes necessitating resettlement;
3. Commercial logging;
4. Forestry production projects especially conversion of hill forest land to other land use covering an area of 50 ha or more;
5. Large scale drainage and irrigation including:
6. Construction of dams and reservoirs; and modified feeder roads
7. Artificial enlargement of lakes with surface areas of 20ha or more;
8. Drainage of wetland, wildlife habitat or virgin forest covering an area of 5ha or more;
9. Irrigation schemes covering an area of 50ha per community;
10. Activities that would impact cultural property;
11. Acquisition of land whether individually or communally owned). However, if land is needed for construction of a micro-project for a VG it would be seen as part of the group's contribution and the elected Group Project Management Committee (GPMC) would need to provide written confirmation that affected individuals have been adequately compensated by the Community/group;
12. Estate Housing development
13. Large scale industrial plants and industrial estates including major expansion, rehabilitation or modification;
14. New land development;
15. River basin development (i.e. large-scale development and construction in riparian areas such that would impact downstream systems;
16. Manufacture, transportation and use of pesticides or other hazardous and/or toxic materials;
17. New construction or major upgrading of highways;
18. Construction of ports;
19. Mining activities;
20. Quarries;
21. Construction of railways;
22. Power generation and transmission:
23. Construction of steam generated power stations burning fossil fuels and having a capacity of more than 10 megawatts;
24. Construction of combined cycle power stations;
25. Any form of resettlement (voluntary or involuntary);

26. Recreational facilities;
27. Construction or rehabilitation of places of worship;
28. Construction of waste treatment and disposal facilities:
29. Hazardous waste management;
30. Construction of incineration plant;
31. Construction of recovery plant (off-site);
32. Construction of waste water treatment plant (off-site); and
33. Construction of secure landfill facility.

Characteristics of Non-Fundable (ineligible) Micro-Projects

The Programme support would explicitly exclude activities or micro-projects that include those:

- a) That contravene provisions contained in the Environmental and Social Management Framework of the Programme;
- b) Located on lands or areas considered to be in dispute or conflict;
- c) Already being funded by other poverty-alleviation projects or being proposed for funding by such;
- d) Intended exclusively for religious purposes;
- e) Whose proponents are not willing to subject the preparation to participatory process;
- f) That would further alienate the vulnerable groups;
- g) That have the propensity for creating division within the Community/group.

THE COMMUNITY/GROUP DEVELOPMENT PLAN CYCLE

Micro project planning

The CDP/GrDP is a comprehensive plan for development activities within a community and contains a portfolio of micro-projects. The articulation of development plans is best initiated from the lowest level (micro-level) and further aggregated to form the overall macro plan for any development initiative. The benefit of this is that adequate consideration is paid to stakeholders' view, especially the people that are closest to the development being planned. In articulating a micro-plan under the CDD, it should be noted that the communities that would benefit from these plans may likely lack some of the rudimentary considerations in plan formulation, thus, the need to clearly spell out the various processes involved in CDP/GrDP.

The Adamawa State Community and Social Development agency (AD-CSDA), Line Ministries, LGA, and CSOs will facilitate the communities/groups throughout the process. The AD-CSDA will ensure that the proposals are appraised using pre-determined poverty-targeting criteria. Line Ministries will ensure that activities chosen meet priorities and quality standards of the State and Local

Governments. Private and public agencies may extend assistance to communities on demand at various stages of the project.

Once the AD-CSDA approves a CDP/GrDP, the micro-projects would be implemented one after the other in accordance with plan. Thus, unless the first micro project selected for implementation is successfully completed, grants will not be release for the others unless one micro project is to be contracted and the other one is by direct labour. This chapter details the procedures and activities involved in a CDP/GrDP cycle.

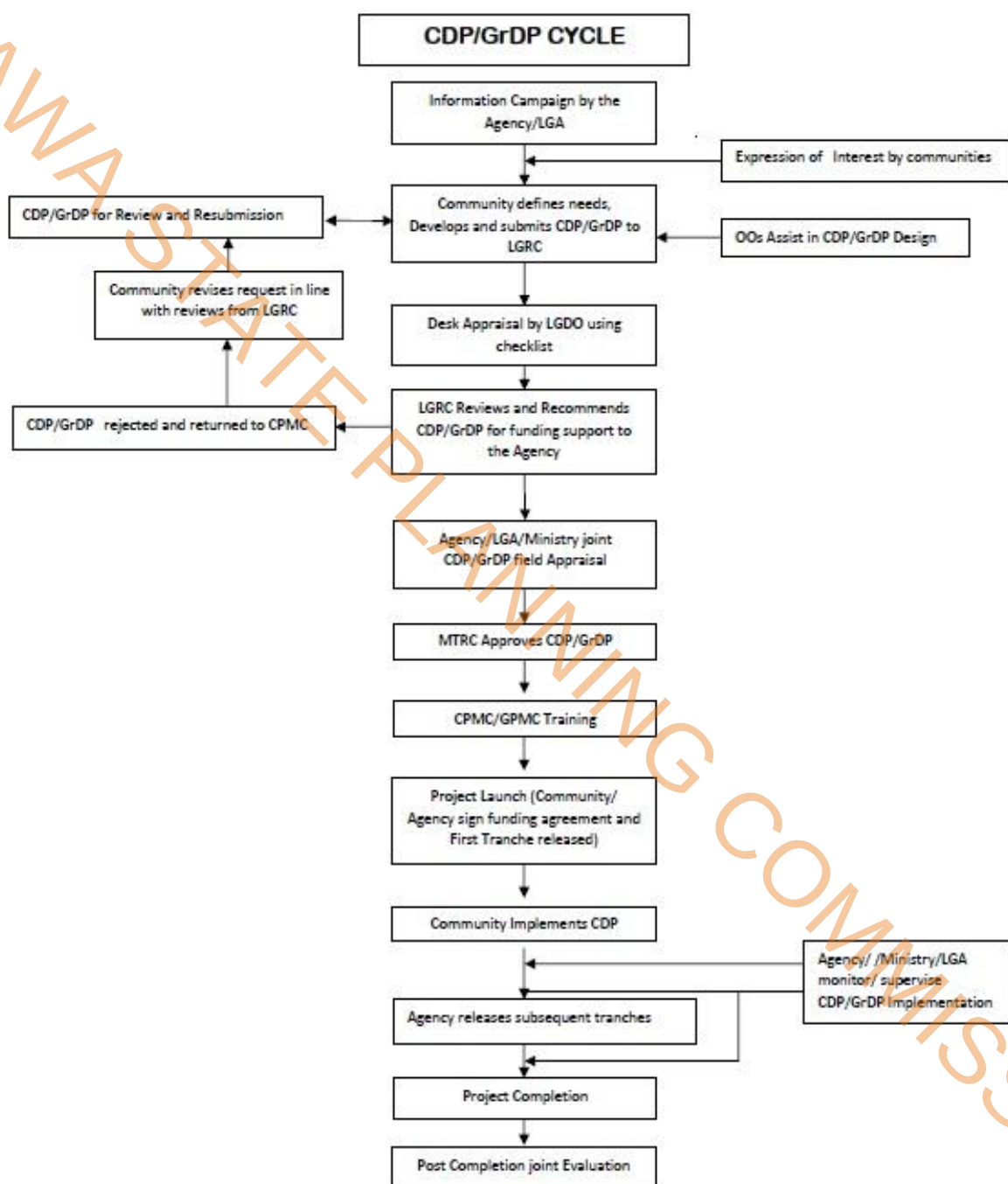
General Principles and Prerequisites for CDP/GrDP

The underlying principles and processes of the CDP/GrDP are intended to ensure that funded activities reflect the communities 'priority needs and that the communities take the lead in preparing and implementing these activities. These include a) participatory formulation and implementation of CDPs/GrDP, b) speed of response to Community/group requests, c) community and local government participation, and d) accountability for the funds.

CDP/ GrDP Processes

The CDP / GrDP goes through the following steps, in a typical cycle:

- (i) Promotion and outreach
- (ii) Expression of interest by Community/group
- (iii) Identification of needs
- (iv) Election of CPMC/GPMC
- (v) Preparation of CDP/GrDP
- (vi) Desk appraisal of CDP/GrDP
- (vii) Review and recommendation for funding
- (viii) Field appraisal
- (ix) Approval
- (x) CPMC/GPMC training
- (xi) Project launch
- (xii) Implementation: procurement, disbursement, and technical support/supervision
- (xiii) Monitoring
- (xiv) Completion
- (xv) Post completion evaluation



Promotion and Outreach (P&O)

The primary purpose of P&O is to sell the Programme, the AD-CSDA and their activities to all stakeholders, especially the poor people of the rural areas who are supposed to be the primary beneficiaries. The P&O should also include awareness creation on COVID-19 pandemic. Other Stakeholders such as Members of State Executive Councils, Members of State House of Assembly, MDA Officials at the State and Local Government Levels. Although P & O precede all other stages of the CDP/GrDP cycle, it is a continuous process throughout the life of the AD-CSDA. Specific areas of concern in P&O include its purpose, target audience, participants, methods and funding.

A. Purpose

- a) To create awareness amongst the people of the existence of the AD-CSDA; what it does, and how it does it.
- b) To educate the people about the Programme, requirements to qualify for funding under the project; the procedures for identifying a project and how to apply, and to whom the application should be sent.
- c) Build capacities of communities that do not have the wherewithal to qualify for assistance or are incapable of identifying a CDP/GrDP or micro-projects and applying for assistance.

B. Target Audience

The ultimate target audience are the poor communities, State and LG Officials. But, also, NGOs and the private sector may be mobilized with the hope that they would facilitate the mobilization of poor communities in the course of time.

C. Participants

The overall responsibility of reaching and mobilizing the people for the purpose of this project lies ultimately with the AD-CSDA, but also with the LGA. However, other organizations may participate. The office of the General Manager has the overall responsibility which he delegates to the Operations Department.

D. Methods

P&O may be undertaken through either or combination of the following methods:

- a. Distribution of handbills containing information about the Programme, AD-CSDA and its activities,
- b. Radio and television jingles and short dialogues,
- c. Community and group consultations and dialogues,
- d. Adverts and reports in local newspapers, and
- e. Any other method that may be deemed relevant and effective in creating the desired awareness.

E. Funding

The AD-CSDA shall fund its P&O activities and make provision for it in its annual work plan and budget as shall be approved by the Board and cleared by the SCSC. The LGA shall also bear the cost of P&O activities undertaken by it or its organs such as the LGRC and the LGDO. The AD-CSDA shall provide funding support to the LGRC in the discharge of their responsibilities and the rate shall be determined by Board of the Agency.

Micro-Project Identification, Sensitization and Mobilization

The sensitization process at the community level would be facilitated by the OOs and would contain information that explains key design principles, participatory planning processes, criteria for micro-project funding, etc. This process would commence with the Agency (OO) dialogue with the Community/group as a whole. This would create the forum for an appreciation of project intervention strategy and the community would commence the process of establishing the CPMC/GPMC and set a date for the election of members. If possible, the first dialogue should be conducted when majority of adults are available and when farm work is minimal to ensure greater participation. This strategy would ensure greater “buy-in”. Subsequently, the sensitization and mobilization shall be on a regular basis in the Community/Group.

Identification of Community/group Needs

To ensure that the activities of selected target poor communities reflect sectoral priorities and meet sectoral norms and standards, and are sustainable, the project selection criteria shall be developed through Community/group consultations. The process of identification and subsequent project activities are participatory in order to:

- a) Ensure that weaker groups in the community such as women and other vulnerable groups have adequate voice in project decisions and activities;
- b) Promote transparency in project processes; and

Generally, projects should be identified and CDPs/GrDPs developed following an examination of needs by the communities themselves. Applications to the AD-CSDA should only be made for CDPs/GrDPs and projects which have widespread support within the community. This, the AD-CSDA could confirm during the field appraisal exercise.

In the case of communities faced with natural disaster(s) (flooding, desertification, drought, environmental degradation) as declared by National Emergency Management Agency (NEMA), the needs of the communities shall be as determined by State Emergency Management Agency (SEMA) and the affected communities. In this case, a community shall:

- a) Request the LGRC/LGDO/AD-CSDA/NGO/SEMA, where necessary, to facilitate the identification process;
- b) Carry out a need assessment of the Community/group with different interest groups (e.g. women, youths, men, vulnerable groups, widows, orphans, physically challenged, etc.) in attendance.
- c) Prioritize community needs in preparation for the selection of their CDP/GrDP portfolio of micro- projects.

- d) Keep a record of the meetings which shall serve as evidence that the Community/group itself, through an all-inclusive method, was responsible for identification of the micro- projects.
- e) Identify and assess capable individuals or groups from which members of the Community Project Management Committee (CPMC)/ Group Project Management Committee (GPMC) are elected.

Needs Assessment and Prioritization

The OOs will use participatory techniques to guide the Community/group to identify and prioritize needs and develop a comprehensive Community Development Plan. The focus of this exercise would be on needs and priorities as identified by the whole Community/group, which would be consolidated into an overall CDP/GrDP for the community. Similarly, at this stage, VGs shall be identified, their priorities and needs discussed with the Community/Group. The process which could last up to 2 weeks will eventually result in a draft CDP/GrDP. Communities and groups together with technical advice from the OOs and LGDO shall provide concrete suggestions on how their problems can be overcome and how much financial and non-financial support shall be required for the project. The OOs shall primarily provide technical advice and help in quantifying and refining the options proposed by the Community/group. The participatory process will ensure that dissenting voices are heard, vulnerable groups are considered, and that consensus is built around the plan. It is envisioned that each CDP/GrDP shall include at least two micro-projects.

Guidelines for Needs Assessment and Prioritisation (Participatory Rural Appraisal Process)

The PRA exercise shall assist Community/Group members to prioritise their needs and categorise them into eligible and ineligible categories. The PRA instruments are:

- Building trust / climate setting,
- 24-hour activities,
- Historical timeline,
- Community (Village) resource mapping,
- HIV/AIDS village mapping,
- The road to progress - community needs assessment,
- Prioritizing problems - preference ranking.

The community, using a PRA instrument, draws a village map, with the assistance of Operation Officers (OOs), showing village roads, paths, bridges, jetties, schools, health centres, market centres and the location of likely projects to be funded by the Programme. The map shall show the facilities currently in use and what improvement, rehabilitation, maintenance/operation is required. It should identify constraints to development (livestock incursion, erosion sites, etc). The broad issues to be ascertained include subsistence, economic, social and environmental needs with examples of outcome indicators e.g. access to water, healthcare, income sources, etc.

The following steps are proposed for the PRA exercise to help in needs assessment and prioritisation:

STEP 1

- i. Identify the micro-project type (e.g. community infrastructure that requires improvement, rehabilitation or construction, or the environmental issues that needs to be addressed,
- ii. Identify the optimal location for siting the infrastructure, or the best approach to tackling the environmental issue.
- iii. Develop an appropriate design to the identified micro-project,
- iv. Assess locally available resources (human, material, etc.)

STEP 2

The Community/group decides on ratio of contribution (cash and kind), which would be collected upfront, the specific works to be carried out and whether all will be by direct labour or would require the services of a contractor. The LGDO shall assist in drawing up the bill of quantities and schedule of materials required. The CPMC/GPMC would then collect bids from contractors after the approval of the CDP/GrDP wherein necessary disclosure of the works to be carried out are stated and agreed.

STEP 3

Estimate cost of the micro-project including bill of quantities, cost of technical advice for preparation of design (if applicable), supervision, training, contract costs etc.

An Environmental assessment would be done at this stage and an Environmental and Social Management Plan, including mitigation measures and cost would be produced. The OOs would have to ensure at this stage that the interests of all stakeholders in the community have been captured.

STEP 4

Develop the operation and maintenance plan in the case of infrastructure and sustainability plan in the case of environmental micro-projects.

STEP 5

The CPMC/GPMC presents the overall micro-project plan - design, cost estimates, supervision plan, etc. - to Community/Group members in a general meeting. Observations and corrections made are incorporated and subsequently submitted to the LGRC for review.

Preparation of CDPs/GrDPs

Preparation of the CDPs/GrDPs is the responsibility of the community, especially the CPMC/GPMC. The CPMC /GPMC will plan the project in consultation with the Community/group and OOs. It involves providing simple information in *Project Application Form* which is filled in triplicate (See Annex 2). However, the community may request for the technical assistance of the LGDO, competent NGO or facilitation team from the MDA. Information in the *Project Application form* provides basis for establishing the viability of specific micro-projects and the CDP/GrDP as a whole.

The plan must address issues that have to do with project components, project site, self-help contribution, size of project, long-term commitment to maintenance, environmental impact, gender, community's population size, income levels, distance from closest place where similar facilities exist and are functional, other projects being implemented in the community, community contribution, etc. The plan will also include a budget which needs to be completed by the community with assistance

from OOs. A sample budget will be included in the information kit and will provide information on basic line items (travel, transportation, administration, etc.) that need to be included. The plan and budget must be simple and self-explanatory. The CPMC/GPMC then submits the CDP/GrDP for adoption by the community/group and subsequent upon adoption, it is forwarded to the LGRC for review and endorsement.

The AD-CSDA will compile the list of all CDP/GrDP as approved by the MTRC and pay an incentive of Ten Thousand Naira (N10,000.00) only per CDP /GrDP as incentive to the LGRC.

Desk Appraisal of Micro-Projects

The purpose of the desk appraisal is to determine whether all relevant information requested has been provided. The desk appraisal will be conducted by the Desk Officer of the relevant LGA. The proposal/plan must answer the following questions:

- i. Is the plan consistent with the Programme objectives?
- ii. Is there a need for the type of micro-project(s) requested?
- iii. Is the Community/group committed to the project?
- iv. Has any up-front self-help contributions been collected?
- v. What has the community already done to solve the problem?
- vi. Is there evidence that the majority of interested adults in the Community/group participated in the application process (Minutes of meetings may be submitted)?
- vii. Is the plan consistent with LGA development priorities?
- viii. Is there a plan for maintenance and upkeep of the assets?
- ix. Has the Community/group done anything to maintain and put-up a plan to sustain already existing community assets?
- x. Has the Community/group taken actions to mitigate natural resource degradation?
- xi. Will the project benefit the poor and vulnerable (compare the cost to the likely benefits and the likely beneficiaries)?
- xii. Does the project require Environmental Impact Assessment (EIA)? - See Environmental Assessment Framework for more details.

However, if the desk review finds lapses, the application is returned to the CPMC/GPMC with the comments highlighting corrections required.

The desk appraisal by the LGDO is a screening in which ineligible project proposals i.e. proposals which do not satisfy the eligibility criteria (e.g. not on the micro-project menu) are identified and recommended to the LGRC for outright disqualification. The results of the desk appraisal for micro-projects that are worthy of recommendation for technical review and approval and those to be rejected at the LGA level, should be submitted to the LGRC for its review and recommendations to the SA.

Desk Appraisal by LGRC

The second step involves LGRC desk appraisal which has to do with checking of the following items as they apply to the Community/Group proposals.

- a) Community/Group contribution.
- b) CPMC/GPMC election (social inclusiveness).
- c) Minutes of meeting(s) and photographs.
- d) Attendance to meeting(s).
- e) Registration with LGA.
- f) Prioritized projects and their costs.
- g) Bank account.
- h) Environmental and social concerns (hygiene and sanitation/environmental degradation).
- i) Sustainability plan - how the community/group will maintain the project(s) - how the community/group intends to keep the project(s) running over a period of time.
- j) Level of participation - attendance list during PRA,
- k) Whether the micro-projects are in line with both LGDP and the Programme menu.
- l) Work plan to cover supervision, work scheduling, etc.
- m) Whether there is a similar micro-project(s) close to the community/group or not, before it is recommended for funding.

For the LGRC Review, the following processes and procedures are key:

- a) Letter of invitation to CPMC/GPMC detailing date, time and venue of the meeting.
- b) Five (5) community/group members comprising four (4) signatories to the account of CPMC/GPMC, chairman and secretary of CDA should be invited for the review meeting.
- c) Quorum – two third (2/3) of the LGRC members must be in attendance for the review to be conducted.
- d) LGRC shall fund the review meetings and defray part of the cost from the regular incentives payable by AD-CSDA. There shall be a statutory payment of N10,000.00 per CDP/GrDP approved for funding by the MTRC.

Response to each of these issues should be scored as objectively as possible and measured against an agreed acceptance/rejection score for the purpose of acceptance or rejection. The AD-CSDA shall develop weighted criteria for scoring the above. Only micro-projects with a total score of, at least, 65% should be recommended for approval. Similarly, a CDP/GrDP may only be recommended for approval, if every micro-project in the proposal is rated 65% and above.

In reviewing all proposals, the LGRC is concerned with assessing the fairness in the LGDO desk appraisal and subsequent recommendations on it. The LGRC shall also apply the same criteria in

assessing whether a proposal should or should not be recommended to the AD-CSDA for funding. The Desk Officer presents the results of the Desk appraisal and recommendations in a meeting of the LGRC.

In addition, the LGRC may base its final recommendation on the extent to which it is possible to mainstream a particular CDP/GrDP or the micro-projects contained therein in the LGA's development plan. Records of proposals rejected and reasons for their rejection must be properly documented for the purpose of references and enquiries.

Field Appraisal

The Field Appraisal is undertaken after the AD-CSDA had received the LGRC's recommendations on proposals submitted by the communities. In other words, upon completion of the desk appraisal and having satisfied the requirements, field appraisal is immediately undertaken. It involves a visit to the community and interaction with its members and the CPMC for the purpose of verifying the claims of the communities applying either in preparing the proposal or micro-projects contained therein. It is an activity undertaken jointly by the AD-CSDA Desk Officers, relevant State MDA and Officials of the LGA including the LGRC Desk Officers under the leadership of the AD-CSDA Officials. In essence, a detailed technical, economic, financial, social and environmental assessment is done.

The outcome of a field appraisal may dictate that a community/group be advised to revise its proposal. Such revision when submitted shall be given accelerated attention by LGRC (if necessary) and the AD-CSDA. The *Field Appraisal Form* for CDPs/GrDPs is in appendix 3 while the *Field Appraisal Assessment Summary Report Format* is in appendix 4.

The field appraisal will be carried out to cross-check information contained in the application and confirm the community/group's commitment to the activity. The field appraisal will be conducted by the team enumerated above. The appraisal will answer some questions under the technical and social components, and they include:

A. Social

- a) Did the community/group participate fully in needs identification, that is, verification of the community/group's participation and implementation capacity?
- b) Is this a priority micro-project for the entire community/group?
- c) Were women and vulnerable groups (children, physically and mentally challenged, etc.) sufficiently involved in the decision-making process?
- d) Was the CPMC /GPMC popularly elected?
- e) Have training needs been properly assessed?
- f) What additional training does the CPMC/GPMC community/group needs to carry out for the assigned tasks?
- g) Has the CPMC/GPMC been registered?
- h) Has a suitable commercial bank been identified for the project checking account?
- i) Does the community/group understand and agree to carry out the self-help requirements?
- j) Is the design accurate and appropriate for the area and/or purpose?

- k) Is the number of beneficiaries correctly assessed?
- l) Does it include vulnerable groups?
- m) Does the plan include benefits that would enhance community/group empowerment and poverty alleviation?

B. Technical

- a) Is the site selected technically viable and socially acceptable?
- b) Is there a realistic maintenance plan?
- c) What is the environmental impact of the micro-project?
- d) Is there a mitigation plan or measures to address environmental concerns?
- e) Have appropriate steps been taken to mitigate negative environmental impacts?
- f) Has the community/group agreed on an acceptable plan for settling disputes and identified a suitable local arbitrator?

Note: Before commencing the review of any CDP/GrDP, there are four basic documentary evidence that must be ascertained and they form the documents for the pre-screening criteria: If any one of this is not attached, then the CDP/GrDP should be returned without reviewing. They are:

- a) Evidence of Democratic Election of CPMC/GPMC members: This should be minutes of the meeting in which the CPMC/GPMC members were elected. Also reflecting Percentage of attendees to total population.
- b) Evidence of registration of CPMC/GPMC with LGA. The registration to be considered is the one that the community/group can easily procure but establishes element of legality on the CPMC/GPMC.
- c) Evidence of Bank Account.
- d) Minutes of Decision Meeting: This is the meeting of community/group members in which the choice of micro-projects was collectively agreed.

Table 2: Field Appraisal Scoring Criteria

Criteria	Key components	Unit Score	Total score
Ownership	Social inclusiveness (men, women, youth, elderly) and gender balance	15	35
	Payment of Community/Group Contribution	10	
	Democratically elected leadership	10	
Expected Benefit	Improvement in infrastructure		25
	Environmental improvement		
	COVID-19 awareness		
	e.g. Increase in school children enrolment		
	e.g. Improved health care		

Sustainability	Operation and maintenance plan		25
	Capacity building		
	Governance, transparency and accountability		
	Participatory M & E		
	Conflict resolution		
	Viable CBOs		
Environmental Consideration	Environmental checklist		15
	Environmental mitigation plan		
	A good plan for monitoring and environmental effect		
Total		100	100
Cut-Off Mark for CDP/GrDP			65

Project costing

On the basis of information gathered during the field appraisal, it will be possible to verify the cost of each component against standards for materials, labour, transport, etc. Bills of quantities with costs and drawings for each component must be completed after the field appraisal.

Approval

The approval process involves examining project feasibility based on the appraisal report and determining whether recurrent financial provisions required are or shall be available. Responsibility for the approval of a proposal rests with the Management Technical Review Committee (MTRC) headed by the General Manager. The Committee shall compile a report including evidence of ownership with appropriate recommendations during the MTRC for approval.

The MTRC shall ensure that:

- There is sufficient evidence of ownership and social inclusiveness,
- Technical and financial feasibility of the CDP/GrDP,
- That there are benefits derivable,
- Environmental management plans are developed, and sustainability strategies are in place, etc.

Once a community/group plan has been approved, the General Manager will write and send an *Approval Letter* (see Appendix 3) to the CPMC/GPMC and copy the LGRC. An explanation is also given for projects that fail in a *Rejection Letter* (See Appendix 3). A schedule of approved proposals by this committee shall be presented to the BOD at its regular quarterly meetings for notification.

The letter will specify the steps that must be taken by the community/group before the start of the project implementation and these include:

- Training for CPMC/GPMC and community/group specifying the various levels and areas of focus;

- b) Opening of a checking account in the name of the community/group with four signatories from the CPMC/GPMC. The Chairman and Secretary on Panel A and Financial Secretary and Treasurer on Panel B;
- c) Mobilizing community/group contributions. Part of the community/group contribution can be mobilized before external funding begins (contributions can be in the form of materials, cash, and/or labour for clearing of site for example);
- d) Planning project launch ceremony.

As part of the general approval process, the AD-CSDA shall list requirements for sustainability after the completion of the project (e.g. nurses, clinic, drugs, teachers, running costs, etc.) and enquire from the appropriate LGAs or line Ministries on their willingness to ensure the sustainability of the project. Their response as contained in the *Letter of Commitment* by the LGA shall determine whether or not proposals should be given final approval.

Submission of Community Development Plan/Group Development Plan

Once CDP/GrDP is endorsed by the community/group, the CPMC/GPMC will formally submit the application/plan to the LGRC, who shall review it to ensure synergy with LGA plans and return same to CPMC/GPMC who, thereafter, submits to the AD-CSDA. After the technical review by the AD-CSDA and the CDP/GrDP is found to have met all requirements, it is forwarded to the AD-CSDA Management for review and approval. Upon approval, three copies of the CDP/GrDP would be produced by the AD-CSDA. If necessary, additional copies of approved CDPs/GrDPs may be provided to relevant ministries, agencies or Donors that would require addressing the negative list. Only one Community Development Plan will be considered from a community/group at any one time.

Opening of Community/group Bank Account

Once the community has sufficient knowledge of formal banking procedures certified by the AD-CSDA, the AD-CSDA will provide them with a bank introduction letter. It will inform the bank that the Community/group project has been approved for the Programme funding and request their assistance in establishing a project account. The account will have four signatories from the CPMC one of which should be a female. Also, the bank must commit not to deduct Commission on Turnover (COT) charges on the account. The authorized signatories are the Chairman, Secretary on Panel A and Financial Secretary and Treasurer on Panel B.

It must be noted that only one community/group bank account shall be opened per Community Development Plan approved for funding. This shall remain the same even when the plan includes several different micro-projects

Training

Two levels of training would be organized and they shall focus on management and technical aspects. The management aspect will be targeted at LGRC/LGDO members and selected CPMC/GPMC members. The topic to be covered includes CDP/GrDP/project cycle activities, facilitating community/group participation and project selection processes. The technical module is meant for the appropriate LG level technical staff and committees and it would include technical appraisal, interpretation of AD-CSDA standard plans and bills of quantities, condition and management of labour contracts and technical monitoring.

Community/Group Level Training

The main objective of the community-based training is to enhance the ability of the community/group to undertake its own project and in the longer term, master its own development. This training takes place after project approval but before project launch. The pre-launch training will target members of the CPMC and any technical supervisor or contractor. The training will cover, among other topics, book-keeping and accounting, project implementation details, contract methods, procurement and reporting requirements of the project.

In addition, the capacity building process will continue during the life of the CDP/GrDP through learning by doing. Regular monitoring by the M& E Unit, and the LGRC will ensure that advice and training continue especially in the areas of community organization, planning, implementation, management and maintenance of infrastructure. For maintenance of project outputs, aspects like fund raising, accounting and regular preventive maintenance will be emphasized. For water projects, communities will be trained in Village Level Operations and Maintenance (VLOM) techniques and also community-based management of Hygiene Education and Sanitation Promotion (HESP).

CPMC/GPMC Training

There will be a technical training organized for the CPMC/GPMC between project approval and launch ceremony at the project site. The objective of this exercise, which would last, at most, two days, is to enhance the ability of the CPMC/GPMC and other actors, i.e. facilitators, community leaders, project technical supervisor or contractor, to better manage the implementation of the project. Among the subjects to be covered are book-keeping, project plans and bills of quantities, implementation schedule, labour contracts, procurement, accounting and reporting requirements. Expenditure for this exercise shall be covered by AD-CSDA's provisions for outreach and mobilization. The guiding principle is to ensure that there is efficiency and effectiveness in project delivery. This will entail that all participants in the implementation process have the necessary skills, knowledge, tools and commitment to do work.

Local Government Level Training

Having imparted to the LGRC/LGDO the basic principles and operational procedures of the AD-CSDA as part of an initial sensitization, further training Programme shall continue especially in the areas of community organization, planning, implementation, management and maintenance of infrastructure. The essence of the LGA level training are to:

- a) achieve quicker project implementation as a result of better advice given to implementing communities
- b) achieve better quality projects in terms of technical quality, which would stand the test of time, and
- c) inculcate a sense of responsibility over projects by LG staff which would lead to improved service delivery after project completion.

Community/Group Project Launch

The launch marks the assumption of full accountability by the CPMC/GPMC over the physical implementation of the project during which the first cheque of funding is presented and the Grant

Agreement signed between the AD-CSDA and the CPMC/GPMC. Project launch meeting shall be held in the community where project committees, LGA staff and other stakeholders (NGOs, contractors, etc) are briefed on their roles and responsibilities. The occasion establishes specific roles and obligations of either party to the agreement and stipulates terms and conditions regarding, among others, banking, accounting, labour contracts, technical monitoring and supervision, procurement, community contribution and abrogation of agreement. The AD-CSDA bears the cost of project launch *Guideline for Financing Agreement is attached in Appendix 15.*

The launch ceremony to be conducted in the community will be attended by the community members including the CPMC/GPMC, community leaders, relevant government officials, AD-CSDA, LGA and relevant line ministries. At this ceremony, the AD-CSDA would once again review all of the key messages (the Programme Operational principles etc.) before the entire audience. The community/group must be made aware that the CPMC/GPMC is accountable to them. As part of the launch, the AD-CSDA and CPMC/GPMC will sign the Memorandum of Understanding (MoU). The CPMC/GPMC will also be openly presented with a cheque for the first tranche of funding. However, subsequent releases of tranches would be directly transferred from AD-CSDA to the community/group bank account.

The project launch ceremony shall serve as an opportunity to building capacity in the entire community/group. The ceremony will allow the community/group and the AD-CSDA to exchange notes and share understanding on their respective roles and obligations in project implementation. It is the time for laying the foundation for accountability and transparency in the execution of project work.

Project Implementation

This is the process of undertaking activities by the communities according to shared responsibilities to facilitate the attainment of the content of Financing Agreement and actualize the approved CDP/GrDP. In the course of implementation, there should be clear separation of responsibilities (authorization, procurement, storage, etc) among the CPMC/GPMC members. The AD-CSDA releases the second and further tranches to the CDP/GrDP account against certified stages of work. For the sake of accountability, two or more members of CPMC/GPMC should be responsible for procurement, book-keeping, supervision and storage. Technical support and supervision of project activities will be provided routinely by the AD-CSDA in collaboration with staff of the LGAs and relevant MDAs. Supervision costs will be borne by the AD-CSDA for the activities it undertakes while the LGA bears the costs for such activities undertaken by the LGRC and LGDO.

The requirements that the communities handle funds and implement the projects must be strictly adhered to in order to promote speedy implementation and community empowerment. Accountability will be ensured by allowing for maximum participation and transparency in decision-making at the project level. Thus, CPMC/GPMC shall be responsible for implementation, meaning that it is responsible for financial management, procurement and other aspects of the projects, and is only supported by the AD-CSDA, LGA and other relevant experts where the communities deem necessary. However, the CPMC/GPMC may contract any aspect of its responsibilities out to contractors, if such responsibilities are considered too technical. Such cases may be discussed with AD-CSDA on how to go about the problem i.e. whether there are other possible resolution outlets or whether contracting is feasible. The final decision is the responsibility of the CPMC/GPMC.

Payments will be made through cheques / fund transfers by the AD-CSDA to CPMC/GPMC in tranches (not more than three for any one micro-project) with second and third tranche releases based on physical progress and or financial justification of previous tranche. Information gathered through the *Progress Review Form*, shall be used in reaching such decision.

The AD-CSDA, jointly with relevant sectors or LGRC/LGDO will carry out periodic monitoring to help facilitate the CPMC/GPMC's implementation, collect information and check progress. The MDAs with support of LGRC carries out routine technical supervision of CDP/GrDP implementation. In cases where the number of proposals processed cannot not be monitored by the AD-CSDA at any given period of time, the AD-CSDA may need to access additional support from the MDAs and LGAs.

Although there are some risks of accountability lapses occurring at the community level, the process is designed to be transparent enough to motivate communities to demand full accountability for the project funds from those assigned implementation responsibilities and to insist on restitution should losses occur. The CPMC/GPMC should have a Disclosure Board detailing all the financial transactions on the CDPs/GrDPs. The board should be made accessible to all members of the communities. At the end of each micro-project, the relevant MDA and AD-CSDA shall issue a certificate of completion.

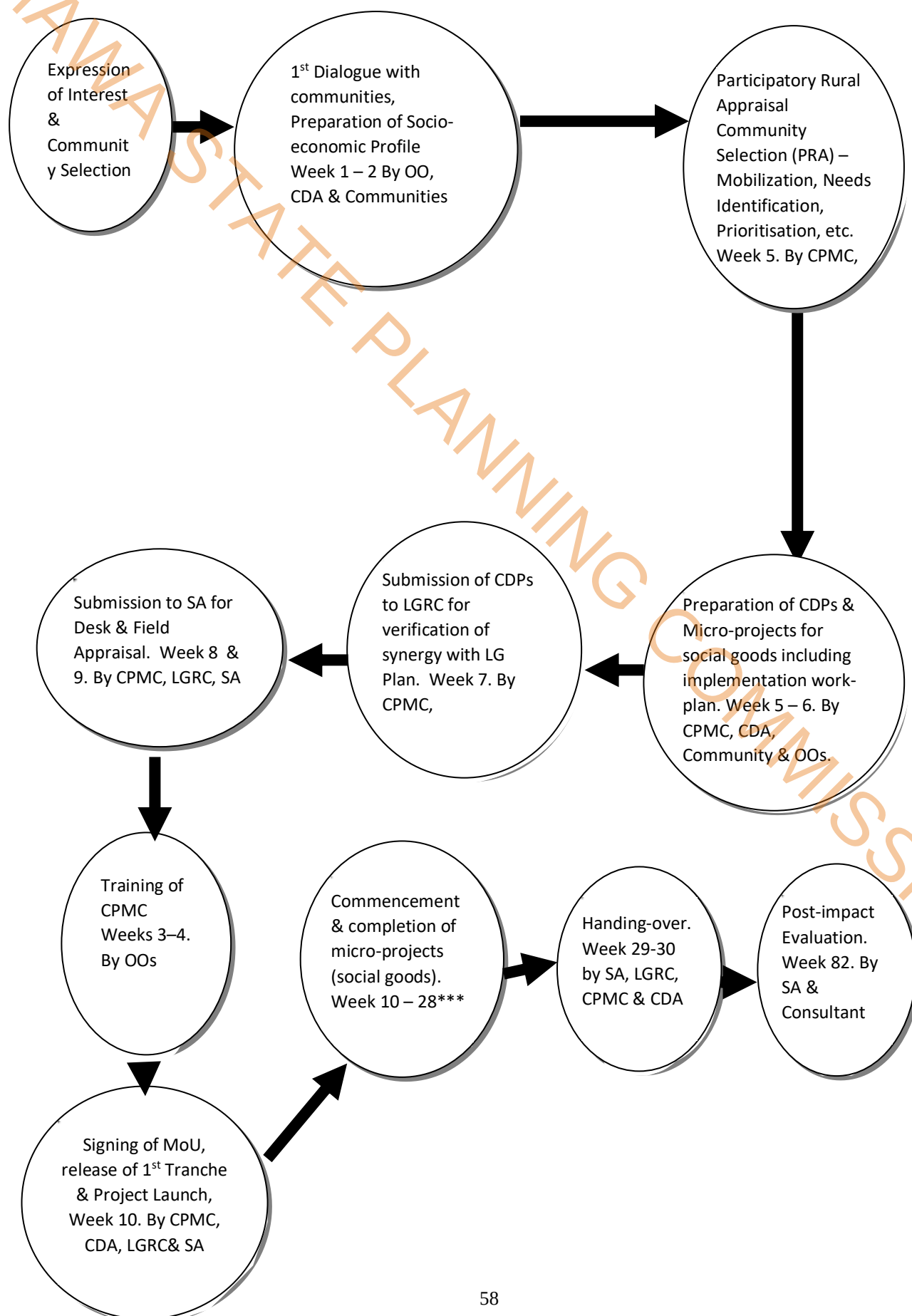
Grant Sizes

The size of grant for CDP/GrDP shall be between N10,000 and N20,000,000.00 and shall be determined by the capacity of the community/group and the potential of the micro projects to reduce poverty. It should be emphasized that the capacity of community to optimally utilize and manage investments is key. Furthermore, the population size of communities should be considered so as to meet the IVA requirement for payment of "prize money".

