

Joint Programme Document

A. COVER PAGE

- 1. Fund Name:** Joint SDG Fund
- 2. MPTFO Project Reference Number**
- 3. Joint programme title:**
Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria
- 4. Short title:**
Social Protection for SDGs in Nigeria
- 5. Country and region:** Nigeria
- 6. Resident Coordinator:**
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- 9. Short description:**

The two-year UN joint programme “Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria” will strengthen social protection at the federal level in Nigeria. In addition, it will implement a social protection programme in Sokoto State to serve as a blueprint for other states. It aims to generate impact by combining an institutional approach (policy and capacity strengthening) with the implementation of tangible interventions with focus on innovative financing mechanisms for social protection. The National Social Protection policy in Nigeria recognizes the need for both a systemic transformation (long-term) and a blueprint for accelerated implementation (short-term) towards universal social protection. The joint programme will strengthen the right-based approach to social protection by supporting the institutionalization and legislation of the social protection system in Nigeria. The joint programme will support the identification and facilitate the adoption of financial strategies to effectively implement the National Social Protection Policy. In Sokoto State, the joint programme will contribute to expand and articulate the cash transfer and universal health insurance scheme for greater impact on social protection access and improved health, education and nutrition especially among vulnerable groups. The joint programme will also facilitate dissemination of results achieved in Sokoto state to other states for an accelerated implementation of social protection related Sustainable Development Goals (SDGs). Finally, the joint programme will guide the establishment and build capacity of state innovation and accelerator SDGs offices with proven track of implemented innovation solutions using social protection for overcoming bottlenecks and expanding financing in order to accelerate SDG achievement.

- 10. Keywords:**
Social Protection, Social Insurance, Cash Transfer, Public Finance, Legal Framework

11. Overview of budget:

Joint SDG Fund contribution	USD 2,000,000.00
Co-funding 1	USD0
TOTAL	USD 2,000,000.00

12. Timeframe:

Start date	End date	Duration (in months)
<u>01/01/2020</u>	<u>30/06/2022</u>	<u>30</u>

13. Gender Marker: 2

14. Target groups (including groups left behind or at risk of being left behind)

List of marginalized and vulnerable groups	Direct influence	Indirect influence
Women	X	
Children	X	
Girls	X	
Youth	X	
Persons with disabilities	X	
Older persons		X
Minorities (incl. ethnic, religious, linguistic...)		X
Migrants		X
Persons affected by (HIV/AIDS, leprosy...)	X	

15. Human Rights Mechanisms related to the Joint Programme

(select relevant ones from the list of mechanisms provided in the accompanying document)

- Committee on the Elimination of Racial Discrimination (CERD)
- Committee on Economic, Social and Cultural Rights (CESCR)
- Committee on Civil and Political Rights aka Human Rights Committee (CCPR)
- Committee on the Elimination of Discrimination against Women (CEDAW)
- Committee against Torture (CAT)
- Committee on the Rights of the Child (CRC)
- Committee on the Rights of Persons with Disabilities (CRPD)

16. PUNO and Partners:

16.1 PUNO

Convening agency: UNICEF – Peter Hawkins, phawkins@unicef.org Country Representative

Other PUNO (receiving funds)

- ILO – Vanessa Phala, phala@ilo.org Director
- UNDP – Mohamed Yahya, Mohamed.yahya@undp.org Resident Representative
- WFP – Ronald Sibanda, ronald.sibanda@wfp.org Representative and Country Director a.i
- WHO – Clement Peter, clementp@who.int, Representative a.i.

16.2 Partners

National authorities:

- **Ministry of Finance, Budget and National Planning** (Sanjo Faniran, MBNP, depofaniran@gmail.com - Assistant Director for Social Development, Ministry of Finance, Budget and National Planning – custodians of the National Social Protection Policy)
- **Ministry of Humanitarian Affairs, Disaster Management and Social Development** (Mr. Valentine Ezule valo142000@yahoo.com - Deputy Director, Social Protection Services)
- **National Social Safety Nets Coordinating Office** (Apera Iorwa, iapera05@gmail.com – National Coordinator)
- **National Cash Transfer Office (NCTO)** under the National Social Investment Office (Dr. Tope Sinkaiye, topsinkaiye@yahoo.com - National Coordinator of the National Cash Transfer Office)
- **National Health Insurance Scheme** (Dr. Kurfi Abubakar, abukurfi@gmail.com – Head of International Partner Relations)