Number and Size of Tranches

Funds would be disbursed to communities in about two tranches of 50% for the first tranche and 50% for second tranche for every micro project either contracted or direct labour to ensure early completion of the micro project. However, communities are expected to retain 5% in the event of any contract for a maximum period of three months.

Figure: CDP/GrDP Flow-Chart



Targets and Targeting Mechanisms

The State PIU would use a mix of methods to target the rural poor and vulnerable. The criteria for targeting would be based on the need to channel resources to poor communities for human capital development and equity objectives. This would help to maximize impact on key development indicators (education, health, water and sanitation, and nutrition). It would also optimize resource expenditures in the face of budgetary constraints. The targeting mechanism would also be based on both poverty and preference targeting for communities that expressed interest. The National Social Register may be used for targeting.

Geographic targeting

All the 21 LGAs will participate because they were affected by COVID-19, the selection of the communities will be guided based on poverty map and/or other existing poverty reports of the state. The criteria for selecting communities/groups to participate in the project are:

- (i) Must have a legally recognized group/Community Development Association (CDA)
- (ii) Must be willing to establish a CPMC/GPMC that will have full responsibility for CDP formulation and coordination of micro-projects implementation;
- (iii) Must be in LGA that has established LGRC.

Communities are expected to identify all their socio-economic needs and the project team along with LGA Officials. This will assist in linking them with other donors or agencies that would deal with issues outside the purview of the Programme. It is important to point out here that if in the course of implementing a micro-project there are cost over-runs, the community will have to source for resources to make up for such over-runs.

Self-selection Targeting

This method would be used to address the improvement of natural resource and environmental infrastructure. Most of the times communities are bogged down by the poverty conditions that their primary focus is on immediate benefits of survival and thus rarely see the linkage between their survival and sustainable natural resources and environmental management. In some cases, these communities actually realize this but are constrained by continually over-exploiting the natural resource base due to the absence of acceptable alternatives. In using this method, high reliance would be based on easily verifiable indicators of natural resource and environmental degradation. Specifically, assessment of land and water management practices vis-à-vis agricultural productivity and prevailing environmental issues hampering socio-economic welfare would be undertaken in collaboration with community/group members. Expectedly, the facilitation processes would elicit natural resource and environmental ameliorating measures to be undertaken in order to restore functionality of the natural resource infrastructure.

Preference Targeting

Preference targeting would be used within communities where vulnerable groups have been clearly identified using indices developed and accepted by the communities as constituting vulnerability. Such vulnerable group intervention would focus on:

- a) Supporting the implementation of projects identified by VGs,

- b) Identification of recipients for targeted social safety nets.

Criteria for State Participation

- i. All the 21 LGAs will participate in the project because they were affected by COVID -19
- ii. A state should express interest in the NG-CARES, leveraging on already established platforms;
- iii. PIUs should have staff regulations and condition of service agreed with the funding partners;
- iv. States should be willing to pay contributions as agreed with the funding agency and ensure that the agency is added as a budget line in the state's annual budget;
- v. States should be willing to adopt a community-driven approach that would involve the decentralization of decision-making responsibility and control, and authority over financial resources, to beneficiary communities;
- vi. States should be willing to actively involve and build capacity of LGAs;
- vii. States should be prepared to partner with LGAs for reviews, supervision and monitoring of micro-project proposals emerging from beneficiary communities.
- viii. All the 21 LGAs will participate because they were affected by COVID -19, the selection of the communities will be guided based on poverty map and/or other existing poverty reports of the State

Criteria for Selecting Participating LGAs in the Programme

The criteria for LGAs participation include:

- a) All the 21 LGAs will participate because they were affected by COVID -19, the selection of the communities will be guided based on poverty map and/or other existing poverty reports of the State
- b) Willingness to set up a Local Government Review Committee (LGRC) backed by an edict or byelaw, and whose activities are funded by the LGA;
- c) LGAs should be willing to allow communities take decisions, maintain, control and have authority over financial resources meant for projects;
- d) LGAs should be willing to participate actively in the sensitization and capacity building of the communities
- e) LGAs should be willing to support recurrent costs of community/group micro-projects in order to ensure sustainability and effective service delivery.
- f) Willingness to working with State Agencies and NGO (technical staff) to provide technical assistance to communities.

Community/group Selection Criteria

For the purpose of this project, all communities in the focal LGA are considered poor and eligible to submit proposals for funding if:

- a) It is rural (following the existing State Government classification of areas as rural, semi-urban and urban).
- b) It lacks any infrastructure or social amenity that falls within the list of projects normally financed by the SA; or the one(s) available are in state of disrepair or inadequate in meeting the community/group requirements.
- c) It is willing to contribute as stated in this Manual to the financing of the micro-projects.

3.2 RESULT AREA 2: *Increasing Food Security and Safe Functioning of Food Supply Chain*

Results Area 2 aims to mitigate the impacts of the COVID-19 pandemic on food security of the poor and vulnerable households and facilitate the safe functioning of food supply chains. The main impacts of the pandemic on food security and food supply chains include:

- (i) increase in price of major food commodities due to reduced availability;
- (ii) disruptions to the input delivery networks have reduced availability of farm inputs and increased prices;
- (iii) disruptions to food supply chains have created a wedge between smallholder poor farmers and the markets, leading to low farm gate prices received by farmers, increased food loss and waste at the farm-level and high food prices to consumers;
- (iv) reduced operations of wet food markets – as part of measures to contain the spread of the virus – has affected incomes of poor farmers who sell produce in the markets and also made food less accessible to the buyers who are often poor; and
- (v) there is reduced supply of on-farm labour due to movement restrictions, social distancing and fear of morbidity.

The Programme will support the following sub-Programmes to increase food security and promote safe functioning of food supply chains for poor households:

3.2.1 Disbursement Linked Indicator 2.1: *Agricultural Inputs and Services:*

The Programme shall support groups of small-scale farmers to access various inputs and services for crops, including improved seeds and fertilizers, mechanization services for farmers facing Labour shortages, and extension and advisory services. The support for improved seeds will focus on varieties that are high yielding and resilient to effects of climate change, for example varieties that can tolerate drought, resist pests and diseases, and early maturing. The delivery of extension services aims to enable farmers utilize the inputs efficiently and apply good agricultural practices in on-farm production and post-harvest management. The support to increase production would be demand-driven following the Community Driven Development (CDD) approach. Farmers groups shall be facilitated to select types of improved seeds (depending on availability), among the following crops - maize, rice, sorghum, G/nut and cowpea that are critical to food security needs, and use agreed criteria to select individual farmers that are eligible for mechanization services support. The extension and advisory services shall deliver Climate Smart Agriculture practices in farm operations to increase productivity and enhance resilience to impacts of climate change and variability, reduce Green House

Gas (GHG) emissions through proper management of agricultural waste, and increase carbon sequestration primarily through soil conservation measures and efficient irrigation techniques. Women farmers shall be specifically targeted within an emergency Programme context to address gender disparities on access to inputs and services, including by prioritizing women farmers in the provision of improved seeds and mechanization services as they tend to be relatively labour constrained. The expected outcome is increased access and use of improved inputs and services for crop production.

3.2.2 Disbursement Linked Indicator 2.2: *Labour-intensive agricultural infrastructure:*

The Programme shall support the rehabilitation or improvement of agricultural infrastructure to lay the foundations for recovery of agricultural production while creating short-term jobs in rural areas. The short-term jobs shall help absorb Labour released to rural areas, due to the economic downturn, into productive activities in the agriculture sector. The types of infrastructure targeted for rehabilitation and improvement are small scale irrigation (existing tertiary irrigation canals, tube wells, boreholes, CPIS and other existing irrigation facilities), existing feeder roads and soil conservation measures (e.g. irrigation and drainage canals). The various soil conservation measures will help reduce soil erosion, improve soil quality, increase soil water infiltration and conserve soil moisture. The Programme shall support infrastructure selected through the CDD approach where farmer groups and their federations and community associations would be facilitated to prioritize and select infrastructure from a menu of eligible options. Contracts for rehabilitation or improvement of infrastructure would mandate the employment of specified number of people and Labour days, as per the norms established by the Programme. The expected outcome is increased access to improved agricultural infrastructure and short-term jobs.

3.2.3 Disbursement Linked Indicator 2.4: *Upgrading wet markets to function safely*

The Programme shall mainly support improvements in water and sanitation services in wet markets to reduce the risk of COVID-19 spread in the marketplaces. The support shall include connecting water supply to various points in the markets (including toilets and entrances), establishment of boreholes and overhead tanks, upgrading drainage system, and provision of fumigation and water treatment services. These activities shall complement the guidelines issued by State governments to reduce the spread of COVID-19 in marketplaces, including reducing market days/hours and decongesting of markets. The Programme shall prioritize markets that serve the poor and vulnerable as buyers and sellers. The selection of markets would be through a CDD approach where group federations at the LGA level would be facilitated to select markets in consultation with LGA officials and FADAMA teams. Most of the sellers in wet markets are women and therefore Programme support shall enable women to continue to participate in these economic activities. The upgrading of water and sanitation services shall ensure that more facilities (e.g. toilets) are provided for women because they use the markets more than men. Furthermore, women shall be given priority to provide Programme-supported fumigation and cleaning services. The expected outcome is that increased number of wet markets shall operate with upgraded water and sanitation facilities and fumigation services.

Implementation Arrangements

The Fadama implementation platform shall be used to deliver the DLIs in Results Area 2. The Fadama implementation platform has been used to successfully implement the Fadama series of projects in all 36 States and FCT for nearly three decades. The main approach used by Fadama is CDD where

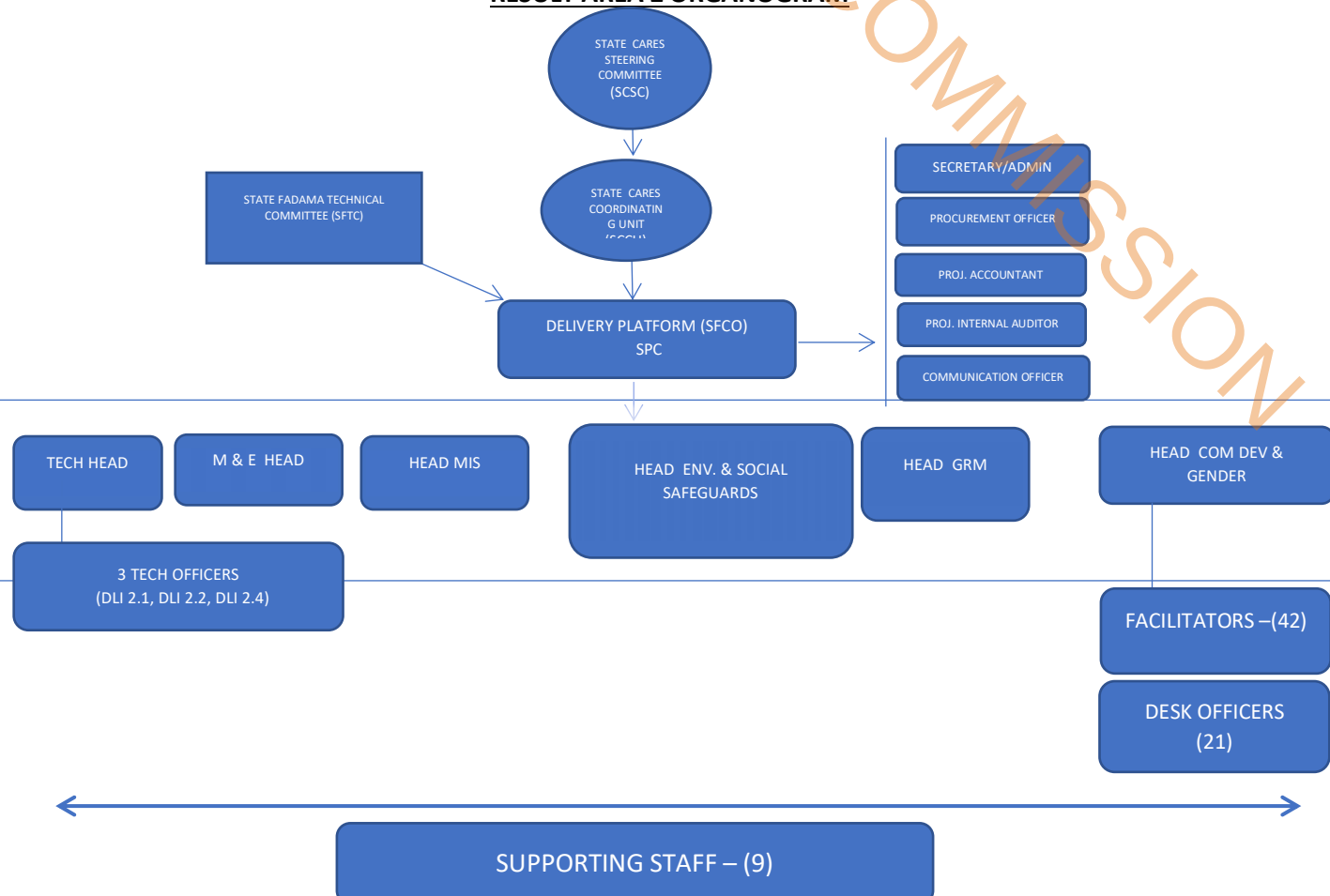
farmers and the communities are mobilized to identify and operationalize their development priorities through participatory approaches that are well understood by the beneficiaries.

The Programme shall utilize the existing institutional structure at the State Fadama Coordinating Offices (SFCOs). Technical assistance will be provided to support in areas of implementation challenges. The State Ministries of Agriculture will continue to have oversight for the activities of the SFCOs and Local Fadama Desks Offices (LFDO). However, under the NG-CARES, the reporting on activities and results achieved, shall be to SCCU for onward transmission to the SCSC and FCSU.

A model organogram of the SFCO base on the following staff is shown:

1. State Project coordinator (SPC)
2. Community Development and Gender Officer (CDGO)
3. Monitoring and Evaluation Officer
4. Management Information System Officer (MISO)
5. Procurement Officer (PO)
6. Environmental & Social Safeguard Officer (ESSO)
7. Grievance Redress Mechanism Officer (GRMO)
8. Communication Officer (CO)
9. Project Accountant
10. Project Internal Auditor
11. Technical Officer (Crops)
12. Technical Officer (Infrastructure)
13. Admin/Secretary
14. Support Staff/Drivers (9No.)
15. Community Facilitators (42)
16. Local Fadama Desk Officer (21)

RESULT AREA 2 ORGANOGRAM



Overview of Project Implementation

The State FADAMA structure shall be used in the implementation of the three DLIs (2.1, 2.2 and 2.4) under the Result Area 2, it shall be responsible for delivering the results in partnership with other stakeholders and for achieving the Programme objectives. The Delivery Platform shall provide technical assistance towards planning, designing and implementing DLIs activities, through a participatory method, the Community Driven Development (CDD) model and tools shall be engaged. The existing Fadama structures will be used to promote community engagement and ownership. These structures will be engaged under the NG-CARES Programme to promote community ownership and Local Government buy-in through the LFDO. The communities with support from the LGAs will be responsible for maintenance of infrastructure investments, where applicable.

The Community Action Recovery Plan (CARP) is the disbursement instrument for Result Areas 2 and will be used to implement activities under the DLIs. A strong focus will be on provision of technical assistance at the national and State level to guarantee effective system on data collection to track project activities and result.

State Level Project Coordination

At the State level: The State Ministries of Agriculture will delegate day-to-day implementation and coordination of Project activities in Results Area 2 to the SFCO. The SFCO will implement Project activities following the laid down procedures and approaches to ensure compliance with procurement, financial management, and safeguards requirements. The State CARES Steering Committee (SCSC) shall provide policy direction and oversight across all Programme results areas and will be responsible for reviewing and approving annual work plans. The SFCO will report to the SCSC through the SCCU. It also reports to the State Ministry of Agriculture and NFCO accordingly. The SFCO may use resources from the line ministries, including engineers and other consultant services to review, screen, and provide clearance on the technical viability of all subprojects submitted for funding where necessary. To implement the Programme with due diligence and economy, as required under the Financing Agreement (FA), State governments shall ensure that the SFCO adhere to proper guidelines and procedures on procurement, disbursements, auditing, and overall financial management, and ensure there is compliance with E&S requirements in both developing and implementing the activities.

Local Government Level

At the local government level, the LFCD shall be mobilized to support on-the-ground implementation of the Programme. The LFCD shall review and approve the Community Action Recovery Plans (CARPs) that shall be prepared by farmer groups and apex organizations (Farmers Community Associations [FCAs]) to identify Project activities in Result Area 2. Support for preparation of the CARPs shall be provided to farmers by facilitators engaged under the Programme to mobilize farmer groups and assist them to prepare CARPs. The LFCD shall be supported by Desk Officers, who are civil servants with qualifications and experience satisfactory to the SFCO and seconded to the Programme from the department of Agriculture working closely with the State office in the implementation of the project within the Local Government Area to play the role of a clearing house for the CARPs. In addition, the Programme shall provide consultancy services, if necessary, to the LFCD to ensure the review and

approval process in a timely and effective manner. The LFCD shall review and approve CARPs that meet the criteria, including demonstrating solid arrangements for operations and maintenance.

The Local Fadama Technical Committee (LFTC) shall endorse all CARPs to be implemented within the LGA and mainstream them into the Local Government Workplan and Budget. The staff of Agriculture Department at the Local Government shall be involved in all project activities at the community level. The existing LFCD at the Local Government shall serve as a Secretariat at the Local level with Local Fadama Desk Officer.

Community-Level Project Implementation: Farmers Community Association

Critical community-level decisions shall take place within the community among the various beneficiaries / groups which constitute them. The FCA is a group of poor and vulnerable persons whose activities have been disrupted, indicate interest to be supported and who have been recognized by the Local and State governments. The FCA shall identify, prepare, implement, operate and maintain their sub-projects, assisted by Community Facilitators and technical specialists who have been contracted by the SFCO.

The number of FCA in a particular Local Government Area (LGA) will be between 4-10 depending on number of poor and vulnerable beneficiaries identified through a thorough assessment and the population of the area. The role of the FCAs is to link the benefiting farmers with the Project to facilitate capacity-building, advisory services and investment financing of their recovery plans. To gain such access, FCAs must meet specific eligibility criteria and follow specific procedures as outlined in this operational manual. Once CARPs are endorsed by the SCCU, Subproject maintenance agreements (SMA) are signed between the SFCO and FCAs. These agreements spell out the terms and conditions for the funding, execution, ownership, operation and maintenance of the approved sub-projects. The SFCO and FCAs will now follow the procurement and financial management procedures in implementing the approved CARPs and disbursements will be based on agreed contract.

The responsibilities of Farmers Community Association are as follows:

- (a) Identify community leadership who has legitimacy and authority to encourage inclusive participation through local committees.
- (b) Elect a management committee, including procurement sub-committee, monitoring sub-committee, Environmental and Conflict Resolution sub-committee;
- (c) Ensure that the subproject proposals to be implemented in the CARPs reflect beneficiaries needs and community priorities and concerns;
- (d) Ensure that all required procedural and substantive elements are contained in the CARPs, particularly to ensure that a broad range of constituents have participated in CARP preparation;
- (e) Ensure that all members receive appropriate trainings;
- (f) Ensure that the preparation of CARP, follows a participatory and socially inclusive process and ensure timely submission to the Local Government for review and approval;
- (g) Sign any necessary agreements with the Project;

- (h) Operate and maintain common user facilities/sub-projects, with responsibility for collecting user fees that ensure the resources needed for the operation, maintenance and future replacement of financed investments are in place; and
- (i) Keep records of activities and other relevant information for verification purposes.

Membership of the management committee of the FCA shall not exceed twelve (12) persons and consist of the following:

- a chairperson;
- a treasurer;
- a secretary;
- a Procurement /maintenance sub-committee (3 persons);
- a monitoring and evaluation sub-committee (3 persons); and
- Environmental and Conflict Resolution sub-committee (3 Persons).

The committee shall be transparently elected and include representatives of different groups. To ensure the representation of women in the committee, it is proposed that at least one third of the membership of the FCA management committee shall be reserved for women.

Community-Level Project Implementation:

MEMBERS/GROUP

The beneficiaries are poor and vulnerable members of existing groups or new groups formed along the line of economic interest. The selected beneficiaries from these groups will be profiled and organized into Farmers Community Associations. The profiling of beneficiaries will subsist for group registration for new members. Beneficiaries will be selected based on a given set of criteria. The size of a Farmers Community Association is projected to be poor and vulnerable members –from 4-10 groups. The projected number of beneficiaries in a Farmers Community Association is 50 individuals.

Each member will belong to an existing economic interest group. The responsibilities of a member/group include the following:

- (a) identify, through a consultative process, priority support they require;
- (b) provide necessary information to the facilitators assigned to work on recovery proposal that deal with members' priority concerns;
- (c) carry out approved and agreed activities, with the member's commitment to ensure sustainability of such activities; and
- (d) keep records of activities and other relevant information for verification purposes.

Results Area 2: Implementation Procedures

At the community level, the SFCO will undertake information campaigns to raise awareness about the CARES Programme and explain the eligibility criteria which target poor and vulnerable households cultivating not more than 1 ha of land. Such households are likely to belong to various farmer groups, including groups established by NGOs, Agriculture development agencies under State Ministries of Agriculture, Fadama project, International Funds for Agricultural Development (IFAD) projects, and other donor-supported Programmes. Eligible households that are not members of groups will be encouraged to form new groups that will be registered by LGAs.

The proper mobilization of farmer groups is critical because many of the Programme decisions will be undertaken by farmer groups and the FCAs comprising clusters of farmer groups and various economic interest groups. These entities will employ CDD approaches to identify and prepare subprojects for the CARPs and will be responsible to execute, supervise, operate, and maintain the subprojects. A team of facilitators and other specialists will be deployed to provide related and necessary technical assistance and training support to farmer groups and FCAs. Once the CARPs are approved for financing by LFCD, they would be screened by the SFCO for technical viability, consistency with Programme design, and compliance with the applicable Programme guidelines. Upon successful screening, funds equivalent to the costs for design and implementation will be earmarked by the SFCO financial management unit for release against delivery of the contracted services/goods

The Project will adopt a phased approach to implementation of CARPs and associated sub-projects. The starting point of the CARP process is the Community Needs Assessment, using the Participatory Rural Appraisal (PRA) approach, which will describe the socio-economic setting of the community and the social-mapping, construct the livelihood profiles, identify the relevant technical, physical, environmental, and institutional constraints, leading to the development of a set of proposals designed to overcome these constraints. The Community Needs Assessment Report will be the source of information for the collective identification of the development priorities of the communities by the potential beneficiaries and the translation of those priorities into investment sub-projects and other activities to be funded under the Project. Only those sub-projects featured in the CARPs that have been prepared and approved in advance will be considered for implementation during the Programme life.

Targeting and Selection of Beneficiaries under Results Area 2

Beneficiaries will be selected based on the following criteria. The procedure of selection must be transparent and accessible. The SFCO working with facilitators must ensure proper documentation and adherence to the Stated criteria.

Beneficiaries must be poor and vulnerable within existing Farmer groups. Please note the Programme definition of a poor or vulnerable.

- (i) Poor** – a person within agricultural value chain whose livelihood has been disrupted by Covid-19 pandemic and living on or less than at least \$ 1.25 per day
- (ii) Vulnerable** – a disable or physically challenged person who has no source of livelihood, or persons whose livelihood has been disrupted and eaten up by the effect of Covid -19 pandemic
- (iii) Farm Size or Farm Holding:** The Results Area 2 shall support poor and vulnerable persons with a minimal size of farm enterprise. This is to ensure accurate targeting of beneficiaries. This will

range for farm size of 0.2 to 1.0 Ha for crop production per individual beneficiary.

(iv) Size of Farmers Community Association/groups: Size of a Farmers Community Association ranges from constituent members of four (4) to ten (10) groups within a community. Women and Youth are highly targeted, as they fall more into the category of the poor and vulnerable in the society because of lack of/limited access to finance and other resources.

(v) Relevant Enterprise: Based on the selected value chains of the State, the project will support farming activities that are mostly undertaken by the poor and vulnerable which have short gestation period, access to local and raw materials and manpower. Beneficiary should have been into agriculture for this support. Beneficiary should have acquired skills that are relevant to the intended support in Crop production small scale irrigation and other downstream activities

(vi) Socio-Economic Status of selected communities: Beneficiaries shall live in the rural areas with limited or no access to social amenities such as Education, Road, Water, Health facilities, electricity, etc. However, beneficiaries living in semi-rural areas should have minimal access to social amenities due to lack of fund to obtain such facilities. Also, this would include relative poverty and urban poor people accessing amenities but naturally living below the expected standard of living in the urban areas.

6. Level of commitment – Beneficiary shall exhibit certain level of commitment such as availability of land but lack of inputs to use, and possess income generating ideas, infrastructure that require support for optimal utilisation, etc. and ultimately demonstrate sincerity and readiness to participate in NG-CARES.

7. Level of Loss: Members shall be affected by COVID 19 Pandemic or other crisis and have their source of living destroyed or disrupted with no means of daily sustenance or feeding.

8. Map out poor and vulnerable persons in existing groups who are willing to participate in the Programme based on the following exercises/activities:

- a. Focus group discussion and wealth/poor ranking;
- b. Simple RRA with structured questionnaire on socio-economic status;
- c. Acceptance of Physical Assessment.

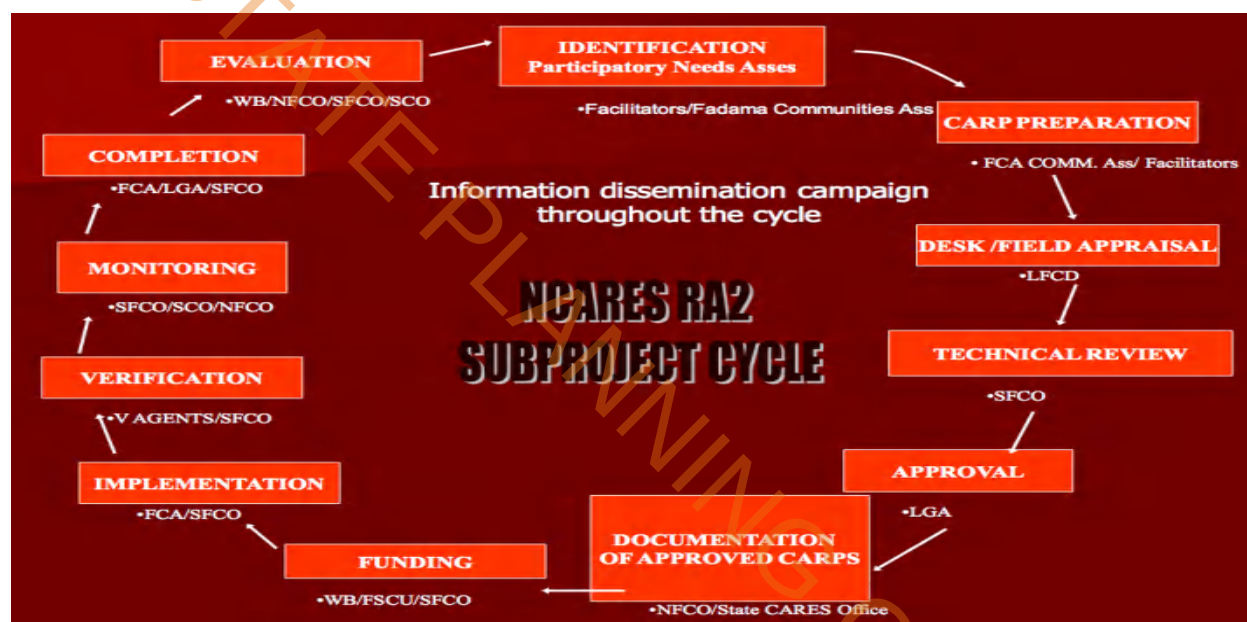
FACILITATION

The participating Farmers Community Associations and beneficiaries shall require assistance in the preparation of CARP through facilitation during Participatory Need Assessment (PNA) and Participatory Rural Appraisal (PRA). Facilitators shall be engaged by and report to the SFCO. The Community Development and Gender Officer shall provide oversight function and guidance to the Facilitators. He/she shall oversee the community engagement and CDD procedures with facilitators and FCAs.

In order to enhance women involvement in the Programme and facilitate same, 30-40% of facilitators shall be female.

Participatory Rural Appraisal Procedure

The development and implementation of CARPs shall be done through participatory approach which includes creating awareness among the beneficiaries and key stakeholders to ensure there is active participation at every stage, support and ownership of subprojects developed and hence guarantee sustainability. Preparation of DLIs fundable subproject proposals, CARPs and its implementation would consist of the following phases as summarized in figure below:



Subprojects Activities (DLI) Cycle

Sensitization and Advocacy to the Local Government and Community

Facilitators shall contact local government authorities to introduce and clearly describe NG-CARES Programme objectives, activities (Disbursement Linked Indicators – DLIs) and focus. They shall also explain criteria for participation, operations and grant provision for DLIs; the participatory process to be followed to prepare the Community Action Recovery Plan; identification and implementation of activities; roles and responsibilities of the FCAs, including preparation of Community Action Recovery Plans; implementation arrangements, flow of funds, financial management and procurement procedures; and expected outputs. The facilitators would also provide guidelines for CARPs preparations and guide on composition of the management committee.

Orientation of the Local Fadama CARES Desk

After sensitizing the Local Government authorities, the SFCO in consultation with the Local Government Agriculture Department shall re-orientate the LFCD on: Project objectives, DLIs, approach, implementation and funding arrangements; roles of the team in facilitating the Farmer Community Association and mobilizing constituent Farmer Groups; participatory rural appraisal tools to be used during CARP preparation and field appraisal; and format for CARP grant request and attachments for approval.

Development of the Community Action Recovery Plan

The Community Action Recovery Plan is the disbursement instrument for Results Area 2. The CARP is a detailed summary of the requirement for the community (target beneficiaries) to boost and recover their livelihood activities affected by the pandemic. The SFCO shall engage relevant facilitators to support beneficiaries to develop a community Action Recovery Plan (CARP). The SFCO shall engage and train facilitators to guide the community to go through community planning process leading to developing Community Action Recovery Plan (CARP) which shall be the basis on which activities will be funded.

The CARP shall comprise at a minimum: (a) agreed mechanisms for financing the operations and maintenance of Enterprise Recovery Plan (ERPs) (b) an agreed list of priority infrastructure subprojects that are technically and economically feasible, environmentally sustainable, and shall contribute toward raising the productivity and incomes of participating Groups; (c) a list of constraints and opportunities to be addressed through advisory services; (e) a plan for training and building the capacity of Community members in financial management, community-based procurement, social and environmental impact screening of subprojects, conflict mitigation and management and other aspects of organization and management of the associations; (f) identification of beneficiary group and enterprise; (g) an agreed mechanism to manage and resolve conflict, mitigate environmental and social hazard within the community of intervention. The SFCO shall also finance information dissemination about NG-CARES and its guidelines to potential beneficiaries; and implementation of communications activities.

The Facilitator shall support the Farmers Community Association to develop their Community Action Recovery Plan (CARP) by using a planning matrix to articulate problems, causes, solutions, and proposed actions for recovery of enterprises affected by Covid 19 Pandemic; identify required support needed to revamp the economic activities of the poor and vulnerable in these groups, it shall also cover time to start and finish each activity, resources required and their sources. Facilitators shall guide the committees to ensure that the CARP shows the step-by-step implementation and costs involved and indicate contributions by various stakeholders. The CARP shall also show the financing plan and implementation, operation and maintenance arrangements. Once the CARP is completed and adopted as the collective investment priorities of the FCAs, the FCA Management shall fill the attached grant request forms and approval page and submit a copy of the CARP to LFCD and retain a copy with the FCA and subsequent groups that forms the FCA for their records. CARPs are submitted by FCA with the assistance of Facilitators and are screened by the LFCD for technical eligibility and approval. If cleared by the LFCD, the Head of Agriculture would sign-off, the CARPs are then sent to the SFCO for final technical review and to ascertain compliance with Programme objectives and applicable guidelines in the PAD and if cleared by the SFCO, is forwarded to the SCCU for endorsement. Subsequently, the FCA enters into a Sub-Project Agreement (SPA) with the SFCO. The SPA shall spell out the terms and conditions for the subproject funding, ownership, operation and maintenance of the approved subprojects. DLI 2.1 shall be implemented by the FCA through community-based procurement procedures while DLI 2.2 and DLI 2.4 procurement activities will be coordinated at the SFCO. For the implementation of DLI 2.1, the SFCO shall work with SPA and releases the necessary funds to the bank account of the Service Provider selected through competitive procedure by the FCA in tranches.

Community Needs Assessment and Prioritization

The community needs in terms of infrastructure will be taken into consideration at this point. The SFCO through the facilitator shall ensure that the critical stakeholders in the community are present and participated in the formulation of the Community Action Recovery Plan. The CARP shall serve the interest of the entire community beyond members of the FCAs. The Facilitator shall guide the FCA to identify all the needs of the community and prioritize needs while exploring all possible solutions. The community needs shall be listed and costed in line with the selected DLIs and within the confine of allocated costs. This shall be translated into a plan of activities with cost using the CARP template. All necessary attachment shall be provided by the FCAs as required.

Collation and Screening of CARP

The submitted CARPs shall be collated at the LFCD for review and documentation. The LFCD shall undertake a desk and field review to ensure the CARP meet the Stated criteria. Successfully screened CARPs shall be forwarded to Head of Agriculture who approves on behalf of the Local Government Chairman. Approval shall be communicated by the LFCD to the SFCO and FCA through the Community Facilitator.

Technical Evaluation of Screened CARP

The SFCO shall collate and technically screen CARPs to ensure its feasibility and adherence to Programme objectives, procedures and output. A committee shall be constituted by the SFCO to oversee this assignment. The FCA shall be informed of the outcome of the review, if there are adjustment to be made, this shall be done and an updated CARP resubmitted. After the approval is given by the local Government, details of the CARP shall be uploaded into MIS data base. The FCA shall be informed on the status of the CARPs and a clean copy shall be handed over to them for their information and documentation.

Community Procurement Procedures

Community procurement procedure shall be utilized to implement DLI 2.1 at the FCA level while SFCO shall handle the procurement of service under DL2.2 and DL2.4. (details under procurement section). The facilitators shall work closely with the FCAs, especially the procurement sub-committee to provide the necessary assistance and link among the FCAs, SFCO and Service Providers. The process includes signing of Subproject Maintenance and Implementation Agreements between SFCO and Farmers Community Associations, follow up payment of approved costs to Service Provider after due adherence to procurement guidelines and ensuring delivery of goods and service as Stated in the approved CARP. The SFCO shall notify the NFCO and SCCU on the commencement of procurement activities in the CARPs. The NFCO shall provide technical guidance on procurement and financial management to the States where necessary.

Implementation of subprojects

The SFCO shall guide the implementation of every activity in the approved CARP, the LFCD and the PIU must provide technical assistance to the FCAs in ensuring quality services and goods are delivered as Stated in the approved CARP. The technical officers, Community Development & Gender Officer, Procurement officer and other PIUs shall work closely with the facilitator and the FCA management to ensure compliance to the project guidelines and satisfaction by the beneficiaries. The SFCO shall liaise with FCA sub-committees in the execution of assigned responsibilities, which include environmental and safeguard measures and Grievance Redress Mechanism (GRM) in case of conflicts and dispute

among members. Adequate documentation would be maintained at the FCA, LFCD and State level. The NFCO shall provide guidance to States on CARP implementation where necessary.

Monitoring of DLI Activities

The SFCO and LFCD shall regularly visit communities to monitor implementation of project activities. Facilitators are to reside in these communities as they are the project foot soldiers and must be available and accessible always. The PIU shall undertake field visit to the project sites to track implementation and report to the SCCU, Ministry of Agriculture and NFCO periodically or as the need arises.

REVIEW AND APPRAISAL PROCEDURE AND CHECKLIST

CARP Subproject Checklist.

The LFCD shall conduct desk appraisal to verify that:

- (i) The proposed activities are in line with NG-CARES objectives and mandate;
- (ii) Evidence of FCA Existence,
- (iii) List of Membership
- (iv) Existence of elected management committee (Procurement, Environment and Conflict Resolution, M&E sub-committees etc.)
- (v) Provision for environmental mitigation measures
- (vi) The Grant Request and Approval pages are correctly filled and completed;
- (vii) Means of identification of members, proof of registration (for existing groups), etc.
- (viii) Constraints identified that would be addressed by the proposed subproject;
- (ix) Subproject design, supervision arrangements and costing;
- (x) Maintenance/operation funding arrangement and agreement;
 - Itemized costs to operate and maintain infrastructure construction or improvement,
 - Define contribution (user fees or individual contribution);
- (xi) Availability of support services such as extension, advisory services, Capacity building, etc.;

The LFCD, after verifying and being satisfied would sign a desk review form, attach it to the proposal. If the proposal does not qualify, it will be returned to the respective FCA for improvement.

Field Appraisal

The LFCD shall work with the facilitators to carry out the field appraisal to verify the information in the documents reviewed at desk appraisal and collect additional information through discussion with user group(s) and other stakeholders in the area during the field appraisal. The key points for the appraisal team to note during field would include:

- **Target Group:** The team should verify that the beneficiaries are the target groups, that is, the poor and vulnerable members of existing farmer groups; and that the subproject is located within the Local Government area where they are lacking the requested support or infrastructure.
- **User Groups Participation:** The team should review the minutes of meetings of FCA and, if necessary, directly interview the beneficiaries and establish whether the proposed subproject is a priority need, and if they have participated in the participatory planning process to identify the subproject in question and if the management committee is democratically elected. Verify their commitment, capability and willingness to serve.
- **Technical Aspects:** The subproject design should comply with the expected appropriate standards, and the site proposed for the subproject should be suitable. Also check the availability of skilled and unskilled labour and other materials, etc., and the execution and supervision of the proposed subproject. States may develop prototype designs that meet their peculiarities.
- **Implementation Arrangements:** Discuss the implementation arrangements with the FCA and other stakeholders, the timing, mobilization and modality of contracting.
- **Gender:** Assess the level of women and youth involvement in planning and implementation, and whether the proposed subprojects would benefit them. 40% beneficiaries must be women.
- Establish that the subproject has been environmentally screened.
- **Sustainability:** Verify the capacity of the user group to operate and maintain the subproject after its completion in terms of technical expertise required and bearing the recurrent costs in collaboration with respective LGAs. In some cases, upfront agreement must be reached with the FCA/Cluster for the operation and maintenance of infrastructure investments made. Also identify the training required to ensure on-going maintenance and participate in the running of the subproject.

APPROVAL OF SUB-PROJECTS IN THE COMMUNITY ACTION RECOVERY PLAN

The approval of CARP shall be at the LFCD. The LFCD will serve as a secretariat to the Programme at the Local Government and would present CARPs as approved by the Head of Agriculture Department of the LG and other relevant documents for endorsement to the SFCO.

The documents for the sub-projects approved by the LFCD would be compiled and a report submitted to SFCO with the following information:

- a) Minutes of the FCAs meeting(s),
- b) Grant Request form and covering letter,
- c) Other relevant documents (BEME, beneficiaries means of identification, desk and field appraisal report, etc.).

Within one week after the receipt of CARP approval from the LFCD, the SFCO shall inform the Farmer Community Association (s) on the decision made on their proposals.

Implementation Imperatives, Process and Arrangements

Disbursement Linked Indicator 2.1: Support to increase food production

The Programme will support government interventions that allows at least 6,964 small-scale farmers in groups to access various inputs and services for crops, including mechanization services for farmers facing labour shortages, extension and advisory services.

Programme Target Beneficiaries

- (i) Poor Farmer with 0.2-1.0 Ha for crop production
- (ii) Widows/Widowers with large dependents and no source or meagre source of income;
- (iii) Persons living with disabilities with no source of livelihood;
- (iv) Youth with no source of livelihood and willing to engage in agricultural enterprise;
- (v) Poor and vulnerable members of other economic interest groups in the value chain affected by COVID 19.

Mechanisms for operationalization of Activities

A multi-prong approach would be used to implement the Component's activities that would include but not limited to the following:

(i) Generic: this will involve the following;

- Workshops, meetings, publications, use of mass media and existing community information systems.
- Facilitation of farmer type, gender disaggregation, interest-oriented needs assessment, priority setting and planning.
- Use of consensus building and collaborative learning mechanisms to build farmers management capacity.
- Use of NG-CARES procedures and guidelines for contracting services.
- Conduct of community level needs assessment for farmers and elected leaders.
- Regular collection, analysis, simplification and dissemination of information to and from farmers and other stakeholders

1. **Inputs and Mechanization Support:** The project would utilize the local input and output marketing and distribution network to ensure sustained availability of inputs and services. The participating household members will receive agriculture packages based on their demand. The group would procure the inputs in accordance with the agreed community-based procurement guidelines.

- A harmonized Paper Voucher would be used in the delivery of input support for crops. Also, Mechanization support for eligible poor and vulnerable beneficiaries selected on the basis of the listed criteria, will utilize the same paper voucher approach in its delivery. The paper voucher printed in English language (which could be translated into local language where necessary) authorizes an FCA to receive predetermined quantity of inputs from a specified Agro-dealer. The voucher will be designed and printed with special markings agreed by the SFCO to ensure that it could not be duplicated easily. The FCA will be responsible for ensuring that the procured inputs are used for the intended purpose, and thus must oversee management of the procurement

process.

Instrument for Effective Implementation of the Input Support for Crops

- Input must be requested as a package based on technical recommendation (for example, a request for an improved variety of maize must be accompanied by the request for other inputs that form the package such as fertilizers and herbicides etc). Also, the crop variety must be one that is suitable for the agro-ecological zone;
- Mechanization support will target the elderly, women headed households, physically challenged and the very weak amongst the beneficiaries in the FCA;
- FCA will be guided in selecting agro-dealers that provide the inputs;
- SFCO will ensure enforcement of quality control regulations to protect farmers;
- Provision of market information and intelligence on input and output markets;
- the use of the voucher system in paying for input support.

Application, Review and Disbursement Procedure for Inputs Support for Crops

The sequence to follow in requesting, approving and disbursing the inputs support for crops would be as below:

- The application is initiated by the FCA based on the technical advice of the ADP extension agent (EA), Subject Matter Specialist (SMS) or Advisory Services and Input Consultant (ASIC).
- The FCA will produce a summary of FCA request for input in the Summary Form and submit same to the LFCD at the LGA.
- LFCD will review and approve the input support request applications.
- LFCD will forward the paper and electronic copies to the SFCO.
- SFCO will screen the submissions to ensure conformity with the enshrined guidelines as stipulated in the Operation Manual and accordingly sign the subproject Agreement for inputs support with the FCA.
- SFCO will then generate the e-code for the voucher paper and give to the FCA the paper voucher that contained the generated e-code for the redemption of specified inputs from the specified Agro-Dealer.
- Upon receipt of the delivery note for the received inputs by the FCA, the SFCO will verify the Agro-dealer's submission through a field report written by the ASIC and effect payment accordingly.

As much as possible, FCAs would be encouraged to aggregate their inputs requirements at community level for procurement purposes. This approach of aggregating and procuring of the entire FCA inputs requirement is to take advantage of economy of scale and reduction in the transaction costs.

The FCA will use community procurement to procure the inputs. To ensure quality, the Technical Officer/s will guide this process with support from ASIC through provision of specifications and verification of quality of inputs before and after delivery. The FCA will, using specifications drawn by the Technical Officer/s, undertake the procurement of inputs for all its members. As provided for under the composition of the Management Committee at the FCA level, three (3) members will be selected from amongst the benefiting membership to constitute the Procurement Committee (PC).

Negative List of Activities Not Eligible for Inputs Support

The following user groups' activities will not be eligible for input support under the Project:

- (a) Use of fertilizer and agro-chemicals that would affect human health and encroach upon critical ecosystems, including riverbanks, residential and public houses.
- (b) Input supported farming activities that would have a high risk of disturbing the ecosystems such as agricultural expansion and pollution;
- (c) Input support for farm activities that would violate traditional and cultural norms and beliefs.
- (d) *Advisory Services and Inputs Consultants (ASIC) for Production Enterprises:* Lessons learnt from the implementation of the Fadama series showed that the relevance of the Advisory/Extension Services is so critical to the success of the Project. However, further analysis of the achievements revealed that this activity is more critical in the NG-CARES and the risks of not delivering the project expectation are high. These risks which comprise of collusion, under usage of inputs, mis-application of inputs, late/quick response time, poor understanding/uptake of new technology, inaccurate documentation of farm size and yield/output, etc., would be better mitigated by engaging an ASIC who would help put the project on a sound foundation upon which success/result could be guaranteed. Four ASICs would be engaged across the State with each ASIC handling between 1,400 farmers to 2,100 farmers. The ASICs are to raise red flags to draw the attention of the SFCO to critical issues that would militate against the project objective. FCAs will select the service providers among the registered and certified ASICs, sign a contract, implement and monitor the activities. Alternatively, the Adamawa Agricultural Development Programme, an institution of Government that has experienced field extension workers would be engaged through an MoU with the State Fadama office to provide advisory services. The Result Area will also create awareness among the Nigeria Agro dealer Network in order for them to set up services in the intervention sites.
- (e) *The advisory and extension services as well as other proposed capacity building activities* of farmers and local communities, will be tailored with the goal to increase climate awareness and build an enabling skillset for the adoption of Climate Smart Agriculture methods and technologies. The training Programmes will build both technical (production, processing, agribusiness, business development) as well as practical skills related to delivery of extension (for example, participatory extension management, value chain-oriented, demand-responsive and ICT-driven agricultural extension and professional and social skills), in close partnership and collaboration with the ongoing ICT-driven advisory services under the parent project.
- (f) *Improving utilization/demand for nutritious foods in farming households.* Nutrition advice will be integrated to extension via multiple means, based on findings of a global good practice study. The options include for example, nutrition in the extension curricula, training of agents, nutrition via e-extension (such as community radio, media vans) and targeted nutrition advice to women EIGs, promotion of consumption of nutritious foods (to increase demand side for nutrition) especially by the most nutritionally vulnerable age groups (women and children). This would also include provision of basic information on infant and young child nutrition, communications on basic nutrition messages for rural families; incorporation of indigenous foods in family diets; improved water, sanitation and hygiene practices; Food Preparation techniques (nutrient preservation; new recipes); The module will identify and exemplify diverse delivery channels, for example, formal training of farmers, ICT based nutrition Programmes, coordination with health ministry and other concerned agencies.

Disbursement Linked Indicator 2.2: Labour intensive Agricultural Infrastructure:

The Programme would support the rehabilitation or improvement of at least 8,023 various agricultural infrastructures to lay the foundations for recovery of agricultural production while creating short-term jobs in rural areas.

Implementation Procedure: The Agricultural infrastructure subprojects are to be identified by the community together with complementary services which would be reflected in the Community Action Recovery Plan (CARP). All infrastructure shall be administered by the SFCO with technical support by NFCO. Subprojects shall comply with the technical, economic, environmental and social safeguards criteria. Prioritized infrastructure would generally be rehabilitation activities, contracts would mandate the employment of a specified number of unskilled labour and labour days, as per the norms established by the Programme. The component will be scaled up to finance the interventions in the areas of:

Rehabilitation and improvement of small-scale irrigation (existing tertiary irrigation canals, tube wells and boreholes), existing feeder roads and soil conservation measures (e.g. gabions and drainage canals). The project will support various soil conservation measures that will help reduce soil erosion, improve soil quality, increase soil water infiltration and conserve soil moisture.

Eligibility criteria for Community Association to benefit under Labour intensive Agricultural Infrastructure include:

- (a) The community must be confirmed to have met the specified conditions for the existing and newly emerging community/vulnerable and poor households to have been affected by the COVID-19 pandemic.
- (b) The subproject to be implemented must be part of the approved CARP, and the site-specific safeguard instrument.
- (c) The Community Associations must have received training on the following:
 - Procurement and financial management procedures;
 - Safe storage of materials;
 - procedures for environmental impact screening,
 - recording and reporting of minutes; and
 - operation and maintenance of the infrastructure investment subproject;
- (d) The period for rehabilitation of the infrastructure subproject implementation should not exceed twelve weeks.
- (e) The Community Association must have a maintenance plan for the infrastructure and must have set up the appropriate sub-committees on procurement, monitoring and maintenance.

The Community Association then proceeds through the following approval processes in order to benefit from infrastructure services:

- (a) SFCO in collaboration with the LG shall validate the infrastructure submission in the CARP and prepare detailed engineering report and designs with cost estimates of the infrastructure required by the community association within the threshold.
- (b) The SFCO shall hire the service of an experienced Individual consultant on time based through a competitive process to provide the required site supervision for infrastructure subprojects within the period of subproject execution and ensure timely delivery. The details of the

consultant engagement shall be contained in the TOR to be prepared by the SFCO with guidance from NFCO. The FCSU will provide general oversight functions.

- (c) For purpose of ownership and sustainability, the benefiting community Associations must fill out the subproject application form as required in the Guidelines for Subprojects), sign and submit to the Desk Officer at the LGA and a copy to the SFCO for screening and documentation.
- (d) Timeline for the execution of the subproject shall be Stated in the submission by the FCA and contract award agreement.
- (e) The SFCO shall issue contract award through competitive procurement process and certification at the completion of subproject. However, to ensure control and quality assurance, the Community facilitators and desk officers at the LGA level will undertake day to day inspection of works and submit report with recommendation to the SFCO. The SFCO will carry out physical validation and certification on the report from consultant and Local Fadama Cares desk officer before payment.
- (f) The SFCO shall ensure proper documentation of all contract awards and processes.

Disbursement Linked Indicator: 2.4. Upgrading Wet Markets.

The Programme would mainly support improvements in water and sanitation services in 156 wet markets in the State to reduce the risk of COVID-19 spread in the marketplaces. The support would include connecting water supply to various points in the markets (including toilets and entrances), establishment of boreholes and overhead tanks, upgrading drainage system, and provision of fumigation and water treatment services.

Implementation Procedure: The Programme would prioritize markets that serve the poor and vulnerable through a CDD approach by group of federations / Community Associations at the LGA level and in consultation with LGA officials and SFCO. The selected markets shall be funded through CARP at the community association level. Upgrading of existing wet markets shall be administered by the SFCO with technical support by NFCO. Subprojects shall comply with the technical, economic, environmental and social safeguards criteria. Preference should be given to women to provide Programme-supported fumigation and cleaning services.

The Programme shall provide support to upgrading water and sanitation service to include connecting water supply to various points in the markets (including toilets and entrances), establishment of boreholes and overhead tanks, market warehouses, upgrading drainage system, and provision of fumigation and water treatment services. Women are the major operators in the wet market and therefore Programme support would enable women to continue to participate in these economic activities.

Eligibility criteria for Community Association to benefit include:

- a. The criteria for identifying poor and vulnerable shall apply for buyers and sellers of selected markets;
- b. The Market subproject to be implemented must be part of the approved CARP, and the site specific safeguard instrument must have prior approval of the World Bank.
- c. The Community Associations must have received training on the following:
- d. Procurement and financial management procedures; (ii) Safe storage of materials; (iii) procedures for environmental impact screening, (iv) recording and reporting of minutes; and (v) operation and maintenance of the infrastructure investment subproject;

- e. The period for rehabilitation of the infrastructure subproject implementation should not exceed twelve weeks.
- f. The Market Association must have a maintenance plan for the prioritized market infrastructure and must have set up the appropriate sub-committees on monitoring, operation and maintenance.

The Community Association then proceeds through the following approval processes in order to benefit from Market infrastructure services:

- a. SFCO shall validate the prioritized market infrastructure submission in the CARP and prepare detailed engineering report and designs with cost estimate not exceeding the threshold. The design of market facility such as warehouses and other investment in the upgrading of sanitary infrastructures in wet markets must ensure universal access to accommodate people with disabilities.
- b. The SFCO will hire the services of an experienced Individual consultant on time based through a competitive process to provide the required site supervision for infrastructure subprojects within the period of subproject execution and ensure timely delivery. The details of the consultant engagement shall be contained in the TOR to be prepared by the SFCO with technical input from NFCO.
- c. For purpose of ownership and sustainability, the benefiting community Associations must fill out the subproject application form as required in the Guidelines for Subprojects, sign and submit to the Desk Officer at the LGA and a copy to the SFCO for screening and documentation.
- d. Timeline for the execution of the subproject shall be Stated in the submission by the Community Association and contract award agreement.
- e. The SFCO will award contract through competitive procurement process and certification at the completion of subproject. However, to ensure control and quality assurance, the desk officer at the LGA level will undertake day to day inspection of works and submit report with recommendation to the SFCO. The SFCO will carry out physical validation and certification based on the report from consultant and Local CARES desk officer before payment.
- f. The SFCO shall ensure proper documentation of all contract awards and processes.

Results Area 3: Facilitating recovery and enhancing capabilities of MSEs

3.3.1 Background/Disbursement Linked Indicators Description

Results Area 3 aims to support government Programmes that allow MSEs to resume activities that may have been hampered since the start of the COVID-19 pandemic. The pandemic has placed the MSE sector in Nigeria, a major contributor to the Nigerian economy—contributing to 50 percent of Nigeria's GDP and about 85 percent to employment—under severe stress. The sector, which employs about 40 - 60 million people, is facing acute strain due to the disruption in the markets and supply chain. The sector was already grappling with low credit growth in 2019 and the early part of 2020, which has been further exacerbated by COVID-19 and the phased national lockdown and various restriction measures across the country. Women-owned firms may also be especially vulnerable to the adverse effects of the crisis given that even before the onset of the pandemic they faced more binding constraints than men in accessing capital and participating in higher value-addition activities.

Results Area 3 will selectively support government interventions that have potential to enhance the ability of local enterprises to fully resume economic activities during and potentially beyond the crisis period. Table 5 shows the three categories of government interventions that will be prioritized for CARES PforR support through Results Area 3 for MSE support. Access to cheaper financing, support on operational costs through limited time grants (for example, for utilities, staff costs), and business capability upgrading are government interventions that are broadly relevant for supporting MSEs to address the constraints posed by the current economic recession. These three areas of support are consistent with the response to COVID-19 across many States in Nigeria where relevant MDAs including MSME support agencies of the State governments, Ministries of Commerce and Industry and Ministries of Cooperatives are designing and implementing Programmes and initiatives on facilitating enterprise recovery and enhancing capabilities. Furthermore, Results Area 3 will prioritize government interventions in supporting three distinct categories of firms. These categories of firms are (a) survivalists: enterprises with fewer capabilities, productive assets, and negligible firm-to-market relationships; (b) constrained but motivated: enterprises with productive capabilities and meaningful firm-to-market relationships; and (c) growth oriented, resilient, top-performers: enterprises with transformative capabilities and firm-employee and buyer-supplier relationships.

Disbursement Linked Indicators Description

Disbursement Linked Indicators	State MSE Support Objectives	Proposed CARES PforR Results Area 3
DLI 3.3 IT Enhancement Grant	Upgrading MSE Capabilities	- Grants to support adoption and upgrade of digital technology, - Investing in MSEs' IT infrastructure and enhancing MSEs capability through leveraging digital technology.

- (a) **Enhancing IT solutions for MSEs.** The Programme will support government interventions that encourage MSEs to leverage technology to adapt to the changing business needs created by COVID-19. Supporting MSEs to adapt to these changes is imperative for resilience and business

continuity to be achieved. Some of the MDAs access federal loans and credit lines from the CBN and Nigeria Incentive-Based Risk Sharing System for Agricultural Lending and on-lend these to beneficiaries at subsidized interest rates. Others provide financial support directly from the states' budgets. Registration and regulations of local firms and enterprises are managed by the respective MDAs. The Programme will support interventions to leverage technology and upgrade MSE capabilities by introducing digital payment systems equipped to accept and make digital payments, integrate their systems, enhance IT connectivity enable e-commerce, where appropriate.

The interventions in Results Area 3 will leverage existing platforms at the state level that are engaged in supporting MSEs development. State governments will choose to either partner with the BOI GEEP platform (described earlier) to implement the interventions under Results Area 3 or leverage their own existing platform. In the case that states decide to partner with the BOI GEEP platform, the state government will work hand-in-hand with the BOI GEEP team operating in each state on the Programme implementation. States choosing to use their own platforms mostly use the State MSME Development Programmes and in some cases the microfinance banks owned by the states for implementation. The choice of platform will be agreed with the World Bank and documented with a No Objection.

Implementation Modalities

Target Recipients

The grants will be targeted at formal and informal micro, small and medium scale enterprises involved in commercial activities within the State and have been affected or made vulnerable by the COVID-19 pandemic and its resultant economic effects. They will also have gender inclusion, environmental and social policy systems. Businesses can apply for grants across multiple DLI's provided all disbursement requirements are met.

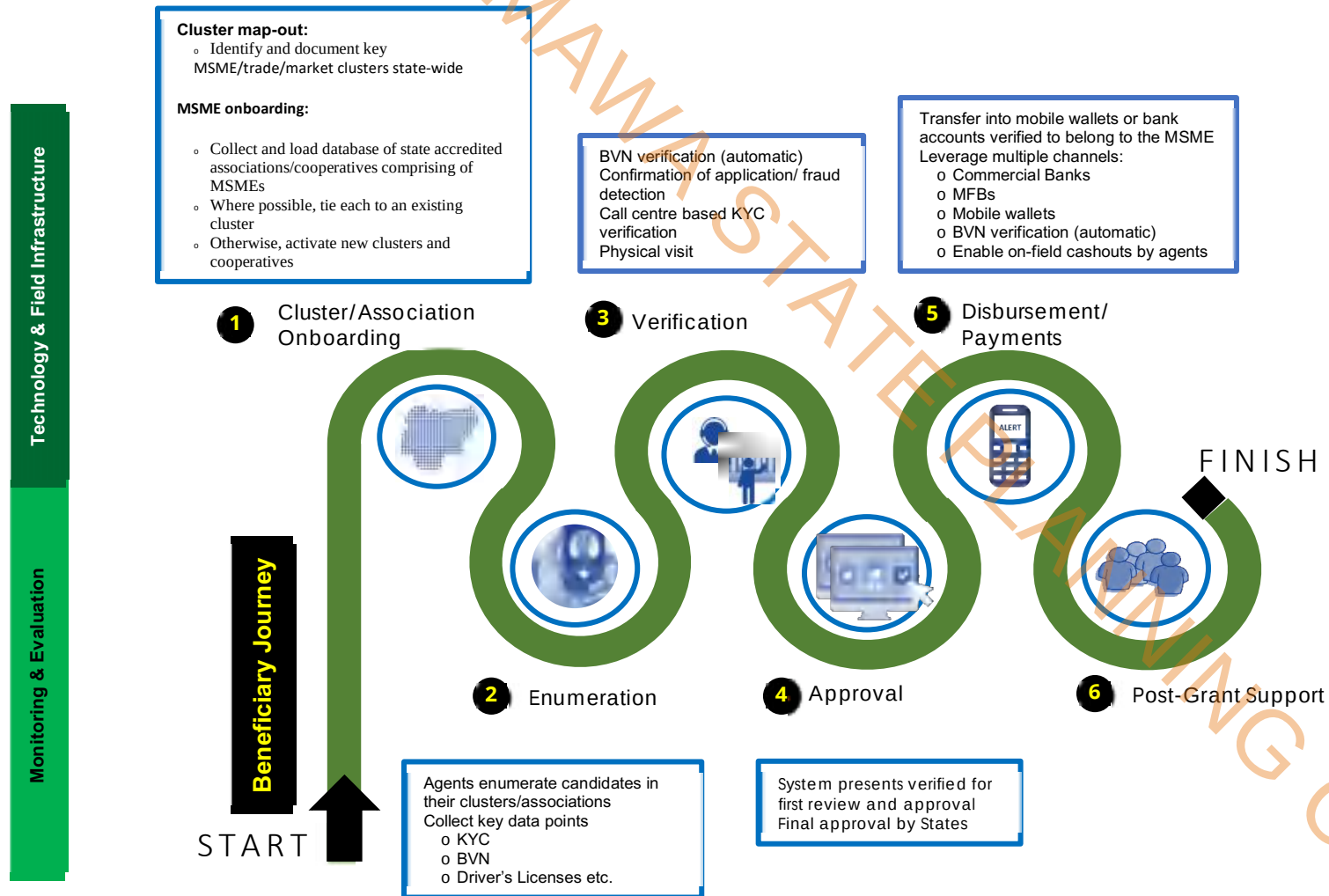
BUSINESS CATEGORIZATION AND CRITERIA DLI 3.3

CATEGORY	Category A - Micro	Category B - Small
NO. OF STAFF	3 – 9 employees	10 – 50 employees
ASSETS (EXCL. LAND & BUILDINGS)	Up to ₦5m	₦5.0m+ to ₦50m
GRANT SIZE FOR DLI 3 (AMOUNT TO DEPEND ON BUSINESS SIZE)	Up to ₦200,000	Up to ₦2,000,000
NO OF BUSINESSES TO BENEFIT	751	322

**Performing loans taken during the emergence of the pandemic.

**Inclusive of loans taken under (or through) a formal financial institution.

Grant Delivery Process – DLI 3.3



Step 1: Cluster/ MSE Onboarding

- Map-out the key clusters of operations as advised by state stakeholders,
- Identify relevant MSEs located therein (refer to data inputs provided by Ministry of Commerce/Industry, SMEDAN, NBS and other existing federal or state structures and databases,
- Collect and load database of state accredited associations/cooperatives comprising of MSEs
 - o Where possible, tie each to an existing cluster
 - o Otherwise, activate new clusters and cooperatives.

Step 2: Enumeration

- Attach agents to specific clusters and deploy to enumerate candidates in their clusters/associations,
- Collect key KYC data points, which include:
 - o Formal MSEs:
 - Business Data (i.e. Business Name, RC Number, Date of registration etc.)
 - o Informal MSEs
 - Owner's Bio Data (i.e. Name, DOB/Age, Address, Trade type etc.)
 - o Principal's BVN
 - o Formal ID (NIN, Passport or Driver's License to facilitate access to additional information via legacy databases.)

Step 3: Verification

- Perform BVN verification (automated via NIBSS integration)
- Confirm application details (to prevent fraudulent registrations)
 - o Call centres based KYC verification
 - o Physical visit

Step 4: Approval (2 step Workflow)

- 1st level Review (by BOI operating department)
 - o System presents physically verified for preliminary review
 - o If eligible, approval is granted
- 2nd Level Review (by State representative)
 - o Final review and approval of KYC data by States

Step 5: Disbursements/Payments

- Funds are transferred into mobile wallets or bank accounts verified to belong to the MSE
- Payment/Cash Out is done by leveraging multiple channels:
 - o Commercial Banks/MFBs
 - o Mobile wallets
 - o BVN verification (automatic)
 - o Enable on-field cash outs by agents

BUSINESS CATEGORIZATION AND SELECTION CRITERIA DLI 3.3

CATEGORY	Category A – Micro	Category B - Small
BUSINESS TYPE	Micro Sales & Services	Products & Service Vendors
NO. OF STAFF	3 – 9 employees	10 – 50 employees
SUITABLE INTERVENTION OPTIONS	Tools for Organizing – Cheap smartphone/Internet access for cooperatives /trade groups via WhatsApp and other apps, to aid: • Information sharing • Pooling of resources for discounted bulk purchasing • Price discovery • Basic inventory management • Office productivity tools	• Tools for organizing • Office productivity tools • Accounting and Book-Keeping Systems (mobile/tablet enabled) • Invoicing system • Electronic payment tools – Handheld POS • Shared e-commerce platform
MODE OF DELIVERY	• Option 2: Sourced and purchased by beneficiary MSE	
MODE OF PAYMENT	• Option 1: Baked into operating costs coverage with proof of delivery (picture, etc.) embedded in each MSE record. • Option 2: Baked into grant provided to MSE.	

a. The Programme will support government interventions that enable MSEs to continue production processes and service delivery.

b. The Programme will support government interventions that help MSEs retain their staff and operational costs. With reduced working and operating investing capital available, enterprises struggle to pay their staff, suppliers, lenders, and settle utility bills.

c. The Programme will support government interventions that encourage MSEs to leverage technology to adapt to the changing business needs created by COVID-19. Supporting MSEs to adapt to these changes is imperative for resilience and business continuity to be achieved.

Implementation Imperatives, Process and Arrangement (Targeting, Selection Criteria etc.)

Implementation process

The interventions in Results Area 3 will leverage existing platforms engaged in supporting MSEs development. State governments will choose to either partner with the BOI platform (described earlier) to implement the interventions under Results Area 3 or leverage their own existing platform if *explicitly* approved by the World Bank (after the State meet all appraisal criteria for their selected platform). In the case that States decide to partner with the BOI platform, the State

government will work hand-in-hand with the BOI team operating in each State on the Programme implementation. The choice of platform will be agreed with the World Bank and documented with a No Objection.

The implementation will commence with targeting and selecting the beneficiaries. This will involve five main activities to be carried out differently by the BOI and the States as follows:

- a. Identification and selection – Where possible, MSMEs should be identified in Associations or clusters for ease of aggregation, post disbursement follow up and M&E/Sanctions where necessary. This should be the responsibility of the State.
- b. Enumeration – This involves data capture and standardization by deploying agent network and field infrastructure to visit targeted business and to capture all required data and information to high standard for verification and M & E.
- c. Verification – This involves evaluation of MSEs via multiple channels i.e. phone interviews; physical visits; record checks via automated connections to the national databases of BVNs, FIRS (TIN); CAC and other national platform; fraud audits to ensure authenticity of KYC of businesses and owners and eligibility for the Programme. Where a State uses its own platforms, it should also have these capabilities as have been confirmed on the BOI platform.
- d. Approval – The Supervising MDA views all qualified and verified SMEs on provided systems in real-time and approve for disbursement.
- e. Disbursement – Funds transfer will be made into the verified beneficiary MSE account or mobile wallet after State approval.
- f. Monitoring and Evaluation – This involves periodic review of live reports, field visits and inspection.

For the states choosing to implement the BOI platform, BOI's role is to facilitate actual execution, as well as develop key program frameworks and assets to support consistent and qualitative program delivery. For these State, BOI's specific responsibilities will include:

1. Provide technical support and guidance for RA3 program implementation, while also serving as a clarifying channel regarding the provisions of the Program Appraisal Document and RA3 Operations manual to guide field operations.
2. Support States with the localization and adoption of the Generic Operations Manual and other implementation guide documents as specified by the WB for RA3 implementing states.
3. Oversee programme preparatory activities to ensure delivery readiness and drive project performance.
4. Setup of State Command Centers to facilitate real-time reporting through the use of localized dashboards with embedded analytics to track implementation progress.

5. Provide operations support to ensure that all BOI implementing states have the same standardized and effective systems/processes/tools for project execution and delivery, including:

- i. Delivery Unit setup, Capacity Building, Beneficiary Mapping tools and guides, Agent Network setup, Financial Planning, M&E Tools and guides (post-implementation verification, impact measurement etc.)
- ii. Product Design Support for program implementation include Applicant enrolment and eligibility criteria, Verification procedure for existing loans and financial institutions etc.

Governance

To maintain the identity of CARES RA3 as a state-owned Programme, BOI will restrict her role to centralized oversight and coordination, while ensuring that the states can leverage the banks current micro-credit infrastructure and capacity to enjoy timely and qualitative support, thereby guaranteeing a successful Programme.

The conditions for governance and delivery of the CARES RA3 Programme will be as identified below:

1. State is in control
 - a. The State will have full control of identifying and providing MSEs that will go through the process of receiving the CARES RA3 benefits. Every intending beneficiary/cluster of CARES RA3 in each state will be nominated by the State.
 - b. State will also be responsible for selection and allocation of MSEs, from the verified/qualified list, for disbursements.
2. Full Transparency of Process and Information
 - a. BOI's infrastructure will include real-time systems and dashboards showing full details (including KYC, biodata, location, images) of every single MSE going through the State's CARES RA3 process, their status through assessment and verification, eventual disbursement to qualified MSE beneficiaries, and status of use of funds for disbursement.
 - b. These real-time dashboards will be available to all State-nominated stakeholders on their phones, tablets, and a Command Centre at the State CARES RA3 office is they so desire.
3. Real Time Monitoring and Evaluation

- a. Monitoring and Evaluation (M&E) will be CENTRAL to the operation of CARES RA3 and enshrined at all levels. BOI will provide the tools, data, and access to its field infrastructure and agent network to support M&E at the State and Federal levels.

4. Grow Capacity of the States

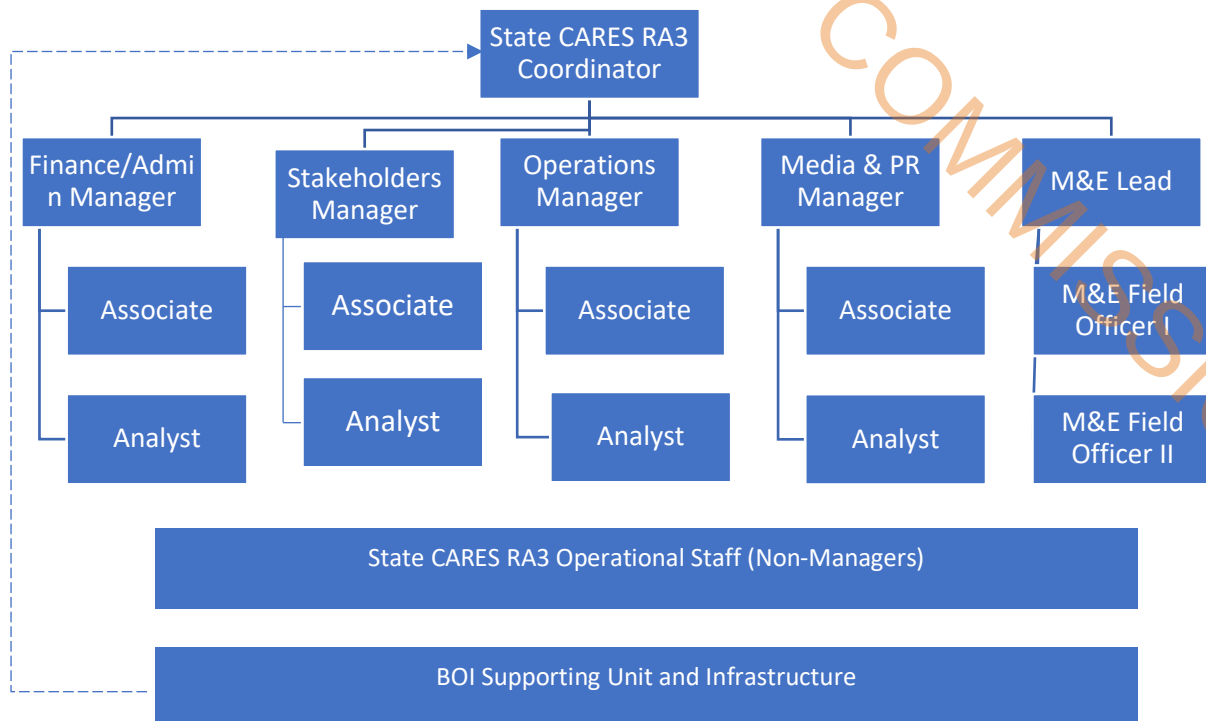
- a. BOI, while leveraging its infrastructure for delivery, will work with the State to grow its internal capacity for long term success. e.g. BOI will train state-supplied youth to serve as enumeration agents on its field infrastructure, supplementing existing BOI enumeration agents who are also residents of the state.

Organizing Structure

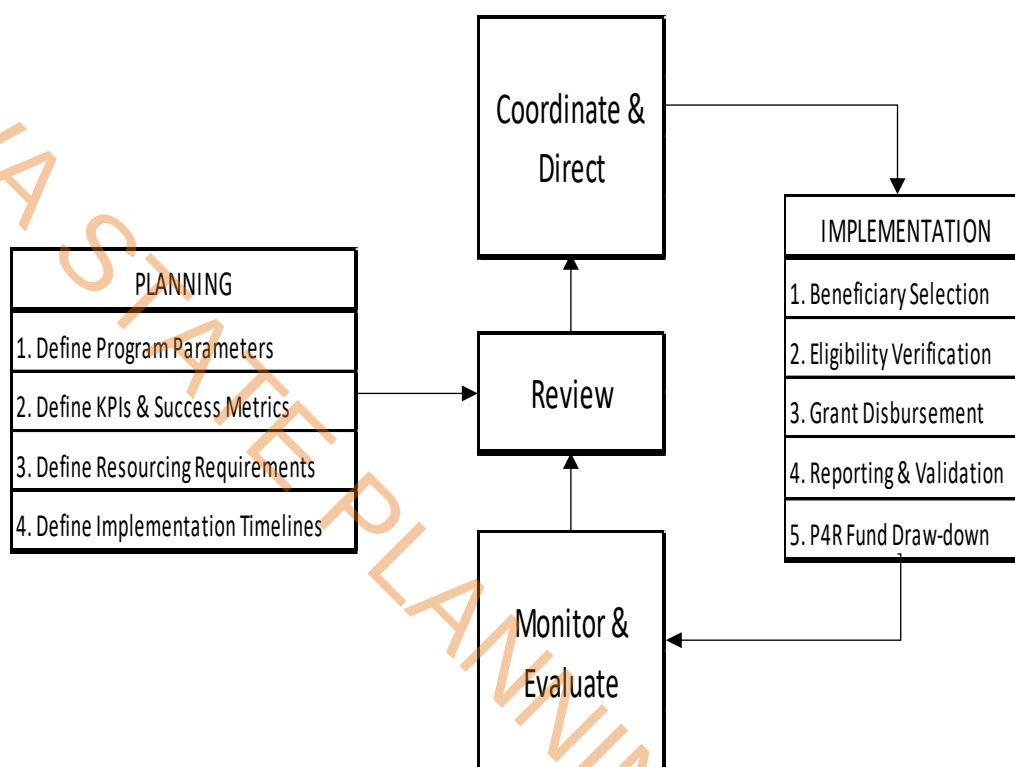
To facilitate seamless execution of the CARES RA3 Programme nationwide, each state will have its own organizing structure, which will take responsibility for the Programme within their state, while being actively supported by the BOI Supporting Unit and Infrastructure.