- **Office of the Senior Special Assistant to the President on SDGs** (OSSAP-SDGs) (Princess Adejoke Orelope-Adefulire – Senior Special Assistant to the President on the SDGs, Rose Keffas rose.keffas@sdgs.gov.ng)
- **Federal Ministry of Labour and Employment** (Mrs. Dorcas Ayiboye, dorcabun62@gmail.com – Director of Social Security and Cooperatives)
- **Sokoto State Government, Ministry of Education** (Mr. Mahmuda Galadima, galadima114@gmail.com - State Programme Implementation Unit Coordinator for the Girls Education Cash Transfer Programme)
- **Sokoto State Zakat Commission** (Muhammad Lawal Maidoki, CEO Zakat Commission), mulamaidoki@gmail.com
- **Sokoto State Ministry of Women and Children Affairs** (Hajiya Kulu Abdullahi Sifawa Honourable Commissioner) Sokoto State Scheme for Social Health Insurance (SOHEMA)(Mr. Bala Garba, balagi2018@gmail.com and balagi@yahoo.com – Director)
- **State SDGs Office** (Dr. Zainab Sani – +234-8062332372)

Civil society organizations:

- **Federation of Muslim Women (FOMWOM)** – Maryam Amina, maryamamina@yahoo.com

Social partners:

- **Nigeria Labour Congress (NLC)** – Emmanuel Okechukwu, General Secretary (gsec@nlcng.org)
- **Trade Union Congress of Nigeria (TUC)** - Musa Lawal, Secretary General, (sescan2000@yahoo.com)
- **Nigerian Employers’ Consultative Association (NECA)**, Timothy Olawale, Director General (tim@neca.org.ng)

Private sector:

The SDG Private Sector Advisory Group (<http://psagnigeria.org/>, Mr. Oluseyi Ojurongbe, oluseyi-ojurongbe@sahara-group.com)

IFIs:

- **World Bank** (Fanen Ade, fade@worldbank.org Social Protection Specialist, Nigeria Country Office)

Other partners:

- **European Union Delegation** (Montse Pantaleoni, montse.pantaleoni@eeas.europa.eu Head of Sector Resilience)
- **UK Department of International Development** (Sam Coope, s-coope@dfid.gov.uk - Senior Social Development Advisor)
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- **Save the Children** (Ms. Karina Lopez, karen.lopez@savethechildren.org - National Programme Manager Child Grant Development Programme in Nigeria)

SIGNATURE PAGE

<p>Resident Coordinator Mr Mohamed Yahya UN Resident & Humanitarian Coordinator/a</p> <p>12 October 2021</p>	<p>National Coordinating Authority Ministry of Finance, Budget and National Planning</p> <p>Date Signature of</p>
<p>Participating UN Organization (lead/co-leading) UNICEF Peter Hawkins, Representative</p>	
<p>Participating UN Organization ILO Vanessa Phala, Country Director Date 20/10/2021</p>	
<p>Participating UN Organization WFP Ronak Date Signature</p>	
<p>Participating UN Organization UNDP Mohamed Yahya, Resident Representative Date 12 October 2021 Signature and seal</p>	
<p>Participating UN Organization WHO Walter Kazadi, Representative Date 22/10/2021 Signature and seal</p>	

B. STRATEGIC FRAMEWORK

1. Call for Concept Notes: 1/2019

2. Relevant Joint SDG Fund Outcomes

- **Outcome 1:** Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale

3. Overview of the Joint Programme Results

3.1. Outcomes

This joint program aims to reach the following two outcomes:

- **Outcome 1.** By 2021, the Social Protection System has improved at Federal level with a reinforced legal framework and a financial mechanism integrated in the national budget and planning efforts.
- **Outcome 2.** By 2021, the National Social Protection Policy (NSPP) is operationalized in Sokoto State ensuring gender-sensitive social development with reduction in poverty and improvement in Nutrition, Education and Health for women and children

In achieving the two outcomes, the program contributes to **UNSDPF Outcome 6 (Protection):** *By 2022, the National and State Social Protection Policies are implemented and adequately financed with protection systems and services strengthened to effectively prevent and respond to violence, abuse, exploitation (including trafficking) and harmful social norms, with a focus on the most disadvantaged.*