- 1 Program Manager Lead
- 2 Stakeholders Management Lead
- 3 M & E Lead
- 4 Field Operation Manager Lead
- 5 Media and Communication Lead
- 6 Financial & Admin Manager Lead
- 7 Associate (Finance & Admin)
- 8 Associate (M & E Field Officer)
- 9 Associate (Field Operation Officer)
- 10 Associate (Stakeholder Mgt. Officer)
- 11 Associate (Media & PRO Officer)
- 12 Analyst (M & E Field Officer)
- 13 Analyst (Field Operation Office)
- 14 Analyst (Stakeholder Mgt. Officer)
- 15 Analyst (Media & PRO Officer)
- 16 Information Edu. and Comm. Officer
- 17 GRM Officer
- 18 Environmental & Social Safeguard Officer
- 19 Gender & Vulnerability Officer

State CARES RA3 Unit Organogram



Operations Management Framework



Roles and Responsibilities

Component		Description	Responsible Party
1	Targeting – Identification & Selection of Businesses to Apply	Where possible, MSMEs should be identified in associations or clusters. This provides the benefit of ease of aggregation, monitoring, post disbursement follow-up as well as M&E/sanctions where necessary.	State Government
2	Enumeration – Data Capture & Standardization	Deployment of agent network and field infrastructure to visit targeted businesses physically and to capture all required data and information to high standards, for verification and M&E.	BOI
3	Verification – Against defined & Approved RA-3 Criteria	Evaluation of MSEs via multiple channels – phone interviews, physical visits & randomized fraud audits to ensure validity of KYC, authenticity and eligibility for the Programme.	BOI
4	Approval	View all qualified and verified MSEs on provided portal and approve for disbursement.	State Government
5	Disbursement – Into Verified Accounts & Mobile wallets	Transfer of value to verified MSEs after final approval by the states.	BOI
6	Monitoring & Evaluation	Periodic review of live reports; field visits and inspections; dissemination across stakeholders.	BOI & State Government

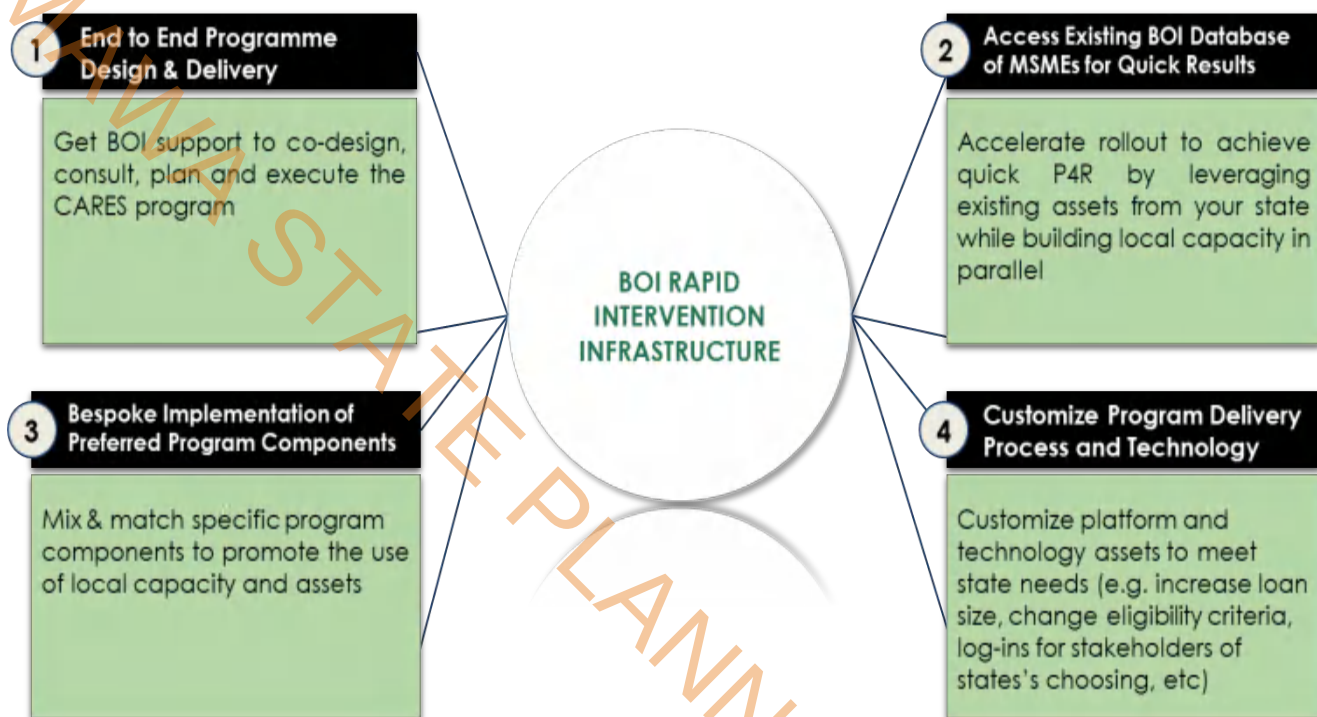
Description of Costs

Cost Items		Description	Pricing
1	Beneficiary Enumeration	To onboard and register beneficiaries in assigned locations; done by agents (BOI or state-supplied) resident in the State on the field; the data from this exercise is also critical for verifications, and full accountability on every eventual beneficiary on this initiative, their locations, group/cluster they belong to, how much as given to them, and when.	10%
2	Beneficiary Verification	Using three key platforms: BVN verification, Call Centre Agents to verify all data submitted; Field Visits; GPS location validation to ensure that beneficiaries are situated in the areas that have been specified for the Programme. This is particularly critical for ensuring validity, Programme spread, and inclusion across all LGAs.	
3	Wallet/Account Creation and Management	Usage of our Accounts Management Engine; includes candidate assessment platform and decision-making engine; enables beneficiary bank or wallet account opening; loan monitoring (where applicable), and automated reporting on Programme performance. Critical for accurate disbursement and real-time visibility into funding.	
4	Fund Disbursement	For automated disbursements in any commercial bank, MFBs, and mobile wallets across Nigeria.	
5	Fund Cash-out	For Mobile Wallet beneficiaries; field agent enabled cash outs. Also helps give the Programme visibility as events can be structured around this activity depending on the state's preference.	
6	Fund and Project Management Costs	This is usually taken as a percentage of the Programme funds on an agreed basis. <i>Supplements</i> internal setups and overall BOI backbone deployed to support project in State.	2%

Contracting Procedures

States with BOI

Participating states will have the opportunity to define the extent of partnership and support required from BOI in the implementation of the CARES RA3 Programme. Some of the broad components of the engagement are as outlined overleaf:



Specific procedures for contracting BOI as a delivery partner for implementing the CARES RA3 Programme include:

1. Visit to the BOI Command Center to understand the systems, infrastructure and operations that drive impactful last-mile credit delivery.
2. Define preferred BOI and state roles/responsibilities in implementation.
3. Engage BOI to discuss terms and conditions for implementation and execute an MoU with BOI to that effect.
4. Inform the World Bank Programme team of the engagement model decided on.
5. Commence Programme planning and implementation.

States with Beneficiaries

As part of the conditions for accessing a grant from the CARES RA3 Programme, MSEs will be required to enter into a binding agreement with the state, which can be as simple as accepting well defined Terms & Conditions during onboarding.

This contract between the states and beneficiaries will be delivered by field enumeration agents, who serve as the Programme touchpoint to the beneficiaries.

Reporting

Reporting will be fully automated with dashboards that provide visibility on MSE applications, their verification status and disbursements. These dashboards and data will be accessible via web, mobile phones and/or from a Command Center, if preferred by the state,

The state will retain the right to grant access to its data and results, either in full or in part, to any stakeholder of choice including the World Bank.

Financial Administration and Governance

As already indicated by the World Bank, the Programme-for-Results financing model will be used for financing the expenditures of CARES RA3 as a state development Programme, with a view to promoting sustainable development and improve the efficiency and effectiveness of disbursed funds.

Some of the fund management principles to be adopted on the Programme will include:

- a) Disbursement on the basis of the achievement of key results (including prior results) under similar Programmes.
- b) Strengthening internal systems to provide assurance that funds are used appropriately and that environmental and social impacts are adequately addressed.
- c) Strengthening of institutional capacity necessary for the achievement of proposed outcomes and intended results.

Financial Governance

The Programme will operate a fund management governance framework that has been designed to:

- Maintain a focus on transparency and accountability across fund draw-down, utilization, and reconciliation.
- Ensure fund allocation is restricted to MSME beneficiaries who have overwhelmingly met the eligibility criteria.
- Set out clear and transparent assignment of roles and responsibilities for the BOI Supporting Unit and the State CARES RA3 Unit.
- Ensure strategic and operational decisions comply with relevant World Bank policies, and guidelines.
- Ensure performance is monitored and reviewed, while feedback drives continuously improvement as required.

Key Operating Principles

The key operating principles of the financial governance model will include the following:

1. Efficiency and Effectiveness: Fund assets and liabilities will be managed as efficiently as possible with a view to maximizing value to both sponsors and beneficiaries alike.
2. Transparency and Accountability: Information on financial asset and liability management plans, activities and outcomes will be actively monitored and evaluated.
3. Risk Management: Risk monitoring and oversight will be independent of financial asset and liability management operations.
4. Fiscal Prudence: Fund assets and liabilities will be managed in a cost-effective manner that mitigates the potential negative impact of management risks on the fund's fiscal position.

Monitoring & Evaluation Procedure

The CARES RA3 Programme will be adopting a Results based M&E system approach, which is designed to provide feedback on the actual outcomes and goals of intervention actions by answering the following questions:

- What are the goals of the intervention?
- Are they being achieved?
- How can achievement be proven?

Results-based M&E systems have been successfully designed and used to monitor and evaluate at all levels—project, Programme, and policy. Some of the elements of our Results Monitoring Approach are outlined below:

- Baseline data to describe the problem or situation before the intervention
- Indicators for outcomes
 - Data collection on outputs and how and whether they contribute toward achievement of outcomes
 - More focus on perceptions of change among stakeholders
- Systemic reporting with more qualitative and quantitative information on the progress toward outcomes
- Done in conjunction with strategic partners
- Captures information on success or failure of partnership strategy in achieving desired outcomes.

M&E Implementation Steps

Monitoring and evaluation of the CARES RA3 Programme will be evident throughout the life cycle of a project, Programme, or policy, as well as after completion to ensure the addition of value at every stage from design through implementation and impact by leveraging continuing streams of data and feedback. Our M&E methodology will involve the following critical steps:

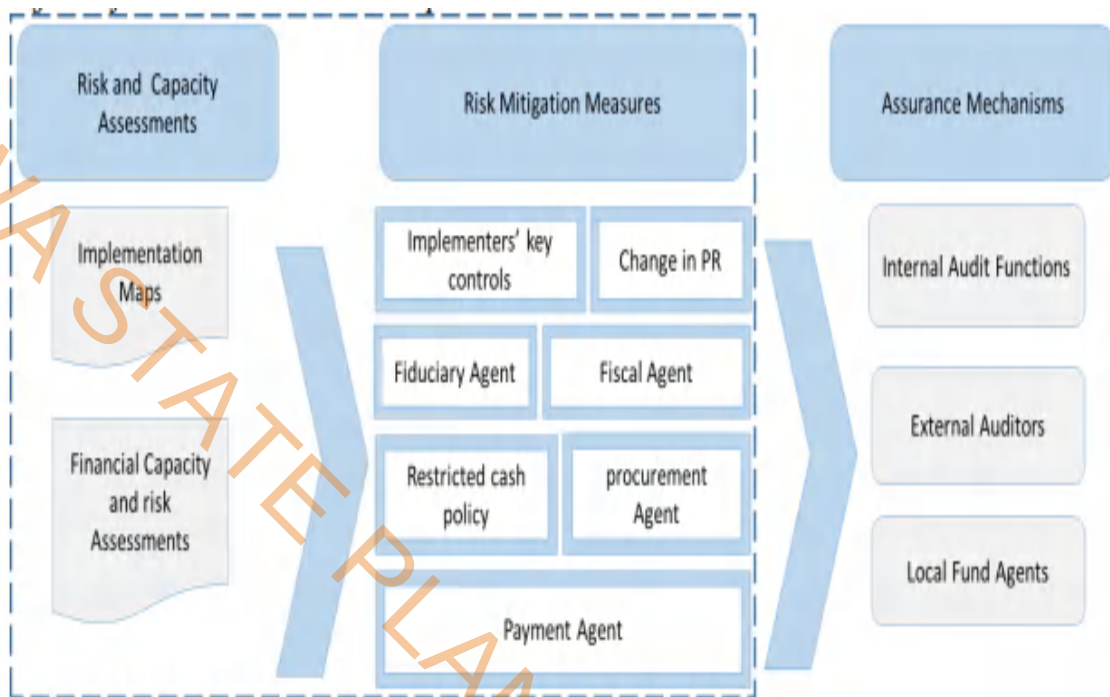
- Step 1: Formulate outcomes and goals
- Step 2: Select outcome indicators to monitor
- Step 3: Gather baseline information on the current condition
- Step 4: Set specific targets to reach and dates for reaching them
- Step 5: Regularly collect data to assess whether the targets are being met
- Step 6: Analyze and report the results.

Source: [Ten Steps to a Results-Based Monitoring and Evaluation System \(World Bank\)](#)

Risk Management Procedure

BOI's implementation of the CARES RA3 Programme will adopt a standard Financial Risk and Assurance Framework for development fund management, which defines the general approach to managing financial and fiduciary risks and the related mitigating actions including implementers' key controls, as well as identifies the possible mechanisms of assurance of grants.

As the fund implementer, BOI will maintain financial control over the NG-CARES RA3 Programme by implementing risk management mechanisms and ensuring ongoing assurance that demonstrates the effectiveness of these financial controls/ mechanisms.



Source: Global Fund Risk Management Framework

CHAPTER FOUR: RESULT FRAMEWORK, TARGETS, INDEPENDENT VERIFICATION PROTOCOLS AND MONITORING & EVALUATION SYSTEM

4.0. INTRODUCTION

The primary purpose of monitoring of NG-CARES implementation is to track the progress made by State DUs towards attainment of the PDO and to adapt operations to realities by generating Programme specific information on processes and performance. The Programme shall engage Independent Verification Agents (IVAs) to carry out verification of achievement of the DLIs in the different Result Areas by the States. The M&E Department at National Level and M&E units at the SCCU shall oversee the activities of the IVAs.

The Programme shall finance the establishment of a Results Based M & E mechanism that is contingent with a web-based Management Information System at the FCSU. It shall also finance operating costs for monitoring activities such as collecting and analyzing data on physical parameters of project activities, conducting consumer survey and generating data for impact evaluation. Specialized studies, impact assessment at mid-term and end of project will be financed by the Programme. In addition, annual implementation/outcome reviews of Programme qualitative and quantitative achievements will be undertaken.

RMF ANNEX
RESULTS MONITORING FRAMEWORK FOR RESULTS AREA 1

Indicator	DLI	Description	Baseline	Year 1	Year 2	Frequency of measurement	Data Source	Methodology for Data Collection	Responsibility for Data Collection
PDO									
Number of beneficiaries of LIPW receiving monthly stipends	1.2	Number of poor and vulnerable beneficiaries selected from SSR accessing monthly stipend disaggregated by gender	-	975	1,950	Six-monthly	M&E reports and IVA reports	Program M&E reports and data verified by IVA	AD-CSDA and SCCU
		<i>Of which women (40%)</i>	-	390	780				
Number of Communities/groups benefited from the project	1.4	Aggregates number of communities/group benefited from the project	-	11 CDPs and 12 GrDPs	22 CDPs and 23 GrDPs	Six-monthly	M&E reports and IVA reports	Program M&E reports and data verified by IVA	AD-CSDA and SCCU
Intermediate Outcome Indicators									
Number of LIPW beneficiaries paid their monthly stipends	1.2	Tracks Number of LIPW beneficiaries paid their monthly stipends	-	975	1,950	Six-monthly	M&E reports and IVA reports	Program M&E reports and data verified by IVA	AD-CSDA and SCCU
	No	<i>Of which women (40%)</i>	-	390	780				

Number of projects sustained by the community/group with consideration of Environmental Issues	1.4	Tracks Number of projects sustained by the community/group with consideration to Environmental Issues	-	46	90	Six-monthly	IVA reports	Program M&E reports and data verified by IVA (see DLI verification protocols)	AD-CSDA and SCCU
			-						
Number of communities/group accessing social infrastructure	1.4	Tracks number men and women benefiting from the micro projects i.e. constructed/rehabilitated social infrastructures.	0	23,000	45,000	Six-monthly	IVA reports	Program M&E reports and data verified by IVA (see DLI verification protocols)	AD-CSDA and SCCU
	No	Of which women (40%)	0	9,200	18,000				
Number of completed Micro projects	1.4	Tracks number of completed micro projects	0	46 micro projects	90 micro projects -	Six-monthly	IVA reports	Program M&E reports and data verified by IVA (see DLI verification protocol)	AD-CSDA and SCCU

RMF ANNEX

RESULTS MONITORING FRAMEWORK FOR RESULTS AREA 2

Indicator	DLI	Description	Baseline	Year 1	Year 2	Frequency of measurement	Data Source	Methodology for Data Collection	Responsibility for Data Collection
PDO									
Number of farmers supported to increase food production (disaggregated by gender)	2.1, 2.2 & 2.4	Aggregates numbers of farmers receiving inputs and services (DLI 2.1), individuals accessing improved agriculture infrastructure (DLI 2.2) and sellers within the upgraded markets. The indicator is disaggregated by gender to capture number of women supported	-	-	6,964 farmers 10,290 individuals accessing 8,023 infrastructures 156 wet markets	Six-monthly	M&E reports and IVA reports	Program M&E reports and data verified by IVA	SFCO and SCCU
		Of which women (40%)	-	-	-				
Intermediate Outcome Indicators									
Number of farmers utilizing agricultural inputs and services (disaggregated by climate smart inputs and services and by gender)	2.1	Tracks the number and gender of farmers utilizing various crop inputs and services.	-	3,482	6,964	Six-monthly	IVA reports	Program M&E reports and data verified by IVA (see DLI verification protocols)	SFCO and SCCU

	No	<i>Of which women (40%)</i>	-	1,393	2,786				
	No	<i>Of which received climate smart inputs and services</i>	-	3,482	6,964				

Number of individuals accessing improved agricultural infrastructure (disaggregated by infrastructure and by gender)	2.2	Tracks number and gender of individuals using infrastructure i.e. improved/rehabilitated infrastructure small-scale irrigation, feeder roads and soil conservation measures.	0	5,145	10,290	Six-monthly	IVA reports	Program M&E reports and data verified by IVA (see DLI verification protocols)	SFCO and SCCU
	No	<i>Of which women (40%)</i>	0	2,058	4,116				
Number of existing wet markets with upgraded water and sanitation services	2.4	Tracks number of existing wet markets upgraded with water and sanitation services	0	78	156	Six-monthly	IVA reports	Program M&E reports and data verified by IVA (see DLI verification protocol)	SFCO and SCCU

Indicator	DLI	Description	Baseline	Year 1	Year 2	Frequency of measurement	Data Source	Methodology for Data Collection	Responsibility for Data Collection
PDO									
Facilitating recovery and enhancing the capabilities of Micro and Small enterprises	3.3	Aggregate number of micro and small business enterprises receiving grants (IT vouchers) for IT solutions (DLI 3.3)	-	-	322 Small Business Enterprise 751 Micro Businesses	Six-monthly	M&E reports and IVA reports	Program M&E reports and data verified by IVA	SFCO and SCCU
		Of which captures 40% firms owned by women	-	-	429-				
Intermediate Outcome Indicators									
Number of firms receiving IT grants)	3.3	Tracks the number of firms utilizing various IT equipment and services. - small firms -Micro firms	-	161 376	322 751	Six-monthly	IVA reports	Program M&E reports and data verified by IVA (see DLI verification protocols)	SFCO and SCCU
	No	Of which captures 40% firms owned by women		215	429				

State Allocation and Selection of DLIs

SN	State	DLI 1.1	DLI 1.2	DLI 1.3	DLI 1.4	DLI 2.1	DLI 2.2	DLI 2.3	DLI 2.4	DLI 3.1	DLI 3.2	DLI 3.3	Total number of DLIs	Total Amount Allocated
2	Adamawa		\$2.50M		\$3.50M	\$2.50M	\$3.50M		\$4.00M			\$4.00M	6	\$20.00M

4.1 RESULTS FRAMEWORK

The result framework provides the guidelines for monitoring the performance of DLIs. It sets targets and KPIs for each DLI to achieve project objectives.

The specific arrangements for results monitoring, stakeholder roles and responsibilities as well as other related issues is detailed in the M&E Manual.

4.2 M&E SYSTEM

Monitoring and Evaluation will be participatory and involve key Stakeholders (FCSC, FCSU, SCSU, line ministries and World Bank). There shall be regular (Monthly, Quarterly) monitoring at State level, while FMFBNP and World Bank would undertake bi-annual joint monitoring. In undertaking the monitoring, efforts shall be made to review progress of activities in relation to the IFR, procurement plan, training plan, annual budget and work Programme (Plan) as approved at the beginning of the year. Two broad types of indicators would be used for M&E of the NG-CARES intervention are DLI-derived and Outcome-derived indicators. The choice of indicators to be used in the NG-CARES shall be guided by the expected levels of monitoring, activities or group of activities to be monitored, and inputs and outputs of the specific activities.

The M&E system to be adopted for the NG-CARES will reflect the project development objective and also provide information that would not only monitor project implementation progress but equally assist the States in ascertaining the extent to which the project is contributing to address the Sustainable Development Goals (SDGs). The overall M&E will be anchored on a baseline scenario and documented by the SCCU at the commencement of the project. In order to ensure adequate data capture, the M&E system would be supported by a Web-based Management Information System (MIS), which should be capable of providing information on project activities, sharing the information with State MDAs responsible for data collection and also providing an interface for data exchange between the SCCUs and such MDAs. The M&E system will be anchored on the results framework of the NG-CARES.

In view of the need to have baseline information in place, the Implementation Completion Report (ICR) of closed projects participating in the NG-CARES shall be adopted as baseline.

Independent Verification Protocols and Third-Party Monitors

Under the NG-CARES Programme, each of the participating States shall be assessed independently by Independent Verification Agents (IVA) in line with the verification protocol. Given the importance of having a credible and objective verification process, the performance-based financing disbursements per State will be determined by the number of verified DLIs achieved. The IVA will work with the FCSU to conduct a maximum of four Biannual Performance Assessments (BPA) to be held once every six (6) months over the 24 months' period. It is proposed that the FCSU will subject the report of the IVA to a technical review by a selected team of experts to ensure quality assurance and fairness across board. This is recommended cognizant of the volume of work which cannot be accomplished by a single consultant and the need to institute quality assurance mechanism to reduce grievances and petition.

The FCSU shall avail the IVAs and NGF Secretariat M&E reports from the State SCCU as the basis for carrying out their verification processes and peer learning activities respectively. The reports of the

IVAs are expected to be submitted to the FCSU not later than 30 days after the end of the period of assessment.

The Third-Party Monitors shall be engaged by the FCSU to provide more supporting documentations to the FCSU on the achievement of the DLIs by the States. The report of the Third-Party Monitors shall be taken into consideration during the overall assessment of the report of the IVAs.

Monitoring

Monitoring is concerned with the continuous and routine measures enshrined to ensure that activities required for successful completion are adopted and followed. A system of M&E will be established by the SCCU and each Delivery Unit which will involve the Stakeholders and beneficiaries in routine feedback and reporting. Routine reporting will cover progress on activities, adherence to procedures, financial record keeping and challenges, Means of Verifying reports (MoVs) given.

Financial reports with the relevant supporting documents (receipts and payment vouchers), shall be used to justify the advances made to beneficiaries and to check expenditure against progress and targets. These shall be complemented by quarterly monitoring visits conducted by the M&E unit of the DP and relevant officials of the LG.

Evaluation

This is a process of systematically and objectively determining the relevance, efficiency, effectiveness and impact of interventions. During this process, a Participatory evaluation involving all stakeholders shall be maintained throughout the Programme implementation. Furthermore, an independent evaluator can also be engaged to assess implementation status.

Supervision

On-site supervision of the micro-project shall be conducted by the community and relevant officials of State MDAs. The officials of LGA shall work closely with the community to transfer skills to the members of the community.

Participatory Monitoring, Evaluation and Reporting.

The responsibility for M&E of community micro-projects rests with community members, LG officials, SCCU, FCSU, Federal Supervising Authorities, World Bank, external evaluators, the Media and Civil Society. However, the specific roles of community level stakeholders are highlighted below:

A. Community Level

- a) Community members and existing groups (CBOs) – serve as watchdogs, monitor and report implementation progress.
- b) CDA and Traditional Institutions – shall provide oversight functions of the implementation of sub-projects in the communities.

There are several measures taken to ensure that communities play an important role in monitoring their own project. These steps include:

- a) Describing a community M&E plan on the project application form.
- b) Requiring all project accounting documents to be available for inspection by the community.

- c) Going over the contents of the Financing Agreement before the entire community at field appraisal and launch.
- d) Requiring management of the various groups and associations implementing the project to report to communities regularly;
- e) Review of reports of progress.
- f) Visits by various stakeholders to project site.
- g) Ensuring that mitigation measures are carried out or put in place to address possible environmental and social impacts.

B. Local Government Level

- a) LGA - monitors implementation of micro-projects in communities and the extent of synergy with LGA plans.

The benefitting communities, groups and associations shall be obligated to produce report to the DPs on a regular basis. This report will include a description of the physical progress of the micro-project, a financial review indicating how funds received have been used, and problems encountered, and solutions undertaken during the reporting month. A Project completion report duly signed by the executives of the benefitting communities, groups and associations shall submit at the end of the project. This report shall contain detailed information on all aspects of the micro-project, including lessons learnt and recommendations for improving community development planning.

Monitoring and Evaluation.

Levels of Monitoring

- (a) Third Party Monitoring (CSO as independent monitors),
- (b) Independent Verifier
- (c) community
- (d) State
 - ☐ State Oversight SPS Committees
 - ☐ State line ministries/agencies
 - ☐ PIUs
- (e) Federal.
 - ☐ FCSU
 - ☐ Line Ministries (FMITI, FMARD, FMFBNP, Federal Ministry of Humanitarian Affairs)
- (g) World Bank

4.2.2 Activities to be monitored

- (a) Third Party Monitors (CSO)

- Public enlightenment and sensitization;
 - Participatory process
 - Skills development;
 - Payment process
 - Enumeration of business grant and starter-pack beneficiaries
 - Community mobilization
- (b) Independent Verifier:
- Result Area 1 DLIs
 - Result Area 2 DLIs
 - Result Area 3 DLIs
- (c) State
- Information dissemination;
 - Environmental quality;
 - Adherence to environmental guidelines/regulations, including improved enforcement capacity;
 - Project Management and Implementation; focusing on outcome of the Result Area 1,2&3 DLIs assessment and beneficiaries' satisfaction
 - Monitoring and Evaluation
- (d) Federal.
- Programme Support performance;
 - Policy related work;
 - Capacity Building; and
 - Monitoring, Evaluation and Impact Assessment;
- (e) World Bank
- Technical Support; and
 - Supervision.

4.4 Management Information System

A management information system (MIS) shall be established in partnership with State governments. Periodic Programme performance reviews shall be coordinated by the FCSU and the SCCU MIS, with the active participation of the State entities implementing the results areas. This unit will support the overall M&E framework by improving the quality and consistency of the M&E data for the NG-CARES

PforR including oversight for the activities of the IVAs in all the participating States and across all results areas. The IPF component shall also benefit from this as all components of the NG-CARES are linked to provide timely data generation and sharing amongst stakeholders.

4.4.1: Establishment and Linkage of Database

The transition to digital based automated system by the Management Information System Unit with data of all registered beneficiaries uploaded into a central database is one of the major deliverable of this unit. The database with a window for linkage to other stakeholders for data sharing comprise of documentation of beneficiaries' identity (picture, bio-data, coordinates of farm/enterprise locations and biometric based means of identification, etc.), linking all groups and associations to both the records of their activities and the respective actors.

4.4.2: Generation of Inputs and Asset Vouchers

Essentially for Result Area 2, DLI 2.1 of NG-CARES shall build on the success already recorded in the Fadama series on the use of input vouchers where unique codes are generated for each transactions for groups and associations. The e-voucher platform leveraged on the Management Information System (MIS), where all supported beneficiaries and groups were profiled, uploaded and linked. This facilitated the easy generation of random voucher numbers specific to each transactions and thereby ensuring improve transparency, accountability and traceability of the inputs and assets delivered to beneficiaries.

4.4.3: Beneficiaries Identification Slip

One critical deliverable of the MIS is the processing of all collected information (including the profiling of the beneficiaries) to generate identification slip (with unique features and numbers) for all beneficiaries of the project and thereby providing additional evidence to the IVAs.

4.5 Geographic Information System

GIS is to provide relevant and timely geospatial information for farmers, to capture the coordinates and information on project sites by the means of GPS and to create a geo-database with the aid of GIS software. To show locations and data in form of map for easy virtualization and understanding, this can be represented on a Paper Map, Digital Map and Web Map.

Based on the categorization of the delivery indicators of the activities in Result Area 2.

The following spatial information would be needed;

The other result areas 1 and 3 will need additional information apart from the under-listed dataset

DLI. 2.1 Distribution of Inputs and Service Provision

- Spatial information of all farmers to be reached, farmers group and cultivated areas/hectares
- Spatial Information and mapping of value chain actors: input suppliers, aggregators, small scale processors, wholesalers, and retailers

DLI.2.2 Labour Intensive Agricultural Infrastructure

- Spatial Information of location of rehabilitated existing tertiary irrigation canals, feeder roads, and where soil conservation measures would be carried out.

DLI. 2.4 Food supply chains and mitigating food loss and waste.

- Spatial Information of location of wet markets, upgraded water and sanitation infrastructure in existing wet markets, location of small-scale Processors, storage facilities, farmers and farmers group.
- Mapping of market sheds and market-system linkages between input suppliers and farmers, farmers and traders or aggregators, aggregators and end-market processors, or wholesalers and retailers (incorporating gender dynamics);

The spatial information is to be captured at the point of location only, while coordinates of roads are to be collected at 200m apart for length of road that are less than 5km but for road that are above 5km, coordinates should be captured at 500m apart. This will then be recorded on an excel spreadsheet for easy analysis, mapping, creation of geodatabase and integration into the Project Management Information System.

The following procurement, subscription and services would be required;

Software

- **GIS Desktop:** This will be used for map authoring, design and analysis during and after the project.
- **GIS online Package:** Five users ArcGIS online subscription per year will be required, all data coming from field will be monitored real time on this platform. Necessary coordination and directive as regard to data quality and integrity will be given to field personnel/facilitators through this means. Data to be collected will be published into this online platform and make it accessible to the mobile data collection application (collector for ArcGIS).
- **Collector for ArcGIS:** This is a mobile application that will be used for field data collection by facilitators. To be downloaded and installed on all Android field data collection devices. Training on how to use Collector for ArcGIS mobile application needs to be conducted.
- **Data:** Satellite images, Aerial photos, Cadastral map, Coordinates, Demography data etc Cartographic embellishment, working with layouts and creating reports to be conducted.

Hardware

- **GPS:** Global Positioning System would be required as a means of data capturing, this provides users with positioning, navigating and timing services. A Step by step guide on the collection of field data using GPS, aligning geographic data to a known coordinate system for farmlands, farm size measurement, tractor guidance needs to be conducted.
- **GPS with camera:** This will provide location information embedded in an image for easy geotagging.
- **Project Laptops:** These will be used by Facilitators, MIS Officers and Technical Officer GIS that will be saddled with supervisory responsibilities throughout the project.
- **Android Devices:** Android phones or tablets devices will be needed as a primary field data collection by relevant field officers.

Field Officers (Facilitators and Desk Officers)

These officers shall be responsible for primary data collection such as the spatial information of farmers, cultivated hectares, locations of markets for agricultural products, value chain actors' locations, wet markets and so on. Data collected shall be submitted to the structured online platform for the development of online reports, story maps and the creation of geodatabase to be integrated into the central Management Information System.

Internet Data Subscription

Internet subscription shall be needed on each android device for facilitators, MIS Officers and Technical Officer GIS so as to login to the collector for GIS and make data collection to be live and monitored on GIS online platform. This shall also help to perform real time GIS operations.

4.6 INDEPENDENT VERIFICATION OF RESULT AREAS

The Federal Government shall engage the services of an Independent Verification Agency (IVA), which shall use series of Disbursement Linked Indicators (DLIs) to evaluate the achievements of targets agreed with the States at a regular interval (six months).

Justification: The justification for the use of Programme for Result (PforR) World Bank funding instrument for State level operations under NG-CARES is to enable the State actors implementing the Programme to be focused on achieving results and getting reimbursed (rewarded) at the agreed intervals.

Verification Protocols: The Programme verification of results/outputs will be done on the basis of DLIs achieved by each State. An IVA will assess the results achieved by the States every six months after effectiveness. For each DLI achieved, States will earn disbursement amount equal to the value of the DLIs achieved within an assessment period multiplied by the unit price of the DLI. Disbursements will be capped at the preselected total allocation for individual DLIs. States will not be able to earn more than the allocated amount per DLI even if they exceed the target set for individual DLIs for the duration of the Programme.

The responsibility to verify achievement of DLIs and any agreed prior results lies with the FCSU based in the FMBNP. The FCSU will work with a reputable, credible, and independent (private sector) verification agent to verify the achievement of results based on agreed terms of reference incorporating the verification protocols outlined in detail for each of the DLIs in table 8 and in annex 2. The IVA will assess achievement of the DLIs through interaction with the SCCUs and the implementing MDAs responsible for the activities in the three results areas in each State (CSDA, SCTU, Public Workfare Project Implementation Unit [PWFPIU], Fadama, Ministry of Agriculture, MSE/GEPP, among others).

IVA will not only check reports to confirm the achievement of results but may also carry out field visits and engage beneficiaries and service providers where necessary (as stated in the verification protocols and agreed in the manual) for compliance check. The verification missions will be carried out in six-monthly intervals and in accordance with the terms set forth in the PIM. The verification process will be supported by the State implementing units and the SCCU by making available all relevant data, reports, and documentation required for verification. The IVA will prepare and submit verification report to the FCSU and the World Bank. Upon validation of the report, the FCSU will notify the World Bank of DLIs achievement, supported by the relevant evidence and documentation.

Following the World Bank's review of the complete documentation, including additional information requested by the World Bank task team on verification and assessment of DLIs, the World Bank management will confirm the achievement of the DLI(s) and the level of Programme financing proceeds available for disbursement against each DLI for transfer to the State Special CARES account in the State consolidated fund account or Treasury. This procedure will be carried out at six-monthly intervals through the duration of the Programme. Also, a third-party monitoring team consisting mainly of civil society organizations and using agreed social accountability mechanism will be engaged by the FCSU to provide an independent validation of the process and procedure used for the delivery by the participating States. The report of the third party will be shared with the World Bank by the FCSU and will form a critical input in the monitoring of the implementation progress and the adherence to agreed operational process by the State delivery platforms.

Prior results and advances. Many of the participating States may be able to achieve some of the agreed DLIs before Programme effectiveness. The Programme will, upon effectiveness, recognize such prior results achieved starting from June 16, 2020 (Project Concept Note approval date) up to 25 percent of the eligible disbursement for the specific DLI selected by the States. The agreed DLIs for prior results will be subjected to the verification assessment protocol during the first assessment exercise. Furthermore, all the participating States will be eligible for advance financing to support upstream implementation of activities that require significant expenditures. An advance of up to 25 percent of eligible disbursements for DLIs may be requested after the Programme becomes effective to facilitate the achievement of the DLIs. Many of the participating States have indicated intention to request advance payments and disbursement for prior result achievements. It is confirmed that a combination of both payments cannot exceed 30 percent of the eligible disbursement. Given considerable risk of lapse loan associated with advances, justification for advance would be made at effectiveness and rigorous assessment done by the World Bank task team before disbursement is agreed. The recovery of the one-time non-revolving advances will follow the standard procedure as Stated in the financial operations manual

Results Area 1: Increased Social Transfers, Basic Services, and Livelihood Support for Poor and Vulnerable Households

- The IVA will check and review the submissions on achievement of deliverables by the States, mainly in terms of (a) *results*, to confirm exact number of deliverables achieved and less but also on some *processes*, issues to confirm that the agreed procedure was followed, and safeguard guidelines were adhered to. In most cases, the processes and safeguard issues check will be based on samples and spot checks.
- For DLIs 1.2, the IVA will check records to confirm the number of beneficiaries that are enrolled and participating in the interventions (labor intensive public works). The IVA will also check that they are receiving stipends as agreed. To verify that agreed process are followed, the use of the agreed State Social Registry as the basis for selection of beneficiaries will be verified, as any beneficiary not selected from the registry and or in line with the agreed criteria (as specified in the PIM), will be declared as an invalid deliverable.
- For DLI 1.4, the IVA will review and confirm the number of Community Development Plans and/or Group Development Plans appraised, approved and funded by the State Agencies as agreed in PIM. The number of individuals Stated in the plans (to a maximum of 1000 per plan) will be taken

as number of beneficiaries utilizing micro-projects of the plans, and as the deliverable. For Environment and Social Safeguard (E&SS) the IVA will check Record of voluntary land donation protocol developed with screening checklist, Record of Environmental and social screening report conducted prior to commencement of micro project: Record of voluntary land donation protocol developed with screening checklist and Report of semiannual Environmental and Social audit conducted including status of remedial actions taken that are Stated in E&SS screening report, additional remedial actions identified and action plan for implementation, if relevant

Results Area 2: Increasing Food Security and Safe Functioning of Food Supply Chain

- The DLIs 2.1 and 2.2, require the IVA to respectively verify the number of farmers utilizing agricultural inputs and accessing agricultural infrastructure. Since the farmers will be reached through their groups using Community Driven Development (CDD) processes, the verification procedure will draw from the strong peer monitoring features of farmer groups to generate and corroborate information on the number of farmers reached. Each farmer receiving project support will be required to sign against their name using templates prepared as part of the Project Operations Manual. The templates will include names, gender and number of the farmers as well as the specific support received. After each farmer has signed alongside their name, the leaders of farmer groups will counter-sign at the bottom of the forms to authenticate the records. The signed records will be collected by the Local FADAMA-CARES desk at the Local Government Level. The Local FADAMA-CARES desk will send paper records to the State Fadama Coordinating Office together with electronic copies. In addition, the Local FADAMA-CARES desk will send a paper cover letter summarizing the content of the records. The cover letter will also be based on a template prepared as part of the Project Operations Manual. The IVA will review the paper records and create its own electronic records.
- In addition to the records on name, gender and number of farmers, the verification procedure for DLI 2.1 requires the IVA to visit a sample of heads of farmer groups to validate the records.
- In addition to the records on name, gender and number of farmers, the verification procedure for DLI 2.2 requires the IVA to review the works contracts issued, works completion reports certified by local FADAMA-CARES desk, and completion of safeguards screening checklists. Templates for these records will be prepared as part of the Project Operations Manual. The local FADAMA-CARES desk will be responsible to submit paper copies of the works contracts issued and original paper records of the certified works completion reports and completed safeguards screening checklists to the State Fadama Coordinating Office, together with electronic copies. The improvement/rehabilitation of some infrastructure might be carried out by the community itself using communal labor and not through a contractor. In cases where communal labor is used, the head of community will sign a template form describing the works carried out by the community and payments to the community, including type of work done, labor, materials, payment received, evidence of engaging in such work among others. The template form will be prepared as part of the Project Operations Manual. In addition, the IVA will visit a sample of the sites for agricultural infrastructure to confirm that agricultural infrastructure has been improved/rehabilitated as per works contracts. The IVA will verify Record of Environmental and social screening report conducted prior to commencement of infrastructures along with mitigation actions, timeline, responsible parties and budget in place, where needed.

- The verification procedure for DLI 2.4 requires the IVA to verify the number of wet markets with upgraded water and sanitation services with universal access. In particular, the IVA will review the works contracts issued, works completion reports certified by local Fadama- NG-CARES desk, and completion of Environmental and social safeguards screening report conducted prior to commencement of infrastructures along with mitigation actions, timeline, responsible parties and budget in place, where needed.
- Templates for these records will be prepared as part of the Project Operations Manual. The local FADAMA- NG-CARES desk will be responsible to submit paper copies of the works contracts issues and original paper records of the certified works completion reports and completed to the State Fadama Coordinating Office, together with electronic copies. In addition, the IVA will visit a sample of the wet markets to validate the records and confirm that water and sanitation services have been upgraded with universal access as per works contracts. Report of semiannual Environmental and Social audit conducted including status of remedial actions taken that are Stated in E&S screening report, additional remedial actions identified and action plan for implementation, if relevant

Results Area 3: Facilitating Recovery and Enhancing Capabilities of Micro and Small Enterprises

- For all DLIs of Results Area 3, the verification exercise will involve: a) *vetting criteria checks* – to confirm that benefitting firms meet the targeting and enumeration requirements; b) *results checks* – to confirm exact number of deliverables achieved; c) *inclusion check* – a confirmation of the number of beneficiary firms run by and employing women and youths; d) *systems and processes check* – to confirm that the agreed procedure was followed and safeguard guidelines were adhered to. In most cases the systems and processes check will be based on samples and spot checks.
- For DLI 3.3, the IVA will check registers of number of eligible formal or informal firms that received support grants that covered acquisition and deployment of IT solutions; and registers of number of eligible formal or informal firms that received support grants that covered acquisition of IT physical equipment.

Verification Procedure

Details of the verification protocol and the templates to be used during the periodic exercise will be specified in the DLI Verification Protocol and Procedure Manual. The IVA will also verify Report of annual Environmental and Social audit conducted. Report of semiannual Environmental and Social audit conducted including status of remedial actions taken that are Stated in E&S screening report, additional remedial actions identified and action plan for implementation, if relevant

The delivery platform will collect the data, results, and relevant information from the communities, LGAs, beneficiaries, and service providers such as payment service agents in a timely and accurate manner and present to the SCCU for use by the IVA. The SCCU will also use such information along with that of other platforms to produce a State CARES M&E report to be submitted to the FCSU. The M&E units of the Delivery Platforms will also work closely with the IVA for validation and cross-checking of the results data submitted. The FCSU will be responsible for producing the quarterly and annual Programme performance report.

DLIs, Disbursement Timing, and Verification Protocol

Results Area	DLI	Timing after Effectiveness	Verification Protocol
Results Area 1: Increased social transfers, basic services, and livelihood support to poor and vulnerable households	Number of beneficiaries engaged and deployed into LIPW activities in social services and receiving stipends	6, 12, 18 months	IVA verifies: • Number and proof of successful direct stipends payments to enrolled beneficiaries • Number and proof of individual selection from agreed State Register and enrollment by gender and vulnerability profile • Sample Records of attendance and participation in public works with Personal Protective Equipment (PPEs), Occupation Health and Safety (OHS) and National and GIIP labor practices confirmed in place • Sample of work sites to confirm beneficiaries and work done
	Number of direct beneficiaries of completed and functional Community and Basic Service Infrastructure microprojects	6, 12, 18 months	IVA verifies: • Record of number of CDPs/GrDPs appraisal by the appraisal team and approved by CSDA management team, and funded as agreed in PIM • Records of number and profile of benefiting members of the community and or vulnerable groups that are utilizing micro-projects in the CDP or GrDP with sample visit to community and vulnerable groups • Record of environmental and social screening report conducted prior to commencement of microproject along with mitigation actions, timeline, responsible parties and budget in place, where needed • Record of voluntary land donation protocol developed with screening checklist • Report of semi annual Environmental and Social audit conducted including status of remedial actions taken that are stated in environmental and social (E&S) screening report, additional remedial actions identified and action plan for implementation, if relevant
Results Area 2: Increasing food security and safe functioning of food supply chains	Number of farmers utilizing agricultural inputs and services from the Program	6, 12, 18 months	IVA reviews the following records to verify DLI achievements: • Registers of names, numbers and gender of farmers receiving crop and livestock inputs, including the specific types of inputs (e.g. varieties of improved seeds) and quantities received by each farmer • Registers of names, numbers and gender of farmers receiving mechanization services and extension and advisory services;

Results Area	DLI	Timing after Effectiveness	Verification Protocol
			- Counter-signed forms from leaders of farmer groups confirming that farmers are utilizing the inputs - In addition, the IVA will visit a sample of heads of farmer groups to validate the records
	Number of farmers accessing improved agricultural infrastructure	6, 12, 18 months	IVA reviews the following records to verify DLI achievements: - Registers of names, numbers and gender of individual benefitting from the infrastructure - The number of works contracts issued - Record of Environmental and social screening report conducted prior to commencement of infrastructures along with mitigation actions, timeline, responsible parties and budget in place, where needed - Works completion reports certified by local FADAMA-CARES desk and State Fadama Coordinating Office - In addition, the IVA visits a sample of the sites to confirm that infrastructure has been rehabilitated/improved as per works contracts - Report of semi annual Environmental and Social audit conducted including status of remedial actions taken that are stated in E&S screening report, additional remedial actions identified and action plan for implementation, if relevant
	Number of existing wet markets with upgraded water and sanitation service	6, 12, 18 months	IVA reviews the following records for each market to verify DLI achievements: - The number of markets and works contracts issued - Record of Environmental and social screening report conducted prior to commencement of upgrading works along with mitigation actions, timeline, responsible parties and budget in place, where needed - Works completion reports certified by local FADAMA-CARES desk and State Fadama Coordinating Office - In addition, the IVA visits a sample of the markets to confirm that water and sanitation services have been upgraded with universal access as per works contracts.

Results Area	DLI	Timing after Effectiveness	Verification Protocol
			Report of semi annual Environmental and Social audit conducted including status of remedial actions taken that are stated in E&S screening report, additional remedial actions identified and action plan for implementation, if relevant
Results Area 3: Facilitating recovery and enhancing capabilities of small and medium enterprises	Number of firms receiving IT Enhancement Grants	6, 12, 18 months	IVA reviews the following records to verify DLI achievements: - Registers for number of eligible formal or informal firms that received support grants that covered acquisition and deployment of IT solutions - Registers for number of eligible formal or informal firms that received support grants that covered acquisition of IT physical equipment - Report of semi annual Environmental and Social audit conducted including pollution (e-waste, GHG emissions, resource efficiency, etc.) and labor dimensions of IT enhancement activities

CHAPTER FIVE: GENDER, ENVIRONMENTAL AND SAFEGUARDS

5.1 GENDER AND VULNERABLE GROUP INVOLVEMENT IN NG-CARES

Across the world, Government plays a key role in poverty reduction. In the case of Nigeria, the inability of successive governments to streamline and harness the enormous potentials for improved service delivery in all the existing structures of poverty eradication has resulted in persistent poverty. While there are groups of people who often hold a disadvantaged position in society, this does not imply that their capacity to contribute to society is diminished. Vulnerable does not equate incapable. The second theme is the importance of organization. For a multitude of reasons, from financial to psychological or political to social, joining with others who share a similar situation increases the likelihood of success. Therefore, without removing the barriers that prohibit empowerment and inclusion, people cannot reach their goals or potential. To be empowered means to have open access to opportunities and services, free of stigma, biases, and unfair legislation.

GVGs include:

1. Women (by virtue of gender)
2. Children (by virtue of age, loss of parents)
3. Adults in need of care and protection against significant harm or exploitation due to:
 - a) Mental or other disability
 - b) Age or illness
 - c) The Poor
 - d) Persons with disabilities
4. Others, such as:
 - a) Indigenous Ethnic or religious minorities
 - b) Victims of domestic violence
 - c) Homeless/ people
 - d) Drug addicts
 - e) HIV/AIDS affected
 - f) Refugees/Internally Displaced Persons (IDPs)
5. Commercial sex workers as well as those who may be vulnerable due to their sexual orientation
6. People who have undergone traumatic or adverse emotional events, etc.
7. Social Orphans / Social girls
8. Internal Displaced Persons (IDPs)

5.2 GVG PROFILING

GVG profiling takes its origin from the concept of social profiling which studies the role a person or group's social status (real or presumed) plays in the granting or denial of access to economic, political, or social rights and benefits by state and non-state actors.

Common conditions, which may contribute to discrimination, prejudice and/or stigmatisation of GVGs include:

1. Real or perceived difference in behaviour relative to traditional norms
2. Long-standing societal attitudes
3. Intolerance by the majority
4. Dependence on assistance
5. Self-segregation.

In its generic usage, profiling is the attempt to understand a person or group based on general characteristics or on past behaviours. It is the practice or method of preparing a set of characteristics by which to identify individuals as belonging to a certain class or group (Source: www.yourdictionary.com).

5.3 Gender and Vulnerable Groups in NG-CARES

The Programme target is to support women who are mostly affected by the COVID 19 pandemic. The Programme is expected to make provisions for 40% women, 10% handicapped and 10% youth participation should be ensured across all DLIs.

The Programme will address gender gaps through the following actions:

- a) Deploying women farmer field facilitators and extension workers to help mobilize more women to be supported by the Programme. The Programme will increase the number of female facilitators to enable facilitation of women groups and female beneficiaries, 30% – 40% of facilitators engaged under the Programme should be female.
- a. Engagement of Gender Officers in all PIUs to ensure effective participation of women and other vulnerable groups in the Programme.
- b) Mobilization of female Farmers Groups and Associations across communities especially in the North to engender participation of women in purdah and female headed households.
- c) Ensure active participation of women in the decision-making regarding community/ group development projects.
- d) Provision of female friendly assets that can be managed and maintained with ease for the women in processing activities or off-farm enterprises.
- e) Targeting women farmers who express demand for improved seeds, especially for higher-value cereal crops to help them transition from planting low-value roots and tubers.

- f) Mandating that the design of small-scale irrigation tertiary canals, tube wells, and boreholes allows for multiple uses of water by women to perform household activities such as washing/cooking etc.
- g) Reducing drudgery of women through assets that increase their labour productivity in production and small-scale primary processing of food. In particular, assets for small-scale food processing would increase the incomes of women while reducing food loss and waste.
- h) Ensuring that support to upgrade water and sanitation services in wet food markets is designed to meet the needs of women as they comprise the majority of market participants. In addition, cleaning and fumigation of the wet markets would also be performed by women to provide them more income earning opportunities.
- i) Provision of Psycho-Social Support (PSS) to GVGs who have undergone trauma / stress due to the COVID 19 Pandemic
- j) (J) Mainstreaming GVG and sexual exploitation and abuse / sexual harassment issues in all Programme planning, designs and implementation.
- k) Efforts should be made to organize female individuals with identifiable skills for purposes of grouping. Such groups should then be facilitated and encouraged to produce a Group Development Plan (GDP) in order to benefit from the Programme especially DLI1.4.
- l) State governments shall extend protection to the vulnerable members of the society who might be overlooked by traditional means-tested safety nets Programme, especially as they are vulnerable to economic shocks.

5.4 Gender and Vulnerable Households/Groups

The relationships between men and women are powerful forces in every culture. The way these relationships are defined creates differences in the roles and responsibilities of men and women. It also leads to inequalities in their access to, and control over, resources (who inherits land or can get credit from the bank) and decision-making powers (who has a voice and sits on community councils and committees). The combined effect of these differences and inequalities means that women and girls, and men and boys face different types and levels of exposure and vulnerability to natural hazard risks and disaster impacts including COVID-19.

Under this Programme the vulnerable groups shall be defined as the aged, persons with disabilities, chronically ill, and urban poor households. The Programme target is to support women and vulnerable persons who are mostly affected by the COVID-19 pandemic.

5.5 Gender and Vulnerable Households Risks

There are potential risks of exclusion of persons living with disability in the infrastructural investment. To mitigate this risk, all investment in the upgrading of sanitary infrastructures in wet markets or other facilities such as warehouses will need to be designed to ensure universal access to accommodate people with disabilities.

There are also SEA/SH risks which may be enhanced by some of the project's interventions, particularly in light of the COVID-19 pandemic and the increased contextual vulnerabilities faced by women and children. The Programme will respond under Results Area 1 at the federal level by developing and adopting project regulations that will include provisions/ action plans to guide states on addressing GBV risks in connection with the project. These regulations will address development of GBV-related measures for results areas that present increased risks of GBV, such as cash transfers, livelihoods support, infrastructure and construction projects. The regulations will address the integration of gender- and GBV-sensitive components into the project's GRMs and will provide guidance to states on key GBV issues such as determining the availability of GBV response services, awareness raising and sensitization among communities and project workers, and any codes of conduct or other accountability mechanisms that may be advisable for infrastructure and construction. In addition, Psycho-Social Support (PSS)¹ shall be mandated across all DLIs in all Result Areas.

The institutional arrangement will be designed to promote inclusion, transparency, accountability, and grassroots/citizen engagement to build confidence of beneficiaries in the system and process particularly the cash/grant transfer activity. Citizen engagement will be strengthened by (a) ensuring an intensive Programme of engagement with project stakeholders; (b) deepening the consultation process, which began during project preparation; and (c) monitoring social impact through annual stakeholder/ beneficiary satisfaction surveys. In addition, the project will establish robust Grievance Redress Mechanisms (GRMs) to ensure that complaint and feedback trigger corresponding prompt responses. This engagement will follow the Nigerian Center for Disease Control, relevant state protocol and the World Bank protocol on COVID-19 on consultation, and stakeholder's engagement in World Bank operations.

5.6 Introduction to Environment and Social Safeguards (ESS)

Environmental and social safeguards are essential in preventing and mitigating undue harm to people and their environment in the development process. When identifying and designing a Programme, safeguards will help to assess the possible environmental and social risks and the impacts (positive and negative) associated with a development intervention.

The overall environmental and social impacts of the COVID-19 Action Recovery and Economic Stimulus Programme are likely to be positive as the Programme will protect livelihoods and

¹ Psycho-Social Support (PSS): refers to the dynamic relationship between psychological aspects of our experience (that is, our thoughts, emotions, and behaviors) and our wider social experience (that is, our relationships, family and community networks, social values, and cultural practices), where one influences the other

food security of poor and vulnerable families and facilitate recovery of local economic activity in all participating states across Nigeria. The Programme will not finance any activity that would cause high or significant environmental and social risks and impacts. Given the scope of the Programme, the types and scale of individual investments, the geographic focus, minor adverse impacts on the environment or on affected people are anticipated. Under the NG-CARES project the following risk and impact identified are air, noise, water, soil and groundwater pollution, waste management, traffic, resource efficiency, biodiversity loss as a result of rehabilitation of secondary and tertiary irrigation canals; tertiary roads; agricultural warehouse; sanitary infrastructures in wet market are limited and can be managed in line with the PforR core principles and procedure. Activities under the Programme are not likely to have significant adverse impacts on the environment and/or on affected people. In addition, the Programme will not support activities listed under the Programme exclusion list.

The Programme will be financed using the both the World Bank's PforR and IPF financing instruments and implementation would largely be at the state level. The PforR shall be used to finance RA 1,2 and 3 and in meeting with due diligence and World Bank requirements for PforR financing, the Bank has prepared an Environmental and Social System Assessment (ESSA). The ESSA examined the extent to which the federal and state government's existing Environmental and Social risk management systems operate within an adequate legal and regulatory framework to guide E&S impact assessments, mitigation, management, and monitoring at the PforR Programme level and incorporate recognized elements of good practice in E&S assessment and management. The ESSA thereafter defines measures to strengthen the Nigerian E&S system and recommends measures that will be integrated into the overall Programme. The ESSA was undertaken to ensure consistency with six core principles and key planning elements of the PforR ESSA. During preparation, a scoping exercise was conducted to determine the applicability of each of the six PforR Environmental and Social Core Principles to the various Programme DLIs and results chain. The relevant risks within the proposed results areas under the PforR cover Environmental and Social issues and include the following:

- (a) Air, noise, water, soil, and groundwater pollution; waste management; traffic; resource efficiency; biodiversity loss as a result of rehabilitation of secondary and tertiary irrigation canals; tertiary roads; agricultural warehouse; and sanitary infrastructures in wet markets
- (b) OHS issues—both COVID-19 and non-COVID-19
- (c) Waste management, pest management, and GHG emissions as a result of increased agricultural activities and operation of MSEs
- (d) Labor and OHS issues due to labor-related actions in agriculture, during LIPW and MSEs' activities under the Programme
- (e) Risk of exclusion of vulnerable and marginalized individuals/ groups/disability exclusion, elite capture, SEA/SH, capacity to capture beneficiaries, and so on

- (f) Insecurity resulting from Banditry, kidnapping, insurgency etc.
- (g) Possibility of GBV and IPV as Programmes that provide cash transfer and other social support can, in some circumstances, be associated with increases in GBV and IPV. Also, the project envisions a range of rehabilitation projects, labor-intensive activities, and enhancement of employment in MSEs and these are activities that can increase GBV risks due to changes in labor patterns and income, creation of new hot spots for vulnerability, and changing community dynamics.

5.7 Addressing Anticipated Risk Rating of the Programme

5.7.1 Anticipated Environmental and Social Risks

The anticipated adverse environmental effects of the investments provided under this Programme are not expected to be significant considering the small scale and relative scatter infrastructure. These investments are localized with specific footprint of planned infrastructural works. However, potential risk of inadequate waste management, use of pesticides/fertilizers and sedimentation issues from rehabilitation of secondary / tertiary drains exist.

The anticipated environmental and social risks of the Programme have been assessed and deemed to be substantial. The substantial assessment was based on the fact that there will be rehabilitation and upgrading of infrastructure and possible construction of new infrastructure during implementation of community micro projects. Although adverse E&S impacts are not envisaged under the circumstances, current weaknesses in the borrower's system and lack of capacity to address the E&S impacts and contextual risks (climate change, insurgency, banditry, and farmers'-herders' conflicts) may limit the PforR's ability to achieve its E&S operational objectives. The Programme therefore will not finance any activity that would cause high or significant environmental and social risks and impacts.

Envisaged risks associated with Result Area 2 could include over-use of chemical fertilizers, pesticides, among others, leading to soil and groundwater contamination. In addition, risk associated with Occupational Health and Safety, Greenhouse gases and labor management including the use of child labor will be mitigated under the Programme. While the Programme does not involve any activities that would result in land acquisition or any adverse impact on customary ownership/access to natural resources, however, risks associated with voluntary land donation exist. Similarly, risk related to Sexual Exploitation (SEA) and Sexual Harassment (SH), and Disability exclusion exist. Small scale, localized, and reversible social risks/impacts related to informal settlers, community and workers' health and safety and social conflicts will need to be managed.

5.7.2 Addressing Anticipated Environmental and Social Risks

As required under Programme for Result Financing (PforR), an Environmental and Social System Assessment (ESSA) was conducted for the Programme. The ESSA examined the extent to which the federal and state government's existing Environmental and Social risk management systems operate within an adequate legal and regulatory framework to guide E&S impact assessments, mitigation, management, and monitoring at the PforR Programme level and incorporate recognized elements of good practice in E&S assessment and management.

The ESSA thereafter defines measures to strengthen the Nigerian E&S system and recommends measures that shall be integrated into the overall Programme. In addressing the identified environmental and social risk of the Programme, a Programme Action Plan (PAP) was developed and integrated into the Programme design. The PAP defines key actions, responsibilities, and timelines for implementing required actions to address E&S risks. Similarly, for the IPF component of the Programme an Environmental and Social Commitment Plan (ESCP) with agreed actions, timelines and responsibilities was also developed in collaboration with the client. All activities under the NG-CARES Programme (under the PforR and IPF component) will be subjected to the requirements and provision of the PAP and ESCP. Compliance to these provisions will be key to the Programme achieving its objectives. It is mandated by Nigerian EIA Act (CAP. E12 L.F.N. 2004) that before commencement of any civil work that would have significant impact on the environment, an Environmental Impact Assessment (EIA) shall be carried out. Such assessments could include Environmental and Social Impact Assessments (ESIAs), Environmental Management Plan (EMP), Environmental Audit (EA). It is also important that these assessments include social concerns as highlighted in the ESSAs. Importantly, an environmental and social screening sheet shall be developed, and screening shall be done on each subproject under RA 1, 2 and 3 prior to approval of any project using this screening sheet and reports on these screenings shall be conducted and submitted to the Bank bi-annually. Subsequently, qualified professionals shall be engaged to develop an E&S mitigation measures based on the outcome and recommendations of the screening exercise.

In carrying out assessments under the NG-CARES Programme, importance shall be given to gap filling measures identified in the disclosed Environmental and Social System Assessment (ESSA) particularly as such measures aim to improve on the quality of such assessment under the Nigerian environmental and social system. These measures will also ensure good practice, bring such assessments to international standards and ultimately protect the environment from undue harm.

All stakeholders shall be consulted with during preparation of E&S reports and prior to commencement of any infrastructural sub projects. All reasonable efforts must also be made to disclose/display them to public strategic points within the project's communities / areas

of influence so as to allow all stake holders to read and understand how they and their environment stand to be impacted by the project.

All environmental concerns at the states shall be supervised by the Environmental Safeguard officer at the DPs, while all social concern and gender/SEA/SH shall be supervised by the social safeguards officer and gender specialist respectively. This same structure shall apply to both the GRM Officer and the Gender Specialist.

In addition, the DPs should refer to the National Centre for Disease Control (NCDC) Guidelines for Employers and Businesses on COVID-19 in Nigeria. Considering that this Programme is a response to Covid-19 pandemic, the DPs shall ensure all relevant NCDC and world bank COVID 19 Guidelines are adhered to during implementation.

More specifically, the following measures shall be followed under the NG-CARES Programme to address environmental and social concerns.

- 1) Environmental and social screening should be carried out on all activities to ensure compliance with the ESSA and government regulations. The State's Ministry of Environment should establish a framework (for example, appoint a focal person) to adequately work together with the Federal Ministry of Environment, on environmental assessment (EIA and environmental audit). The state should also ensure that environmental and social safeguards audit is conducted at the end of the project.
- 2) The environmental and social screening report should be conducted prior to construction/rehabilitation of infrastructures/sub-Programme activities along with mitigation actions, timeline, responsible parties, and budget in place, where needed. This of course will be done with due consultation involving all the stakeholders especially the Project Affected Persons (PAPs) and this will be followed by disclosure.
- 3) Grievance Redress Mechanisms shall be developed and disclosed to all stakeholders including beneficiaries. A grievance redress mechanism committee shall be formed by the beneficiaries under the DPs (Social Safeguard Office) supervision, the chairman and all the executive members will be selected by the beneficiaries at the community level. There are two main documents to be used at the DPs; (a) Complain Report Format (b) Complain Data Base (see the formats below), they are to be completed for record purposes and onward submission to the appropriate agencies as the case maybe and recorded in the federal CARES information database.
- 4) Results Area 2 being Agriculture in nature, will trigger the generation of agricultural waste and effluent/waste-water. The State must ensure a proper Waste Management Plan (WMP), following international good practices. There should be training on the principles of waste management including waste minimization. In addition, trainings

should also focus on waste to wealth techniques by the DPs. This shall be further stepped down by the DPs to the beneficiaries as part of sensitization to further discourages bush burning, deforestation, as a procedure for land clearing.

- 5) The Result Area 2 is to carry out activities to increase food security and safe functioning of food supply chains. The initial assessment identified risks associated with Pest Management. The pest survey will be carried out at the different location across different crops. The pest survey will be developed for routine diagnoses, general, surveillance, specific survey, latent inflections, and pest eradication.
- 6) The NG-CARES Programme comes with the additional health risk associated with the COVID-19 pandemic and as such the risk of Occupational Health and Safety (OHS) both COVID and non-COVID applies to the Programme. The design will ensure the compliance to Community Health and Safety; lay-down procedures and guidelines on COVID-19 including Good International Industry Practice (GIIP) to mitigate risks of OHS in the Programme. In addition, the design will take into considerations availability of Personal Protective Equipment (PPE) both COVID and non-COVID to be distributed to the workers for their use.
- 7) Other than the energy sector, agricultural sector is one of the highest emitters of carbon. The State have to be actively involved in sensitizing the beneficiaries on the pollution prevention and GHG emission i.e. bush burning, excessive use of synthetic fertilizers and other agro-chemicals. Activities from Results Area 2 are expected to result in net greenhouse gas (GHG) emission. The states should promote the procurement of climate-friendly facilities such as energy saving cook stoves, instead of firewood to reduce emission of GHG, develop the use of nurseries (greening of environment) as livelihood options, and encourage the use of renewable energy such as solar powered facilities including energy saving bulbs. In addition, priority shall be given to the use of renewable energy technologies such as solar and wind particularly in cases where such technologies can eliminate or reduce emissions from generator sets.
- 8) The Programme will not fund any activities that will lead to large-scale land acquisition and/or physical displacement of people will also be excluded. However, considering the Programme will support varied livelihood support activities and minor infrastructural activities, there could be cases of small-scale land acquisition. The magnitude of such potential land acquisition and associated impact is expected to be moderate with no potential physical relocation. Therefore, all infrastructural sub projects under the Programme shall be screened for land acquisition and resettlement, and where land acquisition will take place, the acquisition process will be implemented in line with PforR core principles within government system; and gap filling measures as identified in the ESSA shall be incorporated into such processes. In

addition, A Voluntary Land Donation (VLD) Protocol satisfactory to the Bank shall be developed for use by the states in addition to the screening of all infrastructural sub project.

- 9) All infrastructural investment and the upgrading of sanitary infrastructure in wet markets or other facilities shall be designed to ensure universal access² to accommodate people with disabilities. In addressing access to facilities, at any point where stairs are constructed, a ramp shall be constructed as well to ease the movement of people with disabilities using wheelchairs. Other potential disability risks associated with the Programme and identified in the ESSA and included in the Programme Action Plan shall be incorporated into the Programme activities.
- 10) The States engagement will follow the Nigerian Center for Disease Control (NCDC), relevant State protocol and the World Bank protocol on COVID-19 on consultation and stakeholder's engagement in World Bank operations. This will at a minimum include the provision of handwashing facilities, water, sanitizers at the entrances to common places including wet markets, warehouses etc.; and wearing of face mask at the entrance whenever in other common user facilities points.
- 11) The upgrading of the wet market sanitary condition should have a design that will provide toilets facilities in line with international good practice, with signs clearly displaying male, female and people with disabilities including adequate water supply, as well as proper waste disposal and waste collection points.
- 12) Labour Management including risk associated with Child labour have been identified as a risk under this project which include the use of child labour. The State is to refer to the following as mitigation measures; a) a policy on working condition and management of worker relationship - Labour Management Procedures (LMPs), b) measures for protecting the workforce and to prevent child Labour and forced Labour, c) a worker's grievance will be integrated in the project GRM design to address workers' complaint and concern.
- 13) Relevant states shall also carry out a security risk assessment and develop a security management plan as required.

5.8 Monitoring and Evaluation of Environmental and Social Safeguards

Supervision for environmental and social safeguard compliance will be managed through the DPs with support from the Federal platforms and FCSU. In addition to Bank requirements, the DPs will be responsible for ensuring the proper application of relevant national and state

² Universal Access: The concept of universal access means unimpeded access for people of all ages and abilities in different situations and under various circumstances, as set out in Good International Industry Practice (GIIP)

social and environmental requirements. Where necessary, the project design will also mainstream the use of technology for remote supervision and project monitoring.

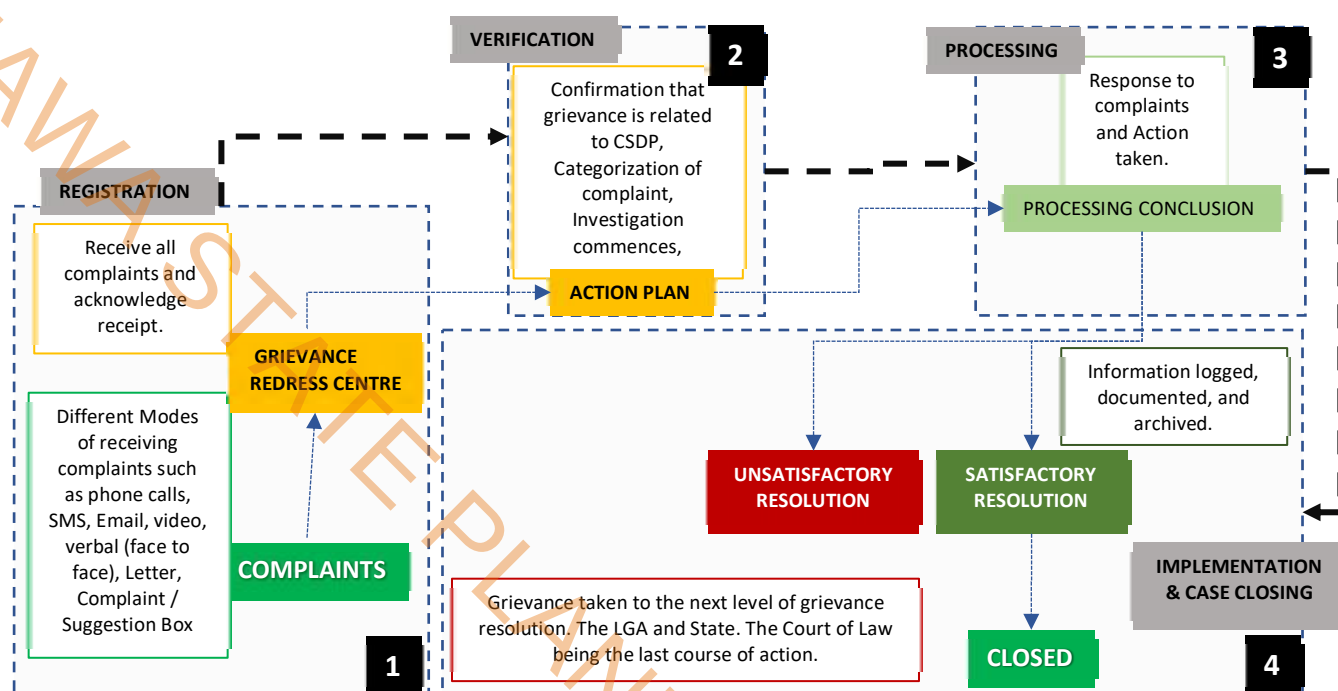
Each DP will continue to staff an environmental specialist, a social specialist, a gender specialist as well as an engineer to assist with project supervision especially as the Programme involves inspection of civil works on the field. These engagements shall be throughout the duration of the Programme.

The implementation of agreed mitigation measures as proffered in the Environmental and Social Management Plans (ESMP) shall rest with the community implementing structure and shall be supervised by the DPs. The EMPs shall be included in bidding and contracting documents and shall be presented for approval of the DPs. These plans shall be reviewed, along with other contract documentation by the DPs.

5.9 Grievances Redress Mechanism (GRM)

Grievances are issues, concerns, problems or claims that individuals or community/groups want addressed and resolved within the project scope/ duration. Grievance's mechanism is a locally based project specific and an extra-legal way to deal with and resolve complains and grievances faster which therefore enhances project performance standards in terms of social and resettlement management. It serves as cost effective way to address conflicts and grievances without pursuing legal actions.

The Programme shall develop a structured GRM for all states. The GRM shall be developed to leverage on the various existing delivery platform structures. States without an agency responsible for grievance redress and peaceful resolution of disputes should institute a legal framework and create an agency to facilitate grievance redress. In addition, a workers' grievance shall be integrated in the project design in accordance with ESS2 Labor and Working Conditions. The process of grievance resolution shall ideally be in line with figure 6.1 below.



Process of handling a Grievance

Communities, households, and individuals shall be sensitized on the availability of this GRM and the contact information for grievance redress at the community, LGA, and state levels. Redress on specific issues surrounding targeting and payments may take different forms depending on the specific grievance submitted; possible redress could include information clarification, payment regularization, and registry update, among others.

Communities and individuals who believe that they are adversely affected as a result of a Bank supported PforR operation, as defined by the applicable policy and procedures, may submit complaints through the Programme's existing Grievance Redress Mechanism (GRM).

In addition, complaints could be submitted to the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address pertinent concerns. Affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the World Bank Inspection Panel, please visit <http://www.inspectionpanel.org>.

Grievances Redress Committee (GRC) is expected to be at various levels.

- Local/ Community level
- LGA level

- State Level (SA)
- Federal Level

The Programme shall prepare a GRM which can be adapted by the States. This GRM shall incorporate the basic principles of GRM which include simplicity, transparency, inclusivity, impartiality among others. It shall be the responsibility of the Social Safeguard Consultant engaged by the DPs to ensure the dissemination and operationalization of the GRM.

CHAPTER SIX: FUNDS FLOW AND FIDUCIARY MANAGEMENT

6.1 Financial Management

The objective of the Financial Management systems is to support the implementing units in deploying Programme resources to produce the required outputs and with attention to economy, efficiency and effectiveness. Specifically, the FM systems will be capable of producing timely, understandable, relevant and reliable financial information that will enable the implementing units to plan, coordinate, monitor and appraise the Programme's overall progress towards the achievement of its objectives, as well as ensuring that funds provided will be used for the purposes intended.

6.2 Planning and Budgeting

At Federal and State level budget preparation will follow the government procedures. Financial projections or forecasts for the life of the Programme (analyzed by year) will be prepared. On an annual basis, the FCSU and Platforms at federal level as well as SCCU with Implementing Agencies will prepare detailed annual workplan (AWPs) for technical and handholding support that would be financed through the IPF technical assistance component of the Programme which would be review and approve by the Federal CARES Technical Committee. The budget should include the figures for the year analyzed by quarter. The budget for each quarter will reflect the detailed specifications for Programme activities, schedules (including procurement plan), and expenditure on Programme activities scheduled respectively for the quarter. All annual cash budget will be sent to the TTL at least *two* months before the beginning of the Programme fiscal year. Planning and budgeting by the DPs and SCCU in the results areas under the Programme component will follow the government procedure.

Detailed procedures for planning and budgeting would be documented in the Financial Procedure Manual (FPM).

6.3 Internal Control and Internal Auditing

Internal control comprises the whole system of control, financial, or otherwise established by FCSU/NG-CARES and DPs/States CARES in order to:

- (i) carry out the Programme activities in an orderly and efficient manner;
- (ii) ensure adherence to policies and procedures;
- (iii) safeguard the assets of the Programme; and
- (iv) secure the completeness and accuracy of the financial and other records.