3.2. Outputs

- Output 1.1. Strengthened national social protection legal framework with the development with of a social protection bill, aimed at realizing the rights to social protection for consideration by the National Assembly
- Output 1.2. Increased and institutionalized social protection financing with reinforced institutional framework through identification and creation of fiscal space and setting-up of innovative financing for social protection.
- Output 1.3: SDGs Innovation and Accelerator States identified and established with proven innovative solutions and financing towards achieving Social Protection
- Output 2.1. The existing cash transfer schemes is expanded and the basis for universal cash to pregnant women and new-born children in Sokoto laid down
- Output 2.2. Universal Health Coverage at state level accelerated using the Basic Health Care Provision Fund & community-based insurance mechanisms

4. SDG Targets directly addressed by the Joint Programme

4.1 List of targets

SDG 1 (no poverty) targets:

- 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable

SDG 2 (zero hunger) target:

- 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons

SDG 3 (good health and well-being) target:

- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

SDG 4 (education) target:

- 4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

SDG 10 (inequalities) target:

- 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

4.2 Expected SDG impact

The expected impact of the joint programme is to accelerate the achievement of several Sustainable Development Goals (SDGs) through the institutionalizing and acceleration of social protection in Nigeria (SDG 1.3). In 2017, Nigeria adopted its National Social Protection Policy (NSPP) with “the overarching goal of the NSPP is to establish a gender-sensitive and age-appropriate framework to ensure a minimum social floor for all Nigerian citizens for a life of dignity.” Through the implementation of a legally and financially strengthened social protection system (SDG 1.3), including improved health (SDG 3.8) and education of boys and girls (SDG 4.1), the joint programme contributes to reducing poverty (SDG 1.2) and inequalities (SDG 10.4). Nigeria has a federal governance system which provides states with large autonomy. Therefore, adopting a federal policy does not necessarily translate into state-level implementation. As such, integrating federal and state policies to create a shared mechanism and aligning policy instruments on social protection will have a transformative and accelerated effect on selected SDG achievement through commitment from the state. Although the programme specifically focuses on one state (Sokoto) for implementation, it is expected that the results of the programme can be replicated and scaled up across other states as well, expanding impact on achieving SDG progress across Nigeria states. . This commitment will be further enhanced through state consultations in all six geopolitical zones and identifying and operationalizing one state per zone as a SDG accelerator. Through these consultations and the set-up of the SDG accelerators, quick wins and best practices within the area of social protection can be identified and supported across the country. Furthermore, the integration of cash transfer programme to alleviate out-of-pocket expenditure in contributory health insurance under a State-financed health insurance scheme is an innovative approach with a high potential in reaching both those that can pay and those that are among the poorest and most vulnerable (SDG 3.8). Should this approach be shown effective, it can easily be replicated and scaled up across the country. The expansion of existing state own cash transfer program promoting girls education, will help to increase the proportion of children both girls and boys at the end of primary education achieving at least a minimum proficiency level in (i) reading and (ii) mathematics (SDG 4.1). Additionally, the communal engagement, of women and adolescent girls in social behavioral change communication activities will strengthen the efforts made in the reduction of infant and child mortality due to malnutrition (SDG 2.2). An improved participation in decision making process by women and adolescent girls through their inclusion in the establishment of communal project management committees will create conditions that advance rather than undermines gender equality and women’s empowerment (SDG 5).

5. Relevant objective/s from the national SDG framework

- **National Social Protection Policy 2017.** “The overarching goal of the NSPP is to establish a gender-sensitive and age-appropriate framework to ensure a minimum social floor for all Nigerian citizens for a life of dignity”
- **Economic Growth and Recovery Plan (EGRP) 2017-2020.** Strategic Objective II: “Investing in our People”
- **Social Investment Programme.** The strategic objective of the programme includes: Increase the poor and vulnerable households with access to income/livelihood, eradicate malnutrition in school age children by establishing a sustainable school feeding programme, provide affordable credit for MSMEs thereby increasing

business revenue and facilitating market linkages, stimulate productivity and growth, especially in our rural communities and promote access to financial services and increase rate of financial service.