The key elements to ensure a sound internal control system will include:

- Internal control environment;
- Objective setting;
- Event identification;
- Risk assessment;
- Risk response;
- Control activities;
- Information and communication; and
- Monitoring.

Programme activities will also be periodically reviewed by the Internal Audit Unit (IAU) of FCSU and States CARES DPs. At a minimum they will: (i) carry out periodic reviews of Programme activities, records, accounts and systems; (ii) ensure effectiveness of financial and accounting policies and procedures as well as compliance with internal control mechanisms; (iii) review SOEs; (iv) physically verify purchases and assets; and (v) carry out other functions as Stated in their approved charter.

6.4 Accounting

Programme funds will be accounted for on accrual basis, augmented with appropriate records and procedures to track commitments and to safeguard assets. In accomplishing this, a robust accounting software shall be in place in FCSU and the DPs at States level. Accounting records shall be maintained in applicable currencies (i.e. Naira and USD).

The Chart of Accounts will facilitate the preparation of relevant monthly, quarterly, and annual financial Statements, including information on the following:

- Total project/Programme expenditures;
- Total financial contribution from the IDA and government;
- Total expenditure on each project component/activity, and Programme intervention area; and
- Analysis of total expenditure for each DLI on the result Areas

Annual financial Statements will be prepared in accordance with relevant and applicable accounting policies.

6.5 Financial Reporting

Within the FCSU, the National Programme Coordinator shall ensure that the Project Accountant (PA) for the IPF prepares **Interim Financial Reports (IFR)**, i.e. quarterly and **Annual Financial Statements**, on a timely basis. In compliance with government reporting requirements, periodic/monthly returns will be made to the Federal and States Accountants General for incorporation in the government accounts as described in the FPM. These reports and financial Statements are outlined below. Calendar semester and Annual reports are to be submitted respectively to:

- (i) FCSU, FCTC, FCSC and SCSC
- (ii) IDA – for the purpose of monitoring project implementation.

Monthly Submissions:

Monthly Reports: *On a monthly basis, Project Accountant (PA) of FCSU, SCCU, and Implementing DPs shall prepare and submit the following reports to their respective Heads/Accounting Officers:*

- A Bank Reconciliation Statement for each bank account;
- A Monthly Statement of Cash Position for project funds from all sources, taking into consideration significant reconciling items;
- A Monthly Statement of Expenditures classified by project components, disbursement categories, and comparison with budgets, or a variance analysis; and

- A Statement of Sources and Uses of funds (by Credit Category/Activity showing IDA and Government Funds separately).

Calendar Semester Submissions

Quarterly Reports: The following interim financial reports (IFRs) will be prepared by FCSU on a calendar semester basis and submitted to IDA for the IPF component:

- *Financial Reports*, which include a Statement showing for the period and cumulatively (project life or year to date) inflows by sources and outflows by main expenditure classifications; opening and closing cash balances of the Project; and supporting schedules comparing actual and budgeted expenditures. The reports will also include cash forecast for the following two quarters as well as analysis of disbursements against contracts.
- *SOE withdrawal schedule*, listing individual withdrawal applications relating to disbursements by the SOE method, by reference number, date and amount; and
- *Designated account Statement reconciliation*, showing deposits and replenishments received, payments supported by withdrawal applications, interest earned on the account and the balance at the end of the reporting period.

Each State Accountant General will prepare calendar semester unaudited interim financial report incorporating information required for the NG-CARES Programme and submit to the SCCU. SCCU will submit a copy of the semester IFR to SCSC. Also, it will forward a copy of the reports to NC/FCSU for submission to IDA and FCTC.

Annual Submissions

Annual Financial Statements. The annual Project Financial Statements, which will be prepared by PA of FCSU will include the following:

- *A Statement of Sources and Uses of Funds* (by Credit Category and Activity showing IDA);
- *A Statement of Cash Position* for Project Funds from all sources;
- *Statements reconciling the balances* on the various bank accounts (including IDA *Designated Account*) to the bank balances shown on the Statement of Sources and Uses of Funds;
- *SOE Withdrawal Schedules* listing individual withdrawal applications relating to *disbursements* by the SOE Method, by reference number, date and amount;

States Accountants General will submit general purpose audited annual financial statements with the necessary information required for the NG-CARES Programme to the Federal Cares Support Unit.

6.6 Auditing

State Auditors-General will be responsible for the audit of the Programme within each State. The audit report issued for the GPFS of the State shall include or be accompanied by a special audit opinion on the CARES' PEF disclosure note. The audited financial statements shall be submitted to the World Bank within nine months of the end of the government fiscal year.

The annual financial statements for the FCSU will be audited by an external audit firm based on Terms of Reference acceptable to IDA and the audited financial statements shall be submitted to the Bank within 9 months of the end of the government fiscal year.

The auditor will express an opinion on the Annual Financial Statements in compliance with International Standards on Auditing. In addition to the audit report, the external auditors will prepare a Management Letter giving observations and comments, and providing recommendations for improvements in accounting records, systems, controls and compliance with financial covenants in the Financing Agreement.

6.7 Funds Flow and Banking Arrangements

IPF Component:

The overall project funding will consist of IDA Credit. IDA will disburse the credit through a Designated Account (DA) opened and operated by the FCSU. IDA will sign a credit agreement with Federal Ministry of Finance (FMF) and the following accounts shall be maintained by FCSU:

- (i) A DA in US Dollars to which the initial deposit and replenishments from IDA funds will be lodged (Federal);
- (ii) A Current (Federal draw-down) Account in Naira to which draw-downs from the DA will be credited as may be required for eligible expenditures at FCSU.

Additionally, FCSU will maintain an IDA Ledger Loan Account in US Dollars/Naira/SDR to keep track of drawdowns from IDA credit. The account will show (a) deposits made by IDA, (b) direct payments by IDA, and (c) opening and closing balances.

All bank accounts will be reconciled with bank Statements on a monthly basis by the Financial Management Unit of the FCSU. A copy of each bank reconciliation Statement together with a copy of the relevant bank Statement will be reviewed monthly by the Project Accountant who shall be expeditiously investigated and identified differences noted and reconciled. Detailed banking arrangements, including control procedures over all bank transactions (e.g. cheque signatories, transfers, etc.).

All cash advances granted to Project staff must be retired by the staff concerned before new cash advances are granted. An Advances Register/Schedule will be maintained by the PA as a control measure to keep track of disbursements.

All expenditure commitments shall be authorized by the National Coordinator of FCSUs and no expenditure of Project funds shall be incurred or committed unless:

- funds are available and expended within approved Project budget;
- the proposed expenditure is an eligible expenditure under Financing Agreement;
- the expenditure to be incurred is in line with approved Project policies and procedures; and
- the Bank's No Objection (NO) has been obtained for expenditure above the prior-review threshold or where applicable, in the case, of consultancy related expenditure.

REMUNERATION (Salary + Allowances)

The remuneration of NG-CARES staff shall, in accordance with the Law/Guidelines establishing the NG-CARES, be determined by the FCTC/SCSC with the concurrence of the World Bank.

PAYMENT OF PRODUCTIVITY ALLOWANCE TO STAFF RECRUITED FROM CIVIL/PUBLIC SERVICE

Staff recruited from the civil service are not expected to resign from their government appointment. They shall continue to draw their monthly salaries and allowances from the government pay roll and would in addition receive Productivity Allowance (PA) after satisfactory assessment and NOB by the World Bank/SCSC for the IPF and PforR components respectively. The PA assessment shall be paid on a quarterly or biannual basis as may be reviewed from time-to-time.

STATE LEVEL NG-CARES STAFF RECRUITED FROM PUBLIC SERVICE PRODUCTIVITY

POSITION	MONTHLY PRODUCTIVITY (N'000)
SCCU/	200
General Manager /SPC/PM	150
Managers /other specialists	100
Project Officers, Internal Auditor, Asst. Project Accountant, Admin Officer	75
Operations Officers,/facilitators/Desk officers	50
, Office Assistants /support staff	30
Drivers, Dispatch Riders	15
Cleaners, Security Guards etc	10

STATE LEVEL NG-CARES CONTRACT STAFF REMUNERATION (Salary + Allowance)

POSITION	MONTHLY PRODUCTIVITY (N'000)
SCCU/	NA
General Manager /SPC/PM	500
Managers /other specialists	300
Project Officers, Internal Auditor, Asst. Project Accountant, Admin Officer	NA
Operations Officers,/facilitators/Desk officers	75

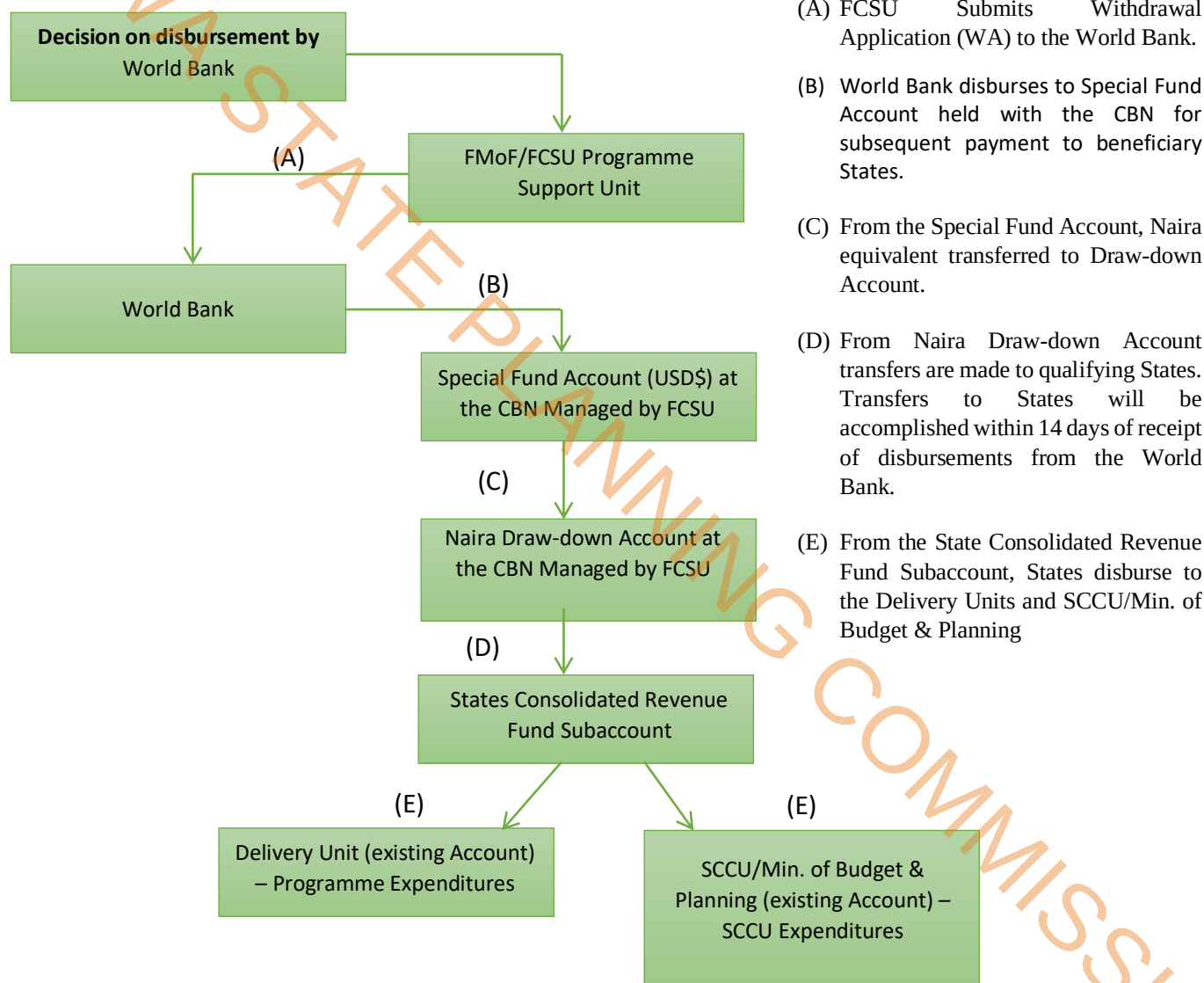
, Office Assistants /support staff	NA
Drivers, Dispatch Riders	40
Cleaners, Security Guards etc	30

6.7.1 IPF FUND FLOW

Fund Flow Arrangement

1. The FCSU will be headed by a National Programme Coordinator, supported by a core technical team as shown in figure 9. Additionally, the National Fadama Office and National GEEP/BOI Office will provide technical and operational support to the states for Results Areas 2 and 3 of the Programme, respectively. The FMHADMSD, through National Social Safety Nets Coordinating Office (NASSCO), NCTO and Social Protection Unit, will provide assistance as needed to the Result Area 1 Technical Unit in FCSU to support the delivery platforms at the State level. The NGF secretariat will coordinate on peer learning activities for all the participating states. The National FADAMA office, The National GEEP/BOI office and the NGF at the federal level will submit annual work plan and budgets for the technical support and peer learning work for integration into the overall budget and workplan of the FCSU. They would also provide progress report to the FCSU.
2. For the TA (IPF) component, the World Bank will disburse the funds to a US dollar designated account (DA) opened at the CBN. To mitigate the risk of delay in payments by the implementing entities, payments are made within 72 hours for eligible expenditures. The DA will be managed by the FCSU based on approved and costed AWP, disburse funds through the Naira draw-down account (also held with the CBN) to finance eligible expenditures. Disbursements under the TA component will be made primarily as advances based on unaudited IFRs to be submitted on a quarterly basis. The DA ceiling will be based on six-month forecast expenditures and replenished quarterly for the same period.
3. This implementation arrangement includes implementing an enhanced accountability framework to mitigate the risk of misuse of funds for soft expenditures (especially travel, workshops, study tours).

PFOR PROGRAM FUNDS FLOW DIAGRAM:



The proceeds of the IDA credit under the Programme results component will be disbursed to the Federal Governments Special Fund Account, a subaccount of the Treasury Single Account (TSA) held with the CBN—triggered by validated results under the six-monthly Programme assessment presented in a Programme progress review report. Upon achieving DLI-related results, a withdrawal application will be submitted to the World Bank, using the World Bank’s standard disbursement form through the e-disbursement functionality in the World Bank’s Client Connection system. Disbursements of performance-based financing (PBF) to performing States will be made from the draw down Account to a subaccount of the Consolidated Revenue Fund sub-accounts of the respective States to be opened for that purpose and from where disbursements will be made to the implementing agencies. To mitigate the risk of delay in the transfer of funds from the FCSU/FMFBNP to the States, it is agreed that States share of funds received in the TSA at the federal level are transferred to the States CRF

subaccount within 14 working days of receipt of the funds in the Special Fund Account held at the CBN.

6.7.2 Disbursement Arrangements

(a) The Financial Management Department shall prepare a table of amount due for payment and a letter of instruction addressed to the CBN where the Project's Designated Account is held to transfer the US Dollar equivalent of the Naira amount to the Naira Drawdown Account. The letter of instruction (disposal instruction) shall be approved and signed by the authorized signatories to the Designated Account.

(b). The Financial Management Department shall dispatch the letter of instruction to the bank and keep copy at the FCSU for the records. On receiving the letter of instruction, the bank shall acknowledge receipt by stamping, signing and returning the duplicate copy to the Project for retention at the Financial Management Department. Separate correspondence (banking) file shall be maintained for each Bank account being maintained by the Department. Before any disbursement is made from the Naira Drawdown Account, the approval of the Coordinator of FCSU shall be obtained and adequate directives for disbursement shall be given by the Financial Management Department.

(c). Disbursements shall have reference to the allocation of amounts of Credit to each Result Area and the percentage of expenditures for items to be financed in each Result Area with respect to specific State.

(d). A Naira Drawdown Account shall be opened and maintained for the Programme with the Central Bank of Nigeria.

Details of the Disbursement Arrangements, Withdrawal of Financing Proceeds, and Reporting on use of Financing Proceeds and Other Disbursement Instructions are documented in the Disbursement Letter.

6.8 Minimum Value of Applications

The Minimum Value of Applications for direct payment is as indicated in the Disbursement Letter.

Reporting on Use of loan Proceeds

Good quality and timely unaudited Interim Financial Reports shall be submitted on a calendar semester basis within 45 days of the end of the semester

Management of Accounts

Signatories to Account shall be in line with State Government protocols or the existing project regulations. A general guide is as stated below:

Category A:

Head of Delivery Platform/Unit	-	Principal
Management Staff/Director in the Planning Ministry	-	Alternate

Category B.

Head of Accounts	-	Principal
Assistant Project Accountant/Head of State PFMU	-	Alternate

The Principal signatory on each of the categories must co-sign all mandates/cheques, except in an extreme case of disability or documented absence. No two signatories in one category should co-sign a mandate/cheque.

6.9 Authorization and Approval Schedule – IPF Component:

The authorization and approval limits for various documentation and processes are set out below. The utilization of Programme component funds shall follow State Government Protocols.

<u>Documentation</u>	<u>Authorization and Approval</u>
1. Purchase orders	(a) Procurement below ₦ 500,000 shall be made using the Local Purchase Order which shall be prepared by the Procurement Officer and approved by the Coordinator of the FCSU. For such payments above N2,500,000, the FCSU/Implementing Agencies management shall review and approve such expenditures. (b) Procurement under ₦ 250,000 can be made by cash Requisitions to be prepared by the Procurement Officer and approved by the FCSU Coordinator. The only exception to this shall be in relation to Workshops and trainings.
2. Payment voucher	(a) Payments shall be recommended to the Project Accountant, for settlement after having been reviewed by the relevant HoD and authorized by the FPSU Coordinator.
3. Petty cash	(a) The petty cash will be operated on an impress basis at a level of ₦300,000.00 All petty cash vouchers shall be recommended for payment by the relevant sectional head and authorized by the Head of Department. Approval of the petty cash voucher shall be by the FCSU Coordinator. (b) Expenses up to a limit of ₦50,000 will be paid through the petty cash whilst those more than N50,000 will be paid using cheques through the main payment system.
4. Cheques and other financial instruments	(a) All payments below US\$50,000 equivalent to be approved by the Coordinator FCSU (b) All payments from US\$50,000 to US\$100,000 to be approved by Management (c) All payments from US\$100,000 to US\$250,000 shall be authorized by the Chairman of FCTC. (d) All payments above US\$250,000 equivalent shall be authorized by the Chairman of the FCSC.

6.10 Supervision Plan

Supervision activities shall include review of calendar semester Interim Financial Reports (IFRs), review of annual audited financial Statements and management letter as well as timely follow-up of issues arising, participation in project supervision missions as appropriate; and updating the FM rating in the implementation Status Report (ISR).

6.11 Audit Arrangements

Internal Audit

The Internal Audit Unit of FCSU will perform internal audit activities and also will carry out both the traditional internal or compliance audit and the non-financial or operational internal audit, but without adopting the prepayment audit system for the project. Regular internal audit reports will be submitted to the FCSU Coordinator -records and accounts will be reviewed and subjected to internal audit. The internal audit function will be performed by relevantly qualified staff. The designated PIA will have responsibility for the following internal audit functions:

- Reviewing and appraising the soundness, adequacy and application of accounting, financial, and other operating controls and promoting effective controls at reasonable cost.
- Determining the extent to which Project assets are accounted for and safeguarded from losses/abuse of all kinds.
- Ascertaining the reliability of management data developed within the project.
- Ensure and ascertain the extent of compliance, determine adherence with established institutional policies, plans, and procedures.
- Maintain records of all audit queries and compliance.
- Recommending operating improvements by making appropriate constructive suggestions and recommendations.
- The internal audit report shall be forwarded to the Coordinator monthly/quarterly/yearly or as may be required.

6.12 PROCUREMENT

General Procurement Environment in Nigeria: Nigeria's procurement environment is largely premised on the progress achieved in implementing a procurement reform Programme based on the recommendations of the 2000 Country Procurement Assessment Review (CPAR). The procurement arrangements for the PforR Programme will be carried out in line with each individual State's public procurement system while the World Bank Procurement Regulation will govern the IPF component to be administered by the FCSU. As at March 2020, 31 out of the 36 States in the country already had acceptable procurement laws which are at different levels of operation. The procurement system at the States is similar to that at the federal which are both based on the UNCITRAL model with minor differences to cater for peculiar domestication at the State level.

Procurement profile of the Programme. There is adequate information on the extent and profile of procurable expenditure under the Programme. Procurable items are very low and will not be beyond the capacity of the proposed implementing agencies.

Procurement Arrangement

1. The Procurement Regulations for IPF Borrowers, July 2016 as revised in 2017 and 2018 (Procurement Regulations) will govern and guide procurements for the TA component of the Programme. For each contract to be financed by the Credit, the different procurement methods or consultant selection methods, the need for pre-qualification, estimated costs, prior

review requirements, and time frame will be agreed between the Borrower and IDA in the Procurement Plan.

2. The procurement plan will be developed annually by the Borrower and agreed to by the Bank and should be made available in the project's database and in the Bank's external website. This procurement plan should be updated, with relevant information such as status of implementation and timing of each milestone in the procurement process, by the project in agreement with the Bank.

3 Procurement Implementation will mainly be carried out by the existing platforms of delivery for each Result Area. In addition, the procurement management is decentralized at the State and local government levels and as such, the implementing agencies have authority to commit resources and implement their own procurement activities. In accordance with the States' procurement laws, all new projects and Programmes undergo detailed analyses to understand their rationale, including economic, financial, E&S benefits and to reduce government reputational risks.

Procurement Oversight: The State's Public Procurement Agencies have the statutory responsibilities to also carry out procurement post reviews and procurement audits to measure the performance of the procurement system and as such, will be required to provide oversight on all the Programme procurement activities.

Procurement for Subprojects: Major activity group in DLI 2.2 such as improvement/rehabilitation of existing tertiary irrigation canals and feeder roads and soil conservation measures for **Labour Intensive Agricultural Infrastructure** as well as **Food supply chains and mitigating food loss and waste in DLI 2.4 with** major activities such are upgrading of water and sanitation infrastructure in existing wet markets, provision of fumigation services in the wet markets and provision of equipment for small-scale food processing and packaging to farmers and farmer groups will be implemented by the existing platform for Fadama.

The beneficiary community will be responsible for the procurement activities in **DLI.2.1** such as Agricultural inputs and services (seeds, fertilizers, extension advice, etc.) to be delivered as a package; once they have received information from the provincial committee that their application for subproject financing has been approved. In practice, some preliminary actions, such as preparing invitations to bid, identifying suppliers can begin even earlier. The mode of procurement shall largely depend on the budget value of the contract that is contemplated. However, cognizance also shall be taken of the provincial practices and the capacity of the community to manage the process.

When the procurement of a subproject (input or asset) has been approved, the community could opt for one of the following procurement methods: **LOCAL SHOPPING:** by sending an invitation to bid to a minimum of three Service Providers who have expressed interest and certified by the delivery platform **LOCAL BIDDING:** by placing a specific notice at the local or village level adopting the local practices for disseminating official announcements (e.g., local notice boards, district council, etc.) and using for this purpose a modified version of the general advertisement (see Attachment 1 (b)); at least 15 days should be allowed to prepare and submit bids; a date, time and place for the public bid opening coinciding with that for the deadline for bid submission should be indicated; **DIRECT CONTRACTING:** this is a direct negotiation with a local contractor familiar to the community in case a

competitive method cannot be used or is not practical. The thresholds for the use of Local Shopping and Local Bidding will be in accordance with individual State's Procurement Regulation.

The procedure for *local shopping* is that, the contract has to be awarded to the lowest evaluated bidder on the basis of criteria mentioned in the invitation sent to a minimum of 3 potential bidders.

Procurement and Selection Methods. Goods and works shall be procured through Competitive Bidding (CB), adopting relevant procurement methods as defined in the Development Credit Agreement (DCA) with details in the World Bank Procurement framework and procedures for goods, works and services.

Procurement method is determined on the basis of contract value, to allow for efficiency, effectiveness and economy. Procurement methods such as Open and Limited Competition, Request for Quotation or National Shopping, Community Participation, and Direct Contracting will be utilized.

Selection of consultants will follow Quality and cost Based Selection (QCBS), Selection Based on Least Cost (LCS), Selection Based on Consultant Qualification (CQ) and Selection of Individual Consultant (IC). Detailed description of these methods can be found in the Bank Procurement Framework under IBRD loans and IDA credits and "Selection and Employment of consultants by World Bank borrowers". The various procurement procedures to be used, based on the procurement methodology, is contained in the procurement manual.

The Bank's approved Standard Procurement Documents (SPD) for goods, works and Consultants Services will be used as appropriate. The standard Evaluation forms shall also be used for evaluation of bids and reporting during project implementation period.

For each contract to be financed by the Credit, the different procurement methods or consultancy services selection methods, estimated costs, prior review requirements, and time frame have been agreed between the Borrower and the Bank in the procurement plan.

Workshops, conference attendance, and study tours will be carried out on the basis of approved annual Programmes that would identify the general framework of training activities for the year, including the nature of training/study tour/workshops, the number of trainees, and cost estimates, to be reviewed and cleared by IDA. Selection of training institutions for workshops/training should be based on a competitive process using the Consultant's Qualification or any other relevant method of selection.

Bid Opening Committee: Bids shall be opened on the bid-closing date in the presence of bidders or their representatives that chose to attend. A register for bids submission and attendance shall be provided. The Project Coordinator at FCSU/SCSU/PIU shall establish a bid opening committee for activities for each procurement exercise. The Project Coordinator or his nominee shall head the Committee, while the Procurement Officer shall serve as the Secretary.

Bid Evaluation Committees: The FCSU/SCCU/Community shall constitute an evaluation committee comprising of three (3) or more persons for the evaluation of bids received by the project at Federal, State and Community level. Evaluation committee must include beneficiary representative while, Contract award and Contract agreement shall be signed by the SFCO.

Contract Notification and signing: The FCSU Coordinator and the Procurement Specialist shall carry out notification and signing of contracts at federal level, the SCCU coordinator and procurement officer shall carry out notification and signing of contracts at State and community level.

Receiving/Inspection of goods, works and services: Upon acceptance of consultancy and training reports by a designated officer or completion/receipt of works /goods at federal or State level, the Engineer certify the works and the stores personnel inspects quantity and quality of goods in order to ensure conformity to the technical specification. Payments are made only on confirmation of the above.

If the reports of an assignment or goods/works are rejected, the consultant or the contractor shall promptly be notified.

However, if they are accepted, the goods receipt notes shall be issued for goods received and certificate of completion shall be issued for completed works while an acceptance report or memo is prepared for a consultancy service.

Verification of Contract Performance: A team made up of the Procurement Officer, Project Accountant, Internal Auditor, Stores Officer and the relevant technical specialist shall make verification of contract performance at the FCSU/SCSU/PIU. They shall recommend the outcome of their verification exercise to the Coordinator on whether to effect payment or not.

Monitoring & Reporting: Contracts shall be monitored, and reports prepared on monthly and quarterly basis at Federal and State level to prevent unnecessary delays in contract executions. Reports shall be prepared to show procurement of goods, works and services already completed, those in-progress and those to be undertaken.

Procurement Risk Assessment.

Draft annual procurement plans are used to formulate the budget. As a rule, projects are designed before inclusion in the annual budgets. The procurement plans are finalized after the appropriation law is enacted in January and disclosed in the State Procurement Agencies' website, although the finalization of procurement plan may be delayed if there is slippage in the passage of the appropriation bill by the legislature, which may affect procurement implementation.

Procurement Activities. Procurement activities that are within the NG-CARES Programme boundary across the results areas include **Works** - (a) upgrading of the sanitary infrastructure in markets; (b) improvement in existing agriculture infrastructure for canals, feeder roads, and warehouses; and (c) rehabilitation of classroom blocks and primary health care centers; **Goods** - (a) acquisition of solar panels, (b) procurement of farm assets and equipment, and (c) procurement of ICT equipment; **Consulting Services** - (a) provision of extension services and training and (b) technical assistance and training on digital payment system.

Operating Cost: The operating costs shall include salaries for contracted staff (Specialists, Assistants and Support) salaries, employment benefits, travel expenditures and other travel-related allowances; equipment rental and maintenance; vehicle operation, maintenance and repair; office rental and maintenance, materials and supplies; and utilities and communication expenses; and bank charges.

Prior review Thresholds. The approved procurement thresholds and corresponding procurement methods vary across the States, depending on their economic capacity and level of development of their procurement system. The applicable procurement thresholds and methods for the IPF TA component are as shown below:

Procurement Threshold			
Category	Threshold in USD (000)	Methods	Remarks
Goods, IT and Non-Consulting Services	5,000 or more	ICB	All
	Less than 5,000	NCB	Above 2,000
	100 or less	RFQ or National Shopping	None
Consultants (Firms) - Consulting Services - Engineering and Construction Supervision	Less than 300	Shortlist of National Consultants	None
	500 or less	Shortlist of National Consultants	None
Consultants (Individuals)	100 or more	IC	All
	Less than 100	IC	None

No procurement activity under the Programme is expected to fall within the ICB threshold.

Post Review/Integrated Fiduciary Review. For compliance with the bank's procurement procedures, the bank will carry out sample post review of contracts that are below the prior review threshold. Such review (ex-post and procurement audit) of contracts below the threshold will be subject to the risk rating of the post-review contracts in the project. Procurement post-reviews will be done on annual basis depending on the number of post-review contracts.

CHAPTER SEVEN: ADAMAWA CARES PROGRAM ACTION PLAN

ADAMAWA CARES PROGRAM ACTION PLAN

S/N	Action Description	Due Date	Responsible Party	Completion Measurement
1	Establishment and resourcing of State CARES Coordinating Unit in the Ministry of Budget and Planning for oversight and coordination of the multiple delivery platforms	Completed, SCCU established domiciled within Adamawa State Planning Commission with 5 staff	State Government	Covenant and eligibility criteria
2	A formal capacity building program to strengthen the skills of the M&E staff at State Delivery Units, Coordinating Units and Federal CARES support Unit On the data collection, indicators specification and reporting system for the CARES	6 th – 19 th June, 2021	Federal CARES Support Unit and World Bank as part of the IPF workplan	Training Module and reported in M&E framework and Implementation Support Supervision Report of World Bank Task team
3	States submit audited financial statements with the necessary information required for the CARES Program audit	FY 2020 by September 2021, FY 2021 by September 2022 and FY 2022 by September 2023	States Accountant General	State will submit the audited financial statements to the Federal Cares Support Unit at due dates
4	Audit of list of beneficiaries and payment to the beneficiaries in the intervention areas of the CARES Program conducted by the States Auditors General audit at the end of every calendar quarter	30 days after the relevant calendar quarter	States Auditor General	State Auditor General will submit their report to the States CARES Coordination Unit and the Federal CARES Support Unit 30 days after the relevant calendar quarter
5	Undertake procurement and contract performance audit of CARES Implementing Agencies	FY 2020 by September 2021, FY 2021 by September 2022 and FY 2022 by September 2023	State Procurement Agencies	State will submit the audited procurement and contract performance report to the Federal Cares Support Unit at due dates
6	States Accountants General prepare calendar semester unaudited interim financial reports	30 days after the end of the relevant calendar semester	State Accountants General	State Accountant General will submit their report to the States CARES Coordination Unit and the Federal CARES Support Unit at due date
7	Conduct environmental and social screening of program activities and monitoring of progress on environmental and social compliance.	Environmental screening before Program activities	Federal CARES Support Unit; State CARES Coordinating Unit and Implementing Agencies	State will submit completed Quarterly report to the Bank with recommendations about E&S issues, including the progress of the implementation of actions indicated

8	Strengthen (formalize and document) existing GRM in CSDA, FADAMA and PAWECA to make it more robust and build trust	On-going	Federal CARES Support Unit; State CARES Coordinating Unit and Implementing Agencies and State Legal Unit/Ministry of Justice	Revised GRM with clear reporting channel.
9	Where relevant program / sub-program activities will happen, states to set up community level (through relevant traditional rulers/ institution) conflict resolution committee to address conflict related to program activities.	Ongoing, list of contacts of committee members and Memorandum of inauguration, minutes of committee meetings will be documented.	State CARES coordination Unit, CSDA, Ministry of Local Government and Chieftaincy,	List and contacts of committee members and Memorandum of inauguration, minutes of committee meetings.
10	All CSDAs to develop, adopt and implement a Voluntary Land Donation(VLD) framework/protocol in line with World Bank Guideline to screen all land selected for micro projects (All donated land must be free of economic, social and physical encumbrances).	By October 2021	CSDAs, State Ministry of Land, Urban and Physical Development and Ministry of Local Government and Chieftaincy Affairs	Developed and submit voluntary Land donation framework/protocol with screening checklist satisfactory to the Bank.
11	Ensure Engagement of Environmental/OHS specialist, social specialist, officer, GBV/ Gender, GRM officer, in the PIU at the federal and state level (for states without environment and social specialist in the implementing agencies). To be maintained throughout the life of the program implementation	Completed, with Environmental/OHS specialist, social specialist, officer, GBV/ Gender, GRM officer in all the DPs and will be maintained throughout the life of the program implementation	Adamawa State Cares Coordinating Unit	Inclusion of the listed specialist in the team and maintained throughout the Program implementation.
12	Community management committees including representatives from different categories of persons in the community including community leaders, youths, women groups and PWD's should be set to manage the implementation of community micro projects.	This will be set up during preparation of the Community or Group Development Plan under DLI 1.4. (Result Area 1) as from July 2021	State CSDA or PIU for DLI1.4	Approved Community Development Plan or Group Development Plan with list of committee members, Minutes community meetings on selection and design and implementation of micro projects.
13	States without a GBV response team should quickly set up and publicize its Response Team for response to issues of SEA/SH and support it with robust public enlightenment program.	Completed, the State has GBV response team inaugurated by the Chief Judge in 2018. The full details from Women Affairs submitted to SCCU	States Ministry of Women Affairs and Social Development and Ministry of Justice	Document setting out referral pathway and available service provider by the relevant MDA
14	Conduct half yearly reviews and annual environmental and social audit	State will conduct Half yearly and annual environmental and social audit	State CARES Coordinating Unit (SCCU)	State will Submit semi-annual reviews and annual E&S audits to the Bank at due date

15	Conduct security need assessment	Completed, the State has conducted security need assessment, with security action plan in place	Adamawa State in the North East	State security action plan developed and is being implemented
16	Adoption of fund release policy for improved predictability of resource flows to MDAs implementing CARES program.	The State has domesticated and adopted the Fund release Policy on 8 th June 2021	Ministry of Finance and Budget	cumulative budget releases against appropriations will be provided as implementation commences
17	Protocol for reporting, management and investigating of fraud and corruption allegations operationalized in MDAs implementing CARES program.	The State has domesticated and adopted Protocol for reporting, management and investigating fraud and corruption allegations operationalized in the DPs implementing CARES program 8 th June 2021	State CARES Coordination Unit	Report on fraud and corruption allegations will be included in Program implementation progress report

CHAPTER 8: COMMUNICATION STRATEGY

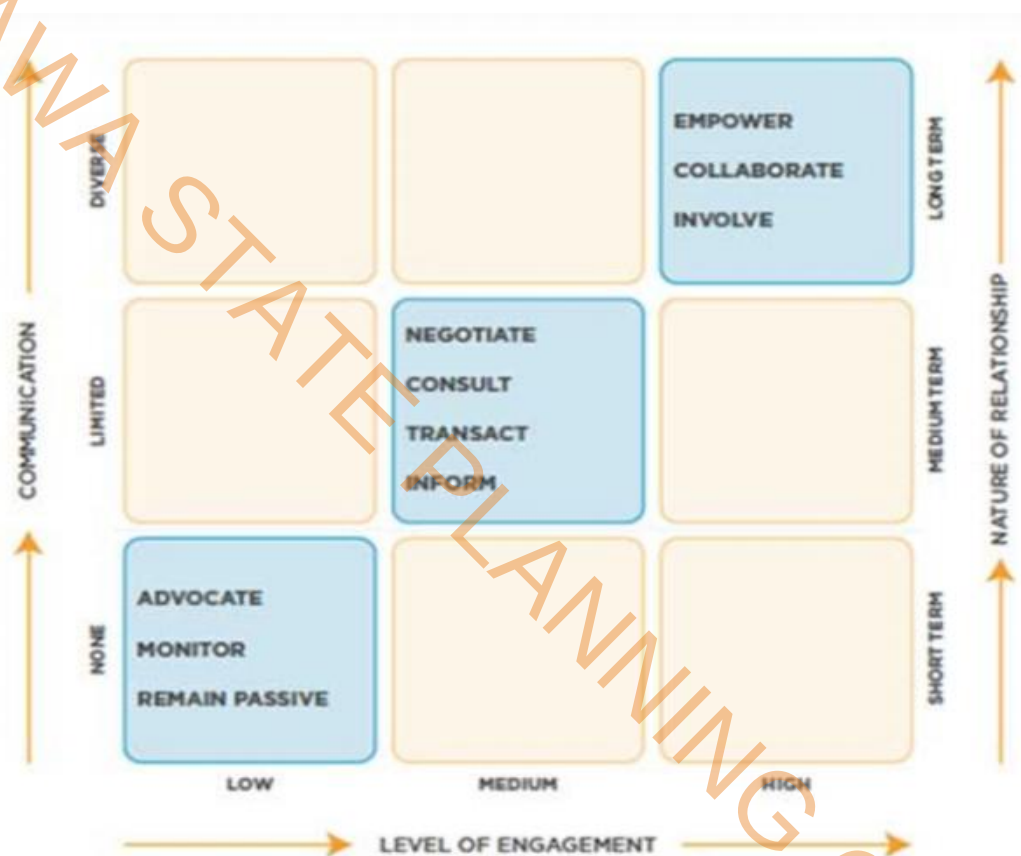
The general objective of the Communications (Comms) Strategy is to provide communication and sensitization support to all groups and actors as well as the beneficiaries involved in the implementation of the Programme. The Comms Strategy is planned to promote:

- i. Appropriate visibility of the Programme activities with messages and calls for action.
- ii. Catalyze beneficiaries into engaging with other stakeholders including donors, NGOs, and other interested parties, and
- iii. Promotes understanding, buy in and ownership of the NG-CARES.

The communication strategy is designed and implemented as a two-way stream that allows the channeling of communities' voices through beneficiary assessment and feedback mechanisms to ensure that their concerns and queries are accessed and well addressed in an effective and timely manner. The communication strategy shall aim at managing beneficiaries' expectations with regard to the overall Programme objectives. The messages shall be consistent and clear to the target audience and this will be key in proactive managing beneficiaries' expectations and promote their ownership.

- i. The message should be passed through appropriate and effective channels to the beneficiaries and stakeholders.
- ii. The Information about the availability of a suggestion box shall be communicated as part of the Programme's regular interaction with local stakeholders. Placement of Programme-related information and printed materials in dedicated/designated locations that also provide visitors and readers with an opportunity to leave their comments/suggestions in a feedback register.
- iii. Develop and launch NG-CARES Programme website to promote various information and updates on the overall Programme, impact assessment and impact management process, procurement, employment opportunities, as well as on Programme's engagement activities with the public.
- iv. A link to the Programme website shall be specified on all the printed materials distributed to the stakeholders.

Level of Engagement of stakeholders in NG CARES



One of the keys to the success of the NG-CARES Programme is the level of Stakeholders engagement, its successes and sustainability. Persistent Stakeholders engagement is very important in the implementation of the NG CARES. The three major Stakeholders are as follows:

1. Affected Parties (Beneficiaries, PAPs, etc.)
2. Implementing Agencies (e.g., MDAs, DPs)
3. Interested Parties (local population who can benefit indirectly, etc.)

NG CARES has diverse Stakeholders and hence the need for a comprehensive a Stakeholders Engagement plan which shall include methods of engagement and identification. It identifies information and types of interaction to be conducted in each phase of the project, considers and addresses stakeholders' communication and physical accessibility challenges, and includes any other stakeholder engagement required.

The Stakeholder Engagement will involve the following steps:

- stakeholder identification and analysis;
- proper documentation of all stakeholders' plans on how the engagement with stakeholder will take place;
- disclosure of information;
- consultation with stakeholders;
- addressing and responding to grievances, and

- Reporting to stakeholders.

Contents of the suggestion box shall be checked by the designated Programme staff on a regular basis to ensure timely collection of input and response/action, as necessary. The primary channels for the Communication Strategy and visibility include e-mails, press releases, presentation material (leaflets, TV spots- jingles, depending on availability of means) various media channels (radio, TV, newspapers, journals, websites, blogs), information materials (in both soft and hard formats), publications (e.g. articles in journals), educational kits, events such as conferences, seminars or press conferences and a website.

The external communication component will develop such outputs as:

- Portal/website: A high-quality, user-friendly internet portal/website aiming to disseminate the Programme progress, activities and lessons. The Portal shall be administered by the FCSU.
- Information/communication materials will be developed in both soft and hard formats (kits, leaflets, brochures, etc.) targeted to the selected audiences and they will be disseminated through different channels of communication and in local languages.
- Press releases and press conferences will be conducted to disseminate progress information of important milestones and achievements.
- Facilitation of “ad hoc” audio-visual campaign for wide media dissemination, targeting beneficiaries who might be literacy challenged.

The key messages will be divided into the overarching message, to be used in general communication, and the specific messages will be used to communicate DLI activities at various locations. It is necessary to ensure a harmonized recognition of familiarity with the activities across the State and implementing partners, in order to ensure that a common overall identity referencing the Programme is created and maintained.

The specific objectives of the Comms Strategy are the following:

- To identify appropriate target audiences and define specific communication objectives for each of these groups.
- To identify, develop and sustain effective channels of communication, both internal and external, which will serve the exchange of information among all key stakeholders and enhance the coordination mechanism ensuring that the overall communication and visibility goal is successfully reached.
- To develop and ensure consistent and timely delivery of communication outputs for reaching the specific target groups.
- To develop a comprehensive Comms Plan, as well as work plans on a yearly basis, for all the Projects activities based on the above objectives ensuring the effective communication during and beyond the lifetime of the project.

- v. To put in place effective monitoring and reviewing arrangements for the implementation of the Comms Strategy and the Communication Work Plan.
- vi. To support/facilitate the replication component of the Programme – both across the existing municipalities and potentially new municipalities and its corresponding activities. The Programme's components and activities will span several sectors: solid waste collection, water sanitation, roads and bridges, conflict prevention and post-conflict reconstruction, participation/civic engagement, and social inclusion.

There will be both internal and external Comms strategies. The purpose of the internal Comms strategy is to respond to the need for effective communication within the various structures of the Programme, ensuring the adequate flow of information among the stakeholders: DPs, MDAs, SCCU; FCSU and other stakeholders. It is crucial for all management structures and partners to understand that the key element for the success of the Comms Strategy activities is the collective, corporative/collaborative and timely effort on the part of everyone involved.

The Communication objectives include:

1. Build trust for the project among communities in a way that greatly reduces any trust deficit arising from previous pandemic response interventions and mistrust for social intervention Programme which is relatively new to Nigeria.
2. Drive strong participation among communities identified for the NG-CARES Programme.
3. Build knowledge of the Programme as the Government of Nigeria's response towards addressing loss of income caused by the economic impacts of COVID-19.
4. Limit errors and/or grievance by creating strong knowledge across targeted communities on the targeting processes adopted by the various DPs.
5. Support a rapid resolution grievance redress system with clear complaint channels.

AUDIENCE

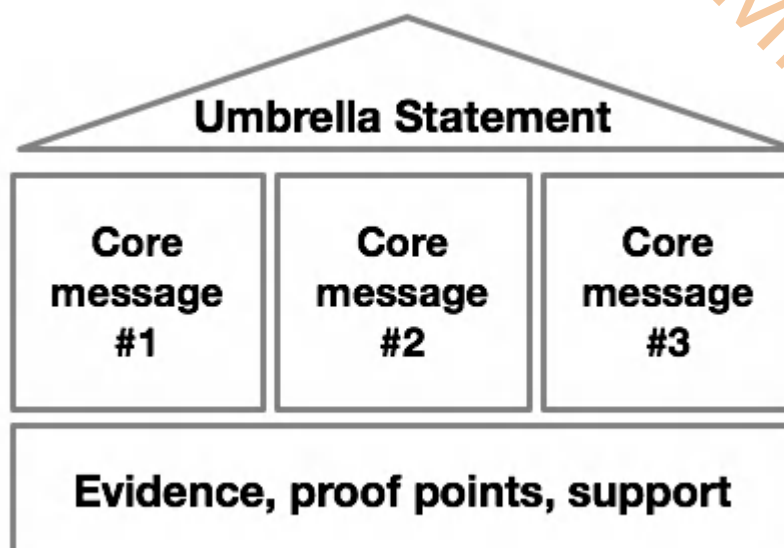
The primary audience of the communication plan for addressing the COVID 19 pandemic are critical institutions at the National and State levels (establishments), Community Development Associations, NGOS/CSOs, small income earners/business operators and the media are targeted with relevant messages.

MESSAGING:

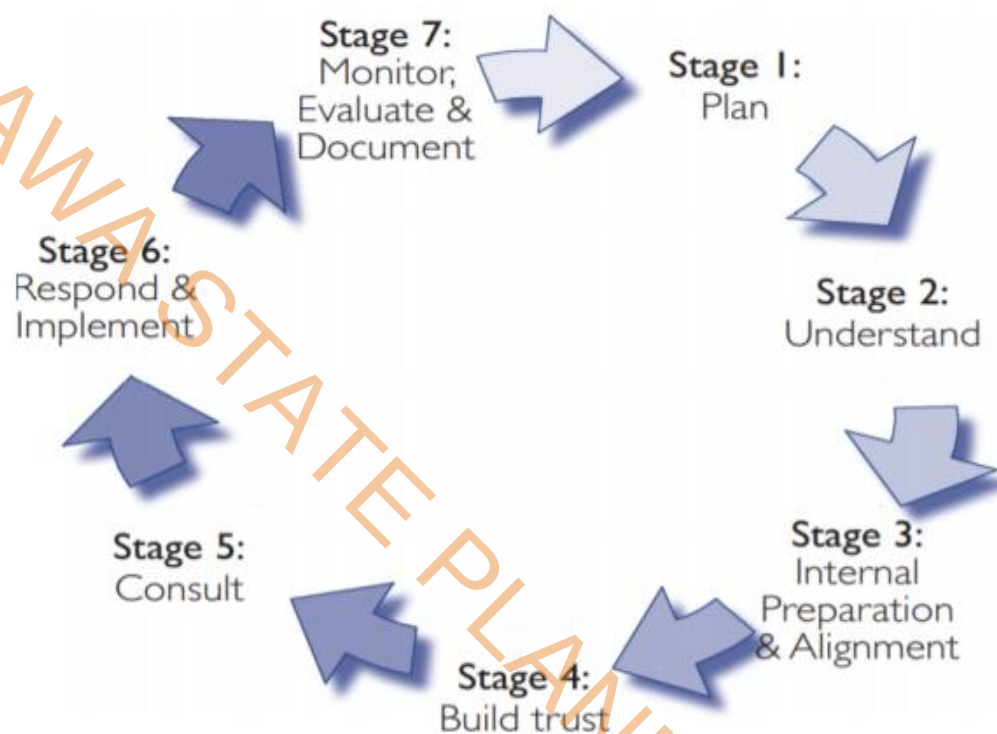
At the heart of the Comms Strategy is "messaging" which is the content of the communication. Message House is an effective tool for keeping communication simple and focused



Important questions for preparing a message



Message House



The Process Flow of Stakeholder Engagement

CAPACITY BUILDING

- Advocacy/Sensitization
- Preparing briefs for policymakers, web pages for the general public, guides for technical staff, reports or videos to local stakeholders (e.g. village committees) and project participants.
- The Programme will fund capacity building for officers in charge of communication activities.
- Workshop on website and social media development, coordinate meetings online and create printed materials
- To establish and assist with service or Programme delivery
- Strategic planning/project implementation.
- Result assessment workshop

COMMUNICATION ACTIVITIES / CHANNELS

Activities proposed to achieve this objective will commence immediately and run through the different milestones.

1. Radio jingles in Pidgin, Hausa, Yoruba and Igbo and regional lingua-franca to create awareness and a call to action on the project.
2. Printed Information, Education and Communication (IEC) materials, (e.g. posters and leaflet, factsheets and FAQs) in local languages with clear illustrations of the objectives and processes of each DPs and grievance redress methods.

3. Visits to community champions and gatekeepers for sensitization talks and interviews.
4. TV and radio interviews /press briefings with press in implementing States.
5. Production of a high end (multiple language) cartoon animation video that clearly explains the impact of Covid-19 and how the various DPs are set up to help respond and provide succour.
6. Design of social media infographics focusing on the targeted households, targeting mechanism, numbers covered and other processes.
7. Newspaper articles, editorials, advertorials opinion articles in national dailies on the government's strategic objective to address cases of income loss linked to the COVID-19 pandemic
8. Community outreach through community leaders, household heads, religious leaders, town criers, fliers and town hall meeting adhering to the NCDC and State applicable COVID-19 protocols
9. There will be a central dedicated toll-free telephone line managed by FCSU.
10. Conduct social media campaign on (Facebook, Twitter, YouTube, WhatsApp etc).

APPENDIX 1

DLIs, Disbursement Timing, and Verification Protocol

Results Area 1: Increased social transfers, basic services, and livelihood support to poor and vulnerable households	Number of beneficiaries engaged and deployed into LIPW activities in social services and receiving stipends	6, 12, 18 months	IVA verifies: • Number and proof of successful direct stipends payments to enrolled beneficiaries. • Number and proof of individual selection from agreed State Register and enrollment by gender and vulnerability profile • Sample Records of attendance and participation in public works with Personal Protective Equipment (PPEs), Occupation Health and Safety (OHS) and National and Good International Industrial Practice (GIIP) labour practices confirmed in place. • Sample of work sites to confirm beneficiaries and work done
	Number of direct beneficiaries of completed and functional Community and Basic Service Infrastructure microprojects	6, 12, 18 months	IVA verifies: • Record of number of CDPs/GrDPs appraisal by the appraisal team and approved by CSDA management team and funded as agreed in PIM. • Records of number and profile of benefiting members of the community and or vulnerable groups that are utilizing micro-projects in the CDP or GrDP with sample visit to community and vulnerable groups. • Record of environmental and social screening report conducted prior to commencement of microproject along with mitigation actions, timeline, responsible parties and budget in place, where needed. • Record of voluntary land donation protocol developed with screening checklist. • Report of semiannual Environmental and Social audit conducted including status of remedial actions taken that are stated in environmental and social (E&S) screening report, additional remedial actions identified and action plan for implementation, if relevant
Results Area 2: Increasing food security and safe functioning of food supply chains	Number of farmers utilizing agricultural inputs and services from the Programme	6, 12, 18 months	IVA reviews the following records to verify DLI achievements: • Registers of names, numbers and gender of farmers receiving crop and livestock inputs, including the specific types of inputs (e.g., varieties of improved seeds) and quantities received by each farmer. • Registers of names, numbers and gender of farmers receiving mechanization services and extension and advisory services. • Counter-signed forms from leaders of farmer groups confirming that farmers are utilizing the inputs. • In addition, the IVA shall visit a sample of heads of farmer groups to validate the records

	Number of farmers accessing improved agricultural infrastructure	6, 12, 18 months	IVA reviews the following records to verify DLI achievements: • Registers of names, numbers and gender of individual benefitting from the infrastructure • The number of works contracts issued. • Record of Environmental and social screening report conducted prior to commencement of infrastructures along with mitigation actions, timeline, responsible parties and budget in place, where needed. • Works completion reports certified by Local Fadama desk and State Fadama Coordinating Office. • In addition, the IVA visits a sample of the sites to confirm that infrastructure has been rehabilitated/improved as per works contracts. • Report of semi-annual Environmental and Social audit conducted including status of remedial actions taken that are stated in E&S screening report, additional remedial actions identified and action plan for implementation, if relevant.
	Number of existing wet markets with upgraded water and sanitation service	6, 12, 18 months	IVA reviews the following records for each market to verify DLI achievements: • The number of markets and works contracts issued. • Record of Environmental and social screening report conducted prior to commencement of upgrading works along with mitigation actions, timeline, responsible parties and budget in place, where needed. • Works completion reports certified by Local Fadama desk and State Fadama Coordinating Office • In addition, the IVA visits a sample of the markets to confirm that water and sanitation services have been upgraded with universal access as per works contracts. • Report of semi-annual Environmental and Social audit conducted including status of remedial actions taken that are stated in E&S screening report, additional remedial actions identified and action plan for implementation, if relevant
Results Area 3: Facilitating recovery and enhancing capabilities of small and medium enterprises	Number of firms receiving IT Enhancement Grants	6, 12, 18 months	IVA reviews the following records to verify DLI achievements: • Registers for number of eligible formal or informal firms that received support grants that covered acquisition and deployment of IT solutions. • Registers for number of eligible formal or informal firms that received support grants that covered acquisition of IT physical equipment. • Report of semi-annual Environmental and Social audit conducted including pollution (e-waste, GHG emissions, resource efficiency, etc.) and labour dimensions of IT enhancement activities

APPENDIX 2

NG CARES

PROGRAM ACTION PLAN

Action Description	Source	DLI#	Responsibility	Timing		Completion Measurement
See Table below	Other		NA	Due Date	31-Dec-2020	See Table below

S/N	Action Description	Due Date	Responsible Party	Completion Measurement
1	Establishment and resourcing of State CARES Coordinating Unit in the Ministry of Budget and Planning for oversight and coordination of the multiple delivery platforms	Prior to Program effectiveness	State Governors and Minister of the FCT	Covenant and eligibility criteria
2	A formal capacity building program to strengthen the skills of the M&E staff at State Delivery Units, Coordinating Units and Federal CARES support Unit On the data collection, indicators specification and reporting system for the CARES	Prior to Program implementation and every 6 months.	Federal CARES Support Unit and World Bank as part of the IPF workplan	Training Module and reported in M&E framework and Implementation Support Supervision Report of World Bank Task team
3	States submit audited financial statements with the necessary information required for the CARES Program audit	FY 2020 by September 2021, FY 2021 by September 2022 and FY 2022 by September 2023	States Accountant General	States submit the audited financial statements to the Federal Cares Support Unit.
4	Audit of list of beneficiaries and payment to the beneficiaries in the intervention areas of the CARES Program conducted by the States Auditors General audit at the end of every calendar quarter	30 days after the relevant calendar quarter	States Auditor General	States Auditor General submit their report to the States CARES Coordination Unit and the Federal CARES Support Unit
5	Undertake procurement and contract performance audit of CARES Implementing Agencies	FY 2020 by September 2021, FY 2021 by September 2022 and FY 2022 by September 2023	State Procurement Agencies	States submit the audited procurement and contract performance report to the Federal Cares Support Unit
6	States Accountants General prepare calendar semester unaudited interim financial reports	30 days after the end of the relevant calendar semester	State Accountants General	States Accountants General submit their report to the States CARES Coordination Unit and the Federal CARES Support Unit
7	Conduct environmental and social screening of program activities and	Environmental screening before Program activities	Federal CARES Support Unit; State CARES Coordinating Unit and	Submit Quarterly to the Bank Completed report with recommendations

	monitoring of progress on environmental and social compliance.		Implementing Agencies	about E&S issues, including the progress of the implementation of actions indicated in this table to the Bank
8	Strengthen (formalize and document) existing GRM in CSDP, SCTU, FADAMA State Job Creation Unit/ MSE Support Units and GEEP to make it more robust and build trust	January 2021	Federal CARES Support Unit; State CARES Coordinating Unit and Implementing Agencies and State Legal Unit/Ministry of Justice	Revised GRM with clear reporting channel.
9	Where relevant program / sub-program activities will happen, states to set up community level (through relevant traditional rulers/ institution) conflict resolution committee to address conflict related to program activities.	Prior to implementation of sub Program activities	State CARES coordination Unit, CSDA, Ministry of Local Government and Chieftaincy,	List and contacts of committee members and Memorandum of inauguration, minutes of committee meetings.
10	All CSDAs to develop, adopt and implement a Voluntary Land Donation(VLD) framework/protocol in line with World Bank Guideline to screen all land selected for micro projects (All donated land must be free of economic, social and physical encumbrances).	March 2021	CSDAs, State Ministry of Land, Urban and Physical Development and Ministry of Local Government and Chieftaincy Affairs	Developed and submit voluntary Land donation framework/protocol with screening checklist satisfactory to the Bank.
11	Ensure Engagement of Environmental/OHS specialist, social specialist, officer, GBV/ Gender, GRM officer, in the PIU at the federal and state level (for states without environment and social specialist in the implementing agencies). To be maintained throughout the life of the program implementation	Prior to Effectiveness	Federal CARES support unit and state Cares Coordinating Units	Inclusion of the listed specialist in the team and maintained throughout the Program implementation.
12	Community management committees including representatives from different categories of persons in the community including community leaders, youths, women groups and PWD's should be set to manage the implementation of community micro projects.	During preparation of the Community or Group Development Plan under DLI 1.4. (Result Area 1)	State CSDA or PIU for DLI1.4	Approved Community Development Plan or Group Development Plan with list of committee members, Minutes community meetings on selection and design and implementation of micro projects.
13	States without a GBV response team should quickly set up and publicize its Response Team for response to issues of SEA/SH and support it with robust public enlightenment program.	At least 90days after effectiveness of CARES	States Ministry of Women Affairs and Social Development and Ministry of Justice	Document setting out referral pathway and available service provider by the relevant MDA

14	Conduct half yearly reviews and annual environmental and social audit	Half yearly and annually, as relevant, throughout Program implementation	FCSU / State CARES Coordinating Unit (SCCU)	Submit semi-annual reviews and annual E&S audits to the Bank
15	Conduct security need assessment	Before commencement of implementation in each State	All States and FCT (especially North-west and North East,)	Development and Agreement on security action plan
16	Adoption of fund release policy for improved predictability of resource flows to MDAs implementing CARES program.	Not later than Program effectiveness	Ministry of Budget and Planning; Ministry of Finance	MDAs BERs showing cumulative budget releases against appropriations
17	Protocol for reporting, management and investigating of fraud and corruption allegations operationalized in MDAs implementing CARES program.	Not later than Program effectiveness	FCSU/State CARES Coordination Unit	Report on fraud and corruption allegations included in Program implementation progress report

FUNDS RELEASE POLICY

NG CARES Funds Release Policy

Adamawa State Ministry of Finance

Issuing Authority	Adamawa State Government (ADSG)
Supersedes	Any other earlier dated policy
Version	001
Ratified by	State CARES Steering Committee
Date Ratified	8 th June 2021
Author(s)	Ministry of Finance and Budget
Responsible Officer (s)	Commissioner of Finance and Budget
Date Issued	8 th June 2021
Review Date	8 th June 2021
Users	All Staff Members in the Ministry of Finance and Budget
To be read in conjunction with:	All Extant Laws, Instructions and Rules
Published by:	Ministry of Finance and Budget
Effective Date	8 th June 2021

Policy Purpose and Scope

This document establishes the Funds Release Policy for the Ministries, Departments and Agencies (MDAs) implementing the NG CARES program.

Objectives

The objectives of the ADSG NG CARES Funds Release Policy include:

- to influence availability of funds to MDAs implementing NG CARES program
- improved predictability and availability of funds to MDAs implementing NG CARES program for better planning and program execution
- expedited processing of funding requests and availability of funds to MDAs implementing NG CARES program.

Definition of Terms

- o **Consolidated Revenue Fund (CRF):** This is the fund where all government revenue accrues whether from taxes, Federal Government allocation or other sources. All government expenditures are made from this fund except for exceptional items that are made from contingency or special accounts that are meant for the purposes stated. All expenditures from this fund is made as appropriated by the State House of Assembly.
- o **State:** Means Adamawa State of Nigeria created by virtue of section 3 of the 1999 Constitution of the Federal Republic of Nigeria (as amended).

- o **Adamawa State Government (ADSG):** Means the executive arm of Adamawa State Government.
- o **Adamawa State House of Assembly (ADHA):** Means the legislative arm of government created by virtue of section 90 of the 1999 Constitution of the Federal Republic of Nigeria (as amended).

MDAs Implementing NG CARES program: Mean Community & Social Development Agency (CSDA), FADAMA and Poverty & Wealth Creation Agency (PAWECA). State CARES Coordinating Unit (SCCU) of Planning Commission will be responsible for coordinating the activities of the implementing MDAs.

Guidelines for Funds Availability

MINISTRIES, DEPARTMENTS AND AGENCIES (MDAs) IMPLEMENTING NG CARES

- o It is the policy of ADSG to release funds to MDAs implementing NG CARES program from the subaccount of CRF wherein NG CARES program funds are held.
- o Funds will be made available to the MDAs implementing NG CARES program based on the year's approved budget.
- o Expenditures of the MDAs implementing NG CARES program must be in line with their approved budget.
- o Funding requests by the MDAs implementing NG CARES program will be processed following expedited approach and shall be disbursed within two weeks of request but not more than four weeks of making the request.

- o Chairman of the NG CARES State Steering Committee will be expected to play a pivotal role in the prompt release of funds to MDAs implementing NG CARES program.
- o Funds are available for utilisation only through the approved operational accounts.
- o Monthly returns of all fund's utilisation must be made to the office of the Accountant General with supporting documentation. Copy of the same monthly funds' utilisation report shall be submitted to the Chairman of the NG CARES State Steering Committee.
- o Monthly returns of expenditures will be made by the MDAs implementing NG CARES program to the Final Accounts Unit of the Office of the Accountant General within the first two weeks of the new month.

Approved

Dr. Ishaya John Dabari
Hon. Commissioner of Finance, Adamawa State

APPENDIX 4

NG CARES Protocol for Reporting on Fraud and Corruption

1. The Borrower, acting through the ICPC (or other relevant agency), shall be responsible for carrying out any criminal and administrative investigations of all material and credible allegations of fraud and corruption under the Program, keeping the Bank abreast of their progress and findings, and make public their conclusions/results.
2. The SCCU, in consultation with the entities implementing the CARES, shall provide the Borrower and the Bank, at the end of each calendar semester, with a report on allegations of fraud and corruption under the Program received and registered during such period, as well as the progress of and outcomes from any related investigations and any actions taken. A template for reporting is appended to this Protocol. If there are no such allegations, investigations or actions to report during any reporting period, the report shall so state. Reciprocally, if the Bank finds evidence of corrupt practices, the Bank shall, to the extent consistent with Bank policy, refer the case to the ICPC (or other relevant agency) through the SCSC Secretariat for investigation under the relevant criminal and civil laws.
3. In the event that the Bank decides to conduct an administrative review into allegations or other indications of fraud and corruption in connection with the Program – the Borrower shall cooperate fully with the representatives of the Bank and take all appropriate and timely measures to ensure full cooperation of relevant persons and entities subject to government jurisdiction in such investigation, including (but not limited to) the CSDA/SCTU/PWF Units, FADAMA/Ministry of Agriculture and MSE platform/Ministry of Commerce/GEEP, and their officers and employees and agents, in each case, allowing the Bank to meet with such relevant persons/entities and to inspect all of their relevant accounts, records and other documents and have them audited by, or on behalf of, the Bank. If the Bank were to find evidence of corrupt or other sanctionable practices, the Bank will refer the case to the ICPC (or other relevant agency) through the SCSC Secretariat for investigation under the relevant criminal and civil laws.
4. The Borrower shall ensure that any person or entity debarred or suspended by the Bank is not awarded a contract under, or otherwise allowed to participate in, the Program during such period of debarment or suspension by the Bank.

Template for Reporting on Handling of Allegations of Fraud and Corruption

Location	Date Allegation Received	Complainant	Alleged Perpetrator/Subjects of the allegation(s)	Description of Allegation(s)	Stage of Handling of Allegation [Initial Review, Investigation, Referral, Prosecution, etc.]	Description of Progress in Investigation	Outcome of Investigation	Remedial Actions taken

APPENDIX 5

VOLUNTARY LAND DONATION

Voluntary land donation is defined as the ceding of a property by an owner who is: a) fully informed; and b) can exercise free will, i.e. can refuse to sell or to donate. —Fully informed means that the owner has complete information regarding the proposed activity and its impacts, its land requirements and its alternate activity sites, as well as his or her rights to compensation. The owner has also been provided with sufficient time to consider his or her disposition of the property, and the owner has knowingly rejected the right to renege on his or her initial decision. —Free will means that the owner can reject the possibility of giving up his or her land.

Below are some requirements for the regularization of Voluntary Land Donation

Determining the appropriateness of VLD in the circumstances of the project is vital as it will prevent grievances on land donations.

After the collection of information related to land and assets which will be affected by sub-project implementation, the responsible official, with assistance from the related persons, will prepare a land survey map and a schedule of land acquisition.

1. During the verification of voluntary donations. The following conditions will be confirmed by the Committee including the Village Chief.
 - (a) Confirmation that affected people agree to donate land or asset, based on a face to face meeting;
 - (b) No one would lose more than 10% of the total productive assets;
 - (c) The total land holding of the affected person should be 200 m² or more; and
 - (d) No physical relocation necessary
2. Initial Village Consultation: Under the village head leadership, a consultation process will be launched to invite different interested parties, including land owners to discuss and ratify the appropriateness of the voluntary basis of land donation.
3. Establishing informed consent: The Village Chief, in coordination with relevant officials of the SA, LGDO and the LGRC verifies the informed consent or power of choice by the people who would donate land or an asset. In particular, the following will be verified and documented in the voluntary donation report:
 - (a) What the land is going to be used for, by whom and for how long;
 - (b) That they will be deprived of the ownership or right to use the land, and what this really means;
 - (c) That they have a right to refuse to donate the land;

- (d) Whether there are alternatives to using this land;
- (e) What they will need to do to donate the land (e.g., execute documents, get spousal consents, pay taxes etc);
- (f) The effect of the donation on their family, and what they can do if they (or their family or heirs) want the land back;
4. Verification of ownership and identification of land users will involve
- (a) The owner or owners of the land;
 - (b) The users of the land, or any parties that occupy the land (either physically or through ownership of an asset or conduct of livelihood or business activities on the land);
 - (c) Any competing claims of ownership or use;
 - (d) Structures and assets on the land; and
 - e) Any encumbrances on the land.
5. It is important to: (i) identify the right that is being transferred (an ownership right, a use right, a right of way, etc.); and (ii) check whether the transferee actually has the right he/she claims to have.
6. Public consultations and disclosure. The decision to donate must be taken on the basis of a full understanding of the sub-projects and the consequences of agreeing to donate the land. Meaning the disclosure should be made in the local community for a period of 2 weeks
7. The right to refuse must be a legitimate right, unconditional, and the potential transferee must be capable of exercising it in the local community and political context and well understood
8. Ensure Proper documentation.
9. Ensure that the agreement/documentation:
- Refers to all the previous consultations that took place;
 - Sets out the terms of the transfer;
 - Attach an accurate map of the land being donated (boundary + coordinates);
 - Sets out who will bear the costs of the transfer (e.g., notarial fees, taxes, title issues) and documenting the residual land rights;
 - Ensure that all necessary parties sign the documents, including obtaining consent from spouses and children over a certain age;
 - Signing should be done by two witnesses who are community leaders but not the direct beneficiaries of the investment activity to ensure that the land was voluntarily donated without any form of duress.
 - Ensure that the transfer and title is registered or recorded;

NB: All CSDP offices must maintain a file containing information and documents on all of the above processes

ANNEX

SAMPLE CONSENT FORM FOR VOLUNTARY LAND DONATION

I/We: _____ male household head _____ female household head, and/or person(s) exercising customary rights over land with

GPS Coordinates _____ North and _____ East and covering an area of _____ square kilometers (or other appropriate measurement)

which is located in _____ Community/Village of _____ LGA of _____ State.

Hereby declare that I/we/the group are the owners/users of the land required for (description): _____

I/we are voluntarily donating the use of land and or/ land-based assets (land area, type of assets /trees/crops etc) _____ for the purpose of: (specify activity) _____

We agree to this purpose from (date) _____ for as long as the purpose is served or until (specify end date, typically the life expectancy of the facility) _____

I/we make this donation of My/Our own free will. I/We are waiving My/Our right to compensation of any kind for the specified duration of the activity. I/We affirm that we have been fully and freely consulted and informed about the activity prior to agreement, have not been subject to any form of coercion, understand that I/we have the right to refuse, and to seek redress for any grievance concerning this transaction.

NAME & SIGNATORIES FOR THIS VLD CONSENT/AGREEMENT

Household Head	Spouse of Household Head	Village Chief
CPMC Member	Witness 1	Witness 2
	CDA Member	

APPENDIX 6

QUALIFICATION, EXPERIENCE & SCOPE FOR STAFF OF ADAMAWA NG-CARES

The required staff are expected to have the following qualification and experience:

1. State CARES Coordinating Unit (SCCU) POSITION AND JOB DESCRIPTION

a. SCCU Coordinator:

Qualification: at least a masters' degree in Resources Management, Agricultural Economics, Resource Economics, Business Management or related discipline with at least 15 years of relevant post-qualification experience, out of which 7 years must be on Donor assisted Project. Higher degrees and experience in the management of natural resources and/or rural development World Bank/donor assisted projects will be an added advantage. Computer literacy and good knowledge of Project Management software is essential.

Duties:

- Secretariat of SCSC
- be responsible for the overall coordination with delivery/implementing units of NG-CARES in the State;
- monitor and collate results and ensure budget provision to delivery units
- liaise with all relevant and supportive MDAs in the State on the Program Action Plans (PAP) and the IVA as well as FCSU
- Coordinating the reporting and investigation of allegation of fraud and corruption in line with agreed protocol.
- Carry out any other duties as may be assigned by the Chairman of the State Planning Commission.

2 RA 1 POSITIONS AND JOB DESCRIPTION (CSDA/YESSO)

a. General Manager (GM)

Qualification and Experience

A university degree in Social Sciences, Natural Sciences, Engineering and/or any other relevant degree with at least fifteen years post-qualification experience in the private or public sector, five of which must be at management level. A higher degree and experience in the management of rural development projects shall be an added advantage.

Duties:

The General Manager shall:

- Exercise the powers and functions of the State Agency (SA) as provided for in the law establishing the Agency.
- Be in-charge of the general administration of SA and personnel.
- Be the Accounting Officer of the SA,
- Give approval for proposal of CDPs/GDPs recommended by the SA Management Committee.
- Authorize expenditure in accordance with the annual budget and work plan of the SA as approved by Board of Directors (BOD).
- Represent the SA in all its dealings with third parties at the level of the Management.
- Conduct dialogue with donors and those capable of providing complimentary, technical and administrative skills and financial resources.
- Delegate his authority to the staff of the Agency to the extent necessary for the efficient performance of the activities of AD-CSDA.
- Perform such other duties as may be required for the effective functioning of the SA;
- Ensure regular reporting and adherence to the SA reporting relationship with the relevant MDA of the state.
- Give approval for project proposals on the recommendations of the PMC.
- Ensure the implementation and control procedures as contained in the manual.

b. Operations Manager (OM)

Qualification and Experience

A university degree in Agriculture, Engineering, Extension Services, Social sciences, Natural sciences, Project Management and any other relevant degree with at least twelve years post-qualification experience and currently a civil servant with Adamawa State Government on minimum of GL 15. Previous experience in rural development projects or extension services shall be considered as additional advantage.

Duties:

The Operations Manager shall:

- Supervise and coordinate the overall activities of the Operations Department which covers basic services and public workfare.
- Supervise the processing of applications seeking SA funding and technical/management support;
- Ensure the conduct of desk and field appraisals and forward reports to the Project Management Committee (PMC) for review based on set criteria in this manual;
- Provide overall supervision of formulation and implementation processes of CDPs/GDPs and micro-projects by CPMCs;
- Ensure the maintenance of records on all CDPs/GDPs and micro-projects on a continuous basis; and passing on such information to the M&E Department;
- Ensure that requisite assistance are rendered to communities as and when required.
- Liaise with relevant MDAs to provide technical and back-up support to communities.
- Prepare annual work plans and budget of the department;

- Provide quarterly and annual projections for CDP/GDP and micro-projects implementation.
- Serve as Focal link man for the LGRC and CPMC/GPMC;
- Initiate the process of outreach, mobilization and capacity building of the Communities LGs and Desk officers of the relevant MDAs;
- Review of CDPs submitted by communities for funding;
- Provides guidance for the supervision of field level activities related to CDP/GDP implementation; and
- Ensure that Gender/Vulnerable group issues are mainstreamed into SA activities.

c. Finance and Administration Manager (FAM)

Qualification and Experience

A university degree in accounting, finance, business administration, economics or any other relevant field and a membership of professional association such as ANAN, ACA, ACCA. The candidate should have 12 years post qualification experience and must be a civil servant with Adamawa State Government on minimum of GL 15.

Duties:

The Finance and Administration Manager shall:

- Supervise the Project's Department of Finance and Administration;
- Maintain relationships with external bodies - IDA, external auditors, commercial banks, FPSU, Federal Ministry of Finance, etc;
- Ensure proper back-up documentation are available in respect of payment vouchers as well as proper posting of books of accounts;
- Keep custody of cheque books and all other accounting documents;
- Review bank reconciliation statements;
- Preparation of Financial Reports, Monthly, Quarterly, and Annual Budgets/Cash Flow
- Ensure efficient running of the office and the maintenance of all office facilities;
- Process and pay all bills, salaries (etc) pertaining to the smooth running of the SA;
- Maintain schedules of personnel, welfare and other personnel functions;
- Ensure the proper recording of financial transactions of the Agency;
- Generate adequate, reliable and timely financial reports for the GM and other departments;
- Prepare annual budgets and work plans for the SA;
- Process and manage all fund disbursements as well as ensuring proper documentation to facilitate the release of funds from funding agencies to communities;
- Liaise with banks, tax authorities, and other regulatory agencies on behalf of the SA;
- Prepare monthly and quarterly reports on financial progress of micro-projects and CDPs/GDPS;
- Prepare quarterly Financial Management Reports (FMRs);
- Review financial transactions of communities in line with general guidelines issued by the SA and Funding Agencies, and making reports to the GM; and

- Offer training and capacity building in the areas of financial management, record keeping and other related matters to the community.

d. Monitoring and Evaluation (MEM) Manager

Qualification and Experience

A university degree in Agriculture, Statistics, Social Sciences, Engineering, Extension Services or Project Management. The candidate should have 12 years post qualification experience and must be a civil servant with Adamawa State Government on minimum of GL 15. Knowledge of Computer is mandatory. Previous experience in project monitoring and evaluation shall be an added advantage.

Duties:

The MEM Manager shall:

- Ensure the maintenance of records of all types of data and information on SA activities.
- Oversee the Monitoring and Evaluation Department and coordinate the activities of the MIS and M&E Units;
- provide guidelines and guidance for the operations of the MIS and M&E Units to meet the expectations of the SA;
- Liaise with the LGRC and other Departments of the SA for M&E purposes and working with the communities to ensure effective participatory implementation, monitoring and evaluation of CDPs and micro-projects;
- Consolidate annual budget and work-plan for the department;
- Design field data collection and collation formats for the SA;
- Develop Terms of Reference (ToR) and provide guidance for all M&E studies;
- Liaise with the Operations and Finance and Administration Departments to collect and collate data for tracking of key activities of the SA: (budget performance, financial matters like costing/pricing of CSDA activities in the State, operations, etc); and
- Provide cumulative records, analysis and statistics of activities over time to guide operations and provide information base for planning and future evaluation; and
- Coordinating the planning activities of the SA and tracking problems, and informing management at early stages.

e. Project Officer- Gender and Vulnerable

Qualification and Experience

At least a first degree in Social Sciences, Natural Resources Sciences, Rural Environmental Development, Agricultural extension. The candidate should have 5 years post qualification experience part of which must have been spent in CDD related areas, and must be a civil servant with Adamawa State Government on minimum of GL 12. Computer literacy and experience in Gender/Vulnerable Mainstreaming and Safety nets will be an added advantage.

Duties:

The Project Officer – Gender and Vulnerable shall:

- Develop an action plan for mainstreaming vulnerable groups and gender sensitive activities in the operation of the State Agency including psycho-social support.
- Facilitate the preparation processes of CDP formulation at community level.
- Assist project team to incorporate appropriate vulnerable groups (including gender) issues into project activities.
- Assist in organizing training for line ministries, LGA, LGRC and Operations Officers in mainstreaming vulnerable and gender issues in development activities.
- Liaise with the Desk Officers in line ministries to identify mechanisms of incorporating vulnerable and gender issues into their programs.
- Identify and articulate opportunities for integrating social safety nets in project activities.
- Prepare a quarterly report highlighting emerging issues from projects activities in mainstreaming vulnerable group/gender issues in development activities.
- Provide input for the preparation of quarterly/ annual and requisite reports of the operations department.
- Provide inputs on gender mainstreaming into the costed yearly work programs for the operations department;
- Develop, maintain and disseminate a comprehensive knowledge base on vulnerable group perspectives to promote staff awareness.
- Maintain links with and update knowledge of other relevant agencies programs on mainstreaming vulnerable groups into development agenda.
- Design strategies for the encouragement of the government and its agencies to be more supportive towards the cause of the vulnerable.
- Responsible to the Manager, Operations Department.
- Perform any other duty assigned by the General Manager.

f. Project Officer – IEC and Training

Qualification and Experience

At least a first degree in Social Sciences, Natural Resources Sciences, Rural Environmental Development, Agricultural extension. The candidate should have 5 years post qualification experience part of which must relate to training and social analysis, especially rural appraisals and must be a civil servant with Adamawa State Government on minimum of GL 12. with at least 5 years post qualification experience. Computer literacy is compulsory and experience in community level facilitation and mobilization is an added advantage.

Duties:

The Project Officer – IEC and Training shall:

- Act as the Public Relations Officer of the Project;
- Supervise and carry out promotions and outreach program to create awareness of SA activities.
- Facilitate the carrying out of advocacy for SA at the state level through information, education and communication campaigns;
- Ensure linkage with relevant ministries/agencies on integrating collective action and mobilization of resources, for sectoral development plans;

- Undertake regular skill gap analysis of line Ministries, LGRC and CPMC members and identify requisite training to address them.
- Supervise, in liaison with relevant SA and line Ministries' staff all training delivery to CPMCs and LGRCs;
- Prepare budget estimates and annual work plan for training of stakeholders, information, education and communication activities of the SA;
- Maintain links with and update knowledge of other agencies program on advocacy, sensitization and awareness and communication;
- Be responsible for preparing periodic reports on progress in advocacy, mobilization and awareness, measured against the targets of annual work plans and legal funding requirements (e.g. IDA/donor requirements);
- Responsible for communication materials development;
- Organize learning events for stakeholders;
- Coordinate and facilitate CDD cross-learning events and information sharing amongst stakeholders;
- Monitoring and coordination of information, education and communication activities;
- Perform any other duties as may be assigned by the General Manager.

g. Project Officer – Procurement

Qualification and Experience

At least a first degree in Business Administration, Engineering, Architecture, Marketing, Purchasing and Supply or related field. The candidate should have 5 years post qualification experience and must be a civil servant with Adamawa State Government on minimum of GL 12. He/she should have experience in handling procurement activities of donor funded agency or state government due process office. Computer literacy is compulsory and experience in community contracting is an added advantage.

Duties:

The Project Officer – Procurement shall:

- Be responsible for procurement at the SA including procurement planning, design, implementation, management and training;
- Be responsible for the preparation of bid documents (including technical specifications) for the acquisition of goods/services;
- Serve as secretary to all 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;
- Ensure appropriate sanctions are applied on defaulting contractors;
- Provide training on procurement and community contracting to Operations Officers,
- Provide assistance to financial officers on contractual disbursement;
- Ensure that CPMCs adhere to procurement procedures and guidelines;
- Prepare and submit procurement status reports on a quarterly basis as part of FMR;
- Prepare evaluation reports for all evaluation of goods and services;

- Maintain comprehensive procurement database to be used in preparing a project cost document and provide up-to-date information on all procurements at the SA;
- Ensure that procurement plans are implemented as scheduled;
- Provide training to the communities on community contracting; and
- Perform any other duty as may be assigned by the General Manager.

h. Project Officer – M&E

Qualification and Experience

At least a first degree in Social Sciences, Statistics, Natural Sciences, Rural development and related fields. The candidate should have 5 years post qualification experience part of which must relate to monitoring & evaluation of community based initiatives and must be a civil servant with Adamawa State Government on minimum of GL 12. Computer literacy is compulsory and experience in Community-Driven Development (CDD) is an added advantage.

Duties:

The Project Officer – M&E shall:

- Be responsible for data collection, collation and analysis for field level activities.
- Provide implementation assistance to M&E Manager.
- Compile of monthly, quarterly and annual reports.
- Monitor progress towards attainment of targets and to adapt targets to realities.
- Provide an improved foundation for planning effective resource use.
- Identify unacceptably high cost interventions and operations.
- Provide record of events.
- Provide information base for future evaluations, maintain quality standards.
- Perform any other duty that may be assigned by the General Manager.

i. Project Officer – MIS

Qualification and Experience

At least a first degree or equivalent in Electrical/Electronic Engineering, Information Management, Computer Science; Engineering and related fields. The candidate should have 5 years post qualification experience 2 of which must have been in the design, development and implementation of Databases and client – Server Software applications. He/she must be a civil servant with Adamawa State Government on minimum of GL 12. Knowledge and experience with development tools client side rapid applications development and experience using friendly report generator would be an advantage.

Duties:

The Project Officer – MIS shall:

- Be responsible for data collection design and prepare SA Management Information System Operational Manual;
- Assess the information needs for the various components of the SA;

- Review alongside other project staff the data collection forms at the different stages of the micro-projects cycle;
- Prepare technical specification for the procurement of necessary MIS hardware and software applications;
- Monitor the operation of the MIS;
- Upgrade hardware and software;
- Ensure MIS hard and software maintenance;
- Establish the working schedule and the MIS design, including GIS for micro-project tracking;
- Develop reports or formats using existing MIS data;
- Develop and prepare the required documents using a friendly report generator;
- Perform any other duty as may be assigned by the General Manager.

j. Project Internal Auditor (PIA)

Qualification and Experience

A university degree, Higher National Diploma in Accounting or Banking and Finance and a membership of professional association such as ACA, ACCA, ANAN or other equivalents . He/she must be a civil servant with Adamawa State Government on minimum of GL 12.with at least (5) five years post qualification experience.

Duties:

The Project Internal Auditor **(PIA)** shall:

- Prepare quarterly Internal Audit Report of the State Agency.
- Prepare Audit Program for the year.
- Review and monitor the disbursement of the Agency's (SOE).
- Strengthen the Internal Control System of the project.
- Review all authorizations, approvals, eligibility and documentations of expenditures.
- Review the financial transactions of the communities in line with Financial Procedure Manual.
- Undertake value for money audit of all project's activities.
- Inspect and monitor all micro-projects in the communities.
- Carry out both compliance audit and non-financial audit.
- Inspect and appraise the accounting system in operation at the establishment to ascertain its adequacy and effectiveness.
- Verify the cash and other assets of the project.
- Examine the reconciliation statement with the monthly/weekly Bank statement.
- Ensure that the system of internal check and internal control introduced for the prevention or early detection of fraud and loss of cash, stores and other assets of the project is adequate.
- Ensure that deposit register is maintained as provided in the FPM.
- Check all postings of the assets purchased during the year to the assets ledgers.
- Ensure that every advance made is properly authorized.
- Ascertain that the Advances Ledger is kept up-to-date.
- Ensure that the agreement for the advance is properly executed.
- Have unrestricted access to any project document's files or minutes.

- Prepare and ensure compliment for the project's M&E system report.
- Perform any other duty that may be assigned by the General Manager.

k. Assistant Project Accountant (APA)

Qualification and Experience

A university degree/HND in accounting, Banking and Finance or their equivalents and must be a civil servant with Adamawa State Government on minimum of GL 12. Membership of professional association such as ICAN, ACCA, ANAN and knowledge of computer-based accounting packages and experience in donor-funded or rural development project will be added advantage.

Duties:

The Assistant Project Accountant shall:

- Assist in preparing budget and work plan for the SA
- Assist in maintaining the SA assets database
- Assist in preparing monthly/quarterly reports in accordance with accounting reporting requirements
- Manage and control inventory and stores of the agency
- Perform any other duty that may be assigned by the General Manager.

l. Administrative Officer

Qualification and Experience

First degree or equivalent in Social Sciences and Humanities. He/she must be a civil servant with Adamawa State Government on minimum of GL 12. Knowledge of MS computer packages is essential. Experience in personnel, office management is necessary.

Duties:

The Administrative Officer shall:

- Manage all personnel matters such as annual leave, training, discipline, recruitment, welfare and general services.
- Serve as secretary to all meetings including Management, General and Ad-hoc Committees.
- Supervise all junior staff including clerical staff, drivers, cleaners, security and interns, NYSC among others.
- Ensure appropriate record keeping, filing and documentation of all SA mails and correspondences.
- Manage office assets, including vehicles, plans, office premises, etc.
- Be responsible for maintenance of equipment, furniture and goods in SA.
- Be responsible for collection and processing of utility bills for the SA.
- Coordinate and collate monthly, quarterly and annual reports of SA activities; and
- Perform any other duty as may be assigned by the General Manager.

m. Operations Officers

Qualification and Experience

A first degree or HND in Engineering, Social Sciences, Biological and Natural Sciences, Business Administration, Accountancy or related field. He/she must be a civil servant with Adamawa State Government on minimum of GL 08. with at least 2 years post qualification experience in any area. Computer literacy will be an added advantage.

Duties:

The Operations Officers (OO) are responsible for relating directly with the communities and CPMCs/GPMCs throughout the lifespan of implementation of the CDP/GDP. Hence, the responsibilities of the Operations Officers shall be to:

- Sensitize and mobilize communities on SA project activities as well as issues related to HIV/AIDS and nutrition.
- Facilitate communities to undertake needs assessment and prioritization that are socially inclusive and environmentally sustainable.
- Facilitate communities in the formulation of CDP in line with (ii) above.
- Build capacity of the CPMCs and LGRC Desk Officers, as appropriate, through training in requisite areas e.g. Participatory Rural Appraisals (PRAs), record and book-keeping, project management, mainstreaming gender, environment and natural resources issues etc, as identified by the Project Officer - IEC and Training.
- Supervise the implementation of the CDP to ensure quality assurance.
- Ensure timely replenishment of accounts of the CPMCs.
- Collect, collate and forward to the M&E Department, information/data on micro-project activities in communities.
- Submit monthly, quarterly and annual departmental reports to M&E Department on schedule, through the Manager, Operations.
- Set monthly and quarterly performance targets based on the work plan.
- Submit regular reports to the Project Officer or relevant section for whose activity they are deployed at any point in time.
- Be responsible to the heads of unit LIPW and basic services.
- Perform any other duty that may be assigned by the General Manager.

n. Secretary to GM

Qualification and Experience

A degree/HND or OND in Secretarial Administration, Computer skills- presentations, internet and Microsoft Office packages. She/he must be a civil servant with Adamawa State Government on minimum of GL 7 and have at least 7 years of secretarial experience.

Duties:

The Secretary to General Manager shall:

- Support the General Manager as a Personnel Assistant/Confidential Secretary.
- Provide secretarial assistance e.g. prepare all letters, memo, any requisite document for the SA.
- Organize itinerary meetings and related schedules.
- Maintain adequate filing system for all mails and correspondence of the SA
- Cover general meetings.

o. Project Officer – Env. & Social Safe Guard

Qualification and Experience

A first degree in Ecology, Geography, Natural Resources Management, Environmental Management or any related field. He/she must be a civil servant with Adamawa State Government on minimum of GL 12. and a minimum of 5 years relevant experience, part of which must be with donor funded projects involving development agencies. Fluency in local language, Good communication and writing skills and computer skills (Excel, Word etc.) required.

Duties:

- Collates baseline data on relevant environmental characteristics of the selected communities
- Analysis potential community operations and their environmental impacts in collaboration with the Agency
- Ensures that operations are implemented in accordance to best practices and guidelines set out in the EMP, RPF and PMP
- Ensure the usage by community of the generic checklist of environmental/social impacts as contained in the Environmental Assessment Procedures Handbook
- Identifies and liaises with all the stakeholders involved in environment and social related issues in the operations
- Coordinates and ensures the implementation of the PMP, RAP and any other plans on grazing reserves, soil and water monitoring plans
- Ensure that grievances are received, recorded, investigated and feedback/response are provided in compliance with the resolution flow as contained in relevant manuals.
- Responsible for the overall monitoring of mitigating measures and the impacts of the Project during implementation and reporting to unit head
- Provides implementation assistance as necessary

p. Head of Unit Basic Services

Qualification and Experience.

At least a first degree in Social Sciences, Natural Resources Sciences, Rural Environmental Development, Agricultural extension or any other related field. He/she must be a civil servant with Adamawa State Government on minimum of GL 14. And a minimum of 10 years post qualification experience part of which must relate to training and social analysis, especially rural appraisals. Computer literacy is compulsory and experience in community level facilitation and mobilization is an added advantage.

Duties:

- Supervising and conducting the overall activities of the basic services unit;
- Supervising the processing of applications seeking funding and technical/management support;

- Ensuring conduct of desk and field appraisals and forward report to the project management committee for review based on set criteria;
- Provide overall supervision of formulation and implementation process of CDPs and micro projects by CPMCs, Ensuring the maintenance of records on all CDPs and micro- projects on continuous basis, and passing on such information to the M&E department;
- Ensuring that requisite assistance are rendered to communities as and when required;
- Liaising with relevant MDAs to provide technical and back-up support to communities Consolidate annual work plan and budget of the Unit.
- Provide quarterly and annual projections for CDP and micro projects implementation.

q. Head of unit, Labor Intensive Public Works (LIPW)

Qualification and Experience

At least a first degree in Social Sciences, Natural Resources Sciences, Rural Environmental Development, Agricultural extension or any other related field. He/she must be a civil servant with Adamawa State Government on minimum of GL 14. and a minimum of 10 years post qualification experience part of which must relate to training and social analysis, especially rural appraisals. Computer literacy is compulsory and experience in community level facilitation and mobilization is an added advantage.

Duties:

- Make provision for and follow-up on state government release of required amount for payment of beneficiaries and other ancillary expenses by the state government
- Based on agreed annual deliverables (outcomes and outputs), prepare annual work plans, budgets plan detailing expected supplementary operating costs for PWF as input to the SA annual budget and plans
- Manage the day-to-day activities of LIPW
- Carry out social and environmental safeguards screening and management and M&E
- Work with LGAs and ward committees on community-oriented interventions or activities
- Carry out activities in collaboration with other MDAs and private sector organizations
- Coordinate and supervise the transfer of materials to communities and participants where applicable
- Coordinate LIPW related M & E work
- Prepare regular reports for SA and
- Disseminate information to communities and other stakeholders

r. MIS-Assistant.

Qualification and Experience

At least a first degree or equivalent in Electrical/Electronic Engineering, Information Management, Computer Science; Engineering and related fields. The candidate should have 3 years post qualification experience 1 of which must have been in the design, development and implementation of Databases and client – Server Software applications. He/she must be a civil servant with Adamawa State Government on minimum of GL 10. Knowledge and experience with development tools client side rapid applications development and experience using friendly report generator would be an advantage.

Duties:

The MIS- Assistant shall:

- Assist in data collection design and prepare SA Management Information System Operational Manual;
- Assist the MIS officer with information needs for the various components of the SA;
- Assist in reviewing alongside other project staff the data collection forms at the different stages of the micro-projects cycle;
- Assist the MIS officer in prepare technical specification for the procurement of necessary MIS hardware and software applications;
- Assist the MIS Officer in monitoring the operation of the MIS;
- Assist the MIS officer in Upgrading hardware and software/maintenance.
- Assist in establishing the working schedule and the MIS design, including GIS for micro-project tracking.
- Assist in developing reports or formats using existing MIS data.
- Assist in develop and preparing the required documents using a friendly report generation.
- Assist in performing any other duty as may be assigned by the M&E Manager or General Manager.

s. M&E-Assistant

Qualification and Experience

At least a first degree in Social Sciences, Statistics, Natural Sciences, Rural development and related fields, He/she must be a civil servant with Adamawa State Government on minimum of GL 10. with at least 2 years post qualification experience, part of which must relate to monitoring and evaluation of community based initiatives. Computer literacy is compulsory and experience in Community-Driven Development (CDD) is an added advantage.

Duties:

The M&E-Assistant shall:

- Assist the M&E officer with data collection, collation and analysis for field level activities.
- Assist in Compile of monthly, quarterly and annual reports.
- Assist in Monitoring progress towards attainment of targets and to adapt targets to realities.

- Assist in Providing an improved foundation for planning for effective resources use.
- Assist in Identifying unacceptable high cost interventions and operations.
- Assist in Providing record of events.
- Assist in Providing information base for future evaluations, maintain quality standards.
- Assist in Performing any other duty that may be assigned by the Manager M&E or the General Manager.

t. Accounts Clerk

Qualification and Experience

A Minimum of ND in accounting, Banking and Finance or their equivalents. He/she must be a civil servant with Adamawa State Government on minimum of GL 07. with at least one year post qualification experience. knowledge of computer-based accounting packages and experience in donor-funded or rural development project will be added advantage.

Duties:

The Accounts Clerk shall:

- Maintenance of cheque register and duty as cashier.
- Maintenance of advance, payments register and fixed asset register.
- Issuing of receipts and maintaining Various registers.
- Maintaining the Stores.
- Assist in performing any other duty that may be assigned by the Finance and Admin. Manager or General Manager.

u. Drivers

Qualification and Experience

A Primary School certificate and trade test certificate or their equivalents with at least five years post driving experience. Experience in donor-funded or rural development project work will be added advantage.

Duties:

The Driver shall:

- Local and National travels.
- Proper Maintenance of project Vehicle.
- Proper use of vehicle fuel and lubricants.
- Proper use of vehicle log book.
- Accident free driving.

4. RA 2 POSITION AND JOB DESCRIPTION (FADAMA)

a. Fadama Coordinator:

Qualification: at least a masters' degree in Resources Management, Agricultural Economics, Resource Economics, Business Management or related discipline with at least 15 years of relevant post-qualification experience, out of which 5 years must be in a management position. Higher degrees and experience in the management of natural resources and/or rural development World Bank/donor assisted projects will be an added advantage. Computer literacy and good knowledge of Project Management software is essential.

Duties:

- Oversees implementation of the RA2 within the State;
- Supervises staff;
- Liaises with other delivery platforms and technical departments to achieve results;
- Monitoring and approval of disbursements.
- Overview program resource allocation for data analyses and field support activities.
- Track all team deliverables across work functions to ensure ownership and accountability.
- Advice, supervision and support on implementation of tasks assigned to team members
- Oversees supporting staff and consultants, particularly field staff.
- Supervises and coordinates activities of the Local Fadama CARES Desks; and
- Ensures timely reporting and quality of reports to SCCU, and other stakeholders

b. Community Development & Gender Officer

Qualification and Experience

At least a first degree in Social Sciences, Natural Resources Sciences, Rural Environmental Development, Agricultural extension. The candidate should have 5 years post qualification experience part of which must have been spent in CDD related areas, and must be a civil servant with Adamawa State Government on minimum of GL 12. Computer literacy and experience in Gender/Vulnerable Mainstreaming and Safety nets will be an added advantage.

Duties:

- Develop an action plan for mainstreaming vulnerable groups and gender sensitive activities in the operation of the State Agency including psycho-social support.
- Facilitate the preparation processes of CDP formulation at community level.
- Assist project team to incorporate appropriate vulnerable groups (including gender) issues into project activities.

- Assist in organizing training for line ministries, LGA, Desks and facilitators in mainstreaming vulnerable and gender issues in development activities.
- Liaise with the Desk Officers in line ministries to identify mechanisms of incorporating vulnerable and gender issues into their programs.
- Identify and articulate opportunities for integrating social safety nets in project activities.
- Prepare a quarterly report highlighting emerging issues from projects activities in mainstreaming vulnerable group/gender issues in development activities.
- Provide input for the preparation of quarterly/ annual and requisite reports of the operations department.
- Provide inputs on gender mainstreaming into the costed yearly work programs for the operations department;
- Develop, maintain and disseminate a comprehensive knowledge base on vulnerable group perspectives to promote staff awareness.
- Maintain links with and update knowledge of other relevant agencies programs on mainstreaming vulnerable groups into development agenda.
- Design strategies for the encouragement of the government and its agencies to be more supportive towards the cause of the vulnerable.
- Perform any other duty assigned by the SPC.

C. Project Officer – Procurement

Qualification and Experience

At least a first degree in Business Administration, Engineering, Architecture, Marketing, Purchasing and Supply or related field. The candidate should have 5 years post qualification experience and must be a civil servant with Adamawa State Government on minimum of GL 12. He/she should have experience in handling procurement activities of donor funded agency or state government due process office. Computer literacy is compulsory and experience in community contracting is an added advantage.

Duties:

The Project Officer – Procurement shall:

- Be responsible for procurement including procurement planning, design, implementation, management and training;
- Be responsible for the preparation of bid documents (including technical specifications) for the acquisition of goods/services;
- Serve as secretary to all 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;
- Ensure appropriate sanctions are applied on defaulting contractors;
- Provide training on procurement and community contracting to Operations Officers,
- Provide assistance to financial officers on contractual disbursement;
- Ensure that Community adhere to procurement procedures and guidelines;
- Prepare and submit procurement status reports on a quarterly basis as part of FMR;
- Prepare evaluation reports for all evaluation of goods and services;

- Maintain comprehensive procurement database to be used in preparing a project cost document and provide up-to-date information on procurements of the RA;
- Ensure that procurement plans are implemented as scheduled;
- Provide training to the communities on community contracting; and
- Perform any other duty as may be assigned by the SPC.

d. Project Officer – M&E

Qualification and Experience

At least a first degree in Social Sciences, Statistics, Natural Sciences, Rural development and related fields. The candidate should have 5 years post qualification experience part of which must relate to monitoring & evaluation of community based initiatives and must be a civil servant with Adamawa State Government on minimum of GL 12.

Computer literacy is compulsory and experience in Community-Driven Development (CDD) is an added advantage.

Duties:

The Project Officer – M&E shall:

- Be responsible for data collection, collation and analysis for field level activities.
- Provide implementation assistance to M&E Manager.
- Compile of monthly, quarterly and annual reports.
- Monitor progress towards attainment of targets and to adapt targets to realities.
- Provide an improved foundation for planning effective resource use.
- Identify unacceptably high cost interventions and operations.
- Provide record of events.
- Provide information base for future evaluations, maintain quality standards.
- Perform any other duty that may be assigned by the SPC.

e. Project Officer – MIS

Qualification and Experience

At least a first degree or equivalent in Electrical/Electronic Engineering, Information Management, Computer Science; Engineering and related fields. The candidate should have 5 years post qualification experience 2 of which must have been in the design, development and implementation of Databases and client – Server Software applications. He/she must be a civil servant with Adamawa State Government on minimum of GL 12. Knowledge and experience with development tools client side rapid applications development and experience using friendly report generator would be an advantage.

Duties:

- Be responsible for data collection design and prepare RA Management Information System Operational Manual;
- Assess the information needs for the various components of the RA;
- Review alongside other project staff the data collection forms at the different stages of the micro-projects cycle;
- Prepare technical specification for the procurement of necessary MIS hardware and software applications;

- Monitor the operation of the MIS;
- Upgrade hardware and software;
- Ensure MIS hard and software maintenance;
- Establish the working schedule and the MIS design, including GIS for micro-project tracking;
- Develop reports or formats using existing MIS data;
- Develop and prepare the required documents using a friendly report generator;
- Perform any other duty as may be assigned by the SPC.

f. Project Internal Auditor (PIA)

Qualification and Experience

A university degree, Higher National Diploma in Accounting or Banking and Finance and a membership of professional association such as ACA, ACCA, ANAN or other equivalents . He/she must be a civil servant with Adamawa State Government on minimum of GL 12.with at least (5) five years post qualification experience.

Duties:

The Project Internal Auditor (**PIA**) shall:

- Prepare quarterly Internal Audit Report of the RA.
- Prepare Audit Program for the year.
- Review and monitor the disbursement of the Agency's (SOE).
- Strengthen the Internal Control System of the project.
- Review all authorizations, approvals, eligibility and documentations of expenditures.
- Review the financial transactions of the communities in line with Financial Procedure Manual.
- Undertake value for money audit of all project's activities.
- Inspect and monitor all micro-projects in the communities.
- Carry out both compliance audit and non-financial audit.
- Inspect and appraise the accounting system in operation at the establishment to ascertain its adequacy and effectiveness.
- Verify the cash and other assets of the project.
- Examine the reconciliation statement with the monthly/weekly Bank statement.
- Ensure that the system of internal check and internal control introduced for the prevention or early detection of fraud and loss of cash, stores and other assets of the project is adequate.
- Ensure that deposit register is maintained as provided in the FPM.
- Check all postings of the assets purchased during the year to the assets ledgers.
- Ensure that every advance made is properly authorized.
- Ascertain that the Advances Ledger is kept up-to-date.
- Ensure that the agreement for the advance is properly executed.
- Have unrestricted access to any project document's files or minutes.
- Prepare and ensure compliment for the project's M&E system report.
- Perform any other duty that may be assigned by the SPC.

g. Administrative Officer

Qualification and Experience

First degree or equivalent in Social Sciences and Humanities. He/she must be a civil servant with Adamawa State Government on minimum of GL 12. Knowledge of MS computer packages is essential. Experience in personnel, office management is necessary.

Duties:

The Administrative Officer shall:

- Manage all personnel matters such as annual leave, training, discipline, recruitment, welfare and general services.
- Serve as secretary to all meetings including Management, General and Ad-hoc Committees.
- Supervise all junior staff including clerical staff, drivers, cleaners, security and interns, NYSC among others.
- Ensure appropriate record keeping, filing and documentation of all RA mails and correspondences.
- Manage office assets, including vehicles, plans, office premises, etc.
- Be responsible for maintenance of equipment, furniture and goods in RA.
- Be responsible for collection and processing of utility bills for the RA.
- Perform any other duty as may be assigned by the SPC.

h. Env. & Social Safe Guard

Qualification and Experience

A first degree in Ecology, Geography, Natural Resources Management, Environmental Management or any related field. He/she must be a civil servant with Adamawa State Government on minimum of GL 12. and a minimum of 5 years relevant experience, part of which must be with donor funded projects involving development agencies. Fluency in local language, good communication and writing skills and computer skills (Excel, Word etc.) required.

Duties:

- Collates baseline data on relevant environmental characteristics of the selected communities
- Analysis potential community operations and their environmental impacts in collaboration with the RA
- Ensures that operations are implemented in accordance to best practices and guidelines set out in the EMP, RPF and PMP
- Ensure the usage by community of the generic checklist of environmental/social impacts as contained in the Environmental Assessment Procedures Handbook
- Identifies and liaises with all the stakeholders involved in environment and social related issues in the operations
- Coordinates and ensures the implementation of the PMP, RAP and any other plans on grazing reserves, soil and water monitoring plans
- Ensure that grievances are received, recorded, investigated and feedback/response are provided in compliance with the resolution flow as contained in relevant manuals.

- Responsible for the overall monitoring of mitigating measures and the impacts of the Project during implementation and reporting to unit head
- Provides implementation assistance as necessary

i. Communication Officer

Qualification and Experience

At least a first degree in Social Sciences, Natural Resources Sciences, Rural Environmental Development, Agricultural extension. The candidate should have 5 years post qualification experience part of which must relate to training and social analysis, especially rural appraisals and must be a civil servant with Adamawa State Government on minimum of GL 12. with at least 5 years post qualification experience. Computer literacy is compulsory and experience in community level facilitation and mobilization is an added advantage.

Duties:

- Act as the Public Relations Officer of the Project;
- Supervise and carry out promotions and outreach program to create awareness of RA activities.
- Facilitate the carrying out of advocacy for RA at the state level through information, education and communication campaigns;
- Ensure linkage with relevant ministries/agencies on integrating collective action and mobilization of resources, for sectoral development plans;
- Prepare budget estimates and annual work plan for training of stakeholders, information, education and communication activities of the RA;
- Maintain links with and update knowledge of other agencies program on advocacy, sensitization and awareness and communication;
- Be responsible for preparing periodic reports on progress in advocacy, mobilization and awareness, measured against the targets of annual work plans and legal funding requirements (e.g. IDA/donor requirements);
- Responsible for communication materials development;
- Organize learning events for stakeholders;
- Coordinate and facilitate CDD cross-learning events and information sharing amongst stakeholders;
- Monitoring and coordination of information, education and communication activities;
- Perform any other duties as may be assigned by the SPC.

J. Finance and Administration Manager (FAM)

Qualification and Experience

A university degree in accounting, finance, business administration, economics or any other relevant field and a membership of professional association such as ANAN, ACA, ACCA. The candidate should have 12 years post qualification experience and must be a civil servant with Adamawa State Government on minimum of GL 15.

Duties:

- Supervise the Project's Finance;

- Maintain relationships with external bodies - IDA, external auditors, commercial banks, Federal Ministry of Finance, etc;
- Ensure proper back-up documentation are available in respect of payment vouchers as well as proper posting of books of accounts;
- Keep custody of cheque books and all other accounting documents;
- Review bank reconciliation statements;
- Preparation of Financial Reports, Monthly, Quarterly, and Annual Budgets/Cash Flow
- Ensure efficient running of the office and the maintenance of all office facilities;
- Process and pay all bills, salaries (etc) pertaining to the smooth running of the RA;
- Maintain schedules of personnel, welfare and other personnel functions;
- Ensure the proper recording of financial transactions of the Agency;
- Generate adequate, reliable and timely financial reports for the SPC and other departments;
- Prepare annual budgets and work plans for the RA;
- Process and manage all fund disbursements as well as ensuring proper documentation to facilitate the release of funds from funding agencies to communities;
- Liaise with banks, tax authorities, and other regulatory agencies on behalf of the RA;
- Prepare monthly and quarterly reports on financial progress of Community disbursements
- Prepare quarterly Financial Management Reports (FMRs);
- Review financial transactions of communities in line with general guidelines issued by the RA and Funding Agencies, and making reports to the SPC; and
- Offer training and capacity building in the areas of financial management, record keeping and other related matters to the community.

k. Grievances Redress Mechanism (GRM)

Qualification and Experience

A first degree in Ecology, Geography, Natural Resources Management, Environmental Management or any related field. He/she must be a civil servant with Adamawa State Government on minimum of GL 12. and a minimum of 5 years relevant experience, part of which must be with donor funded projects involving development agencies. Fluency in local language, good communication and writing skills and computer skills (Excel, Word etc.) required.

Duties:

- Ensure formation of a grievance redress mechanism committee
- Responsible for development of GRM and disclosure to all stakeholders including beneficiaries.
- Identifies and liaises with all the stakeholders involved in environment and social related issues in the operations

- Development of Complain Report Format and Complain Data Base for record purposes and onward submission to the appropriate agencies
- Ensure that grievances are received, recorded, investigated and feedback/response are provided in compliance with the resolution flow as contained in relevant manuals.
- Responsible for the overall monitoring of mitigating measures and the impacts of the Project during implementation and reporting
- Provides implementation assistance as necessary

I. Project Cashier

Qualification and Experience

A Minimum of ND in accounting, Banking and Finance or their equivalents. He/she must be a civil servant with Adamawa State Government on minimum of GL 07. with at least one year post qualification experience. knowledge of computer-based accounting packages and experience in donor-funded or rural development project will be added advantage.

Duties:

- Maintenance of cheque register and duty as cashier.
- Maintenance of advance, payments register and fixed asset register.
- Issuing of receipts and maintaining Various registers.
- Maintaining the Stores.
- Assist in performing any other duty that may be assigned by the PA and or SPC.

m. Drivers

Qualification and Experience

A Primary School certificate and trade test certificate or their equivalents with at least five years post driving experience. Experience in donor-funded or rural development project work will be added advantage.

Duties:

The Driver shall:

- Local and National travels.
- Proper Maintenance of project Vehicle.
- Proper use of vehicle fuel and lubricants.
- Proper use of vehicle log book.
- Accident-free driving.

4. RA 3 POSITION AND JOB DESCRIPTION (PAWECA)

a. Program Manager

Duties:

- Liaise with stakeholders and project management office.

- Development and deployment of standardized framework for program operations.
- Monitoring and approval of disbursements.
- Overview program resource allocation for data analyses and field support activities.
- Track all team deliverables across work functions to ensure ownership and accountability.
- Preparing programme brief, project initiation documents or equivalent amongst other documents.
- Advice, supervision and support on implementation of tasks assigned to team members.
- Manage continuous skills acquisition and development of junior staff across required competencies.
- Plan, monitor and continuously improve the implementation of special projects.
- Determining and managing risks to the programme

b. Stakeholders Management

Duties:

- Development and successful delivery of stakeholder engagement plans in accordance with the stakeholder engagement strategy.
- Manage stakeholder mapping and prepare communications to stakeholders and respond to stakeholder enquiries.
- Provide briefings and support to technical teams for meetings with stakeholders.
- Provide input into weekly/monthly reports to DLI Manager.
- Perform other duties as may be assigned DLI Manager

c. Field Operation Manager

Duties:

- Monitoring of agent onboarding and orientation process.
- Agent network management and supervision.
- Manage enumeration and cash-out planning activities.
- Manage batch data verification for beneficiaries on the data management platform using agent app.
- Mobilization for market and field related activities.
- Manage resources and budget allocation.
- Execution of pre-disbursement data verification and analysis.
- Assess and evaluate operations and agent performance.
- Perform other duties as may be assigned DLI Manager.
- Drive the entire collections strategy for the program.
- Responsible for ensuring that existing collection channels run seamlessly and efficiently.

- Liaising with the technology partners to ensure the technology enablers that drive the collections process are up and running.

d. M & E Lead

Duties:

- Collect data on a regular basis to measure achievement against the performance indicators.
- Maintain and administer the M&E database; analyse and aggregate findings.
- Support project progress reporting, project mid-term review and final evaluation.
- Produce reports on M&E findings and prepare presentations based on M&E data as required.
- Perform other duties as may be assigned DLI Manager.
- Manage the planning, coordination and/or execution of impact assessment surveys on the program and/or its products.

e. Media and Communication

Duties:

- Planning, implementing, coordinating and/or monitoring the implementation of media strategies and programs as well as managing all media partner/vendor relations and KPIs.
- Manage and coordinate the development of content for media publication, and ensure proper distribution.
- Ensure all media artefacts are well curated and archived.
- Manage and coordinate the development and dissemination of periodic media engagement reports.
- Manage the development and distribution of periodic holistic program report in coordination with other units.
- Synthesize, analyze, and share insights and learnings from the various data sources and program reports for more informed program improvement.
- Using content management systems and project management software.
- Aligning digital marketing strategies with overall program goals

f. Financial Manager

Duties:

- Supervising day-to-day operations of the administrative department and staff members.
- Developing, reviewing, and improving administrative systems, policies, and procedures.
- Ensuring office is stocked with necessary supplies and all equipment is working and properly maintained.

Figure 1:
NGF-CARES
Organogram

- Working with management team to set budgets, monitor spending, and processing payroll and other expenses.
- Planning, scheduling, and promoting office events, including meetings, conferences, stakeholder forums, agent trainings, Interviews, orientations, and training sessions.
- Collecting, organizing, and storing information using computers and filing systems.
- Overseeing special projects and tracking progress towards company goals.
- Perform other duties as may be assigned DLI Manager.

g. Associate (M & E Field Officer 1)

Duties:

- Support in project delivery and execution as assigned by functional lead.
- Support with office administrative, budget and resource management.
- Organizing program meetings.
- Filing project documents in appropriate database and/or library.
- Performance of pre-disbursement data verification and analysis.
- Development and dissemination of program reports for functional lead.

h. Analyst (M & E Field Officer 2)

Duties:

- Support in project delivery and execution as assigned by functional lead.
- Support with office administrative and petty-cash financing functions.
- Document filing and archiving.
- Performance of pre-disbursement data verification and analysis.
- Minute taking and production of reports
- Implement special projects and support program functions as directed by Functional Lead

i. Drivers

Qualification and Experience

A Primary School certificate and trade test certificate or their equivalents with at least five years post driving experience. Experience in donor-funded or rural development project work will be added advantage.

Duties:

The Driver shall:

- Local and National travels.
- Proper Maintenance of project Vehicle.
- Proper use of vehicle fuel and lubricants.
- Proper use of vehicle log book.
- Accident-free driving.