- **The National Health Insurance Scheme (NHIS)** is a body corporate established under Act 35 of 1999 by the Federal Government of Nigeria to improve the health of all Nigerians at an affordable cost. A new bill is currently being enacted by the national assembly to repeal the National Health Insurance Law CAP. N42, LFN 2004, and enact the National Health Insurance Commission Bill. The new bill seeks to improve coverage and regulation of health insurance in the country.
- **Nigeria Health Financing Policy and Strategy 2017** with the objectives of over five years: (1) to increase the General Government Health Expenditures (GGHE) as a percentage of General Government Expenditure (GGE) by 5%; (2) improve coverage on health risk protection mechanisms by 30% by extending health insurance to 50 million Nigerians; (3) reduce out-of-pocket expenditure (OOPE) on health as a percentage of Total Health Expenditure (THE) by 20%; (4) improve health expenditure on primary healthcare and preventive health services by 20%; (5) Ensure that the NHIS and 50% of health risk protection schemes have Performance Based Financing as provider payment mechanism to ensure quality and efficiency; and (6) establish and strengthen healthcare financing systems to ensure accountability, transparency and sustainability at the federal, 36 states, the FCT, and the 774 Local Government Authorities.

6. Brief overview of the Theory of Change of the Joint programme

6.1 Summary

The expected change created by the programme will result from the integration of, and a balancing, between institutional approach (policy and capacity strengthening) and supporting the implementation of tangible interventions with focus on innovative financing mechanisms for social protection. The NSPP recognizes the need for both a systemic transformation (long-term) and a blueprint for accelerated implementation (short-term) towards universal social protection. The programme will leverage this consensus to accelerate the policy implementation by focusing on reinforcing legal, institutional and financial sustainability of the system at federal level. In Sokoto, the mainstreaming of social protection interventions in the Development Plan will sustain well-resourced state-led social protection interventions beyond the joint programme duration which can serve as a best practice for other states. At the end of the programme, a blueprint for successful implementation and expansion of the cash transfer and universal health insurance at state level will be made available to all state governments in the country, learning from the joint programme implementation in Sokoto. Furthermore, the SDG accelerator at state level will support the roll-out of the blueprint for short-term acceleration of the social protection implementation. The targeted states will be, identified through detailed and inclusive SDG consultations across the six geopolitical zones. The joint programme will identify and support one state per zone to act as an accelerator, able to identify low-hanging fruits, quick wins and opportunities for learning and sharing in the area of social protection across the states. Such elements will also be instrumental in actively and effectively engaging government institutions, beneficiaries, social and development partners. The 2030 SDG consultation process will not only identify tangible interventions within the area of social protection but also function as a network or country platform to accelerate financing for the SDGs, specifically focusing on accelerating social protections interventions. Through the intervention, a pool of bankable, investable and tangible interventions will be identified and lined to financing which leverages on innovative approaches rooted in community driven initiatives such as the Zakat funding and private sector investments. The programme will be supported by strong and dynamic M&E arrangements, including establishments of baselines, development of a monitoring plan, and routine monitoring of the interventions.

6.2 List of main ToC assumptions to be monitored:

- Government actors at federal level and state levels are willing to align all social protection efforts with the NSPP and adopt a vision towards universal social protection;
- Opening up financial resources will lead to a continuation of successful schemes and gradual extension of coverage;
- The existence of a social protection law will accelerate and secure the implementation of a social protection floor in Nigeria;

- Other states will adopt similar good practices based on successful social protection policy and measures being implemented in the state of Sokoto;
- Enhanced civil society participation in matters relating to the population's health, education, and wellbeing; and
- Extensive and effective consultation and engagement of beneficiary population and communities will result in the acceptance of services and principles underpinning interventions for greater outcome/impact.

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement

Social protection coverage, expenses and legal framework in Nigeria

The amended Constitution of the Federal Republic of Nigeria (1999) under the ‘Fundamental Objectives and Directive Principles of State Policy’ provides the fundamentals for social protection. It states that Nigeria shall be a State based on the principles of democracy and social justice and that the security and welfare of the people shall be the purpose of government. Section 17 3 (f) provides that the State shall ensure that “children, young persons and the aged are protected against any exploitation whatsoever, against moral and material neglect,” while (g) requires the state to ensure that “provision is made for public assistance in deserving cases or other conditions of need.”

Other social objectives of the State that relate to social protection according to the constitution include: “Provide suitable and adequate shelter and food, reasonable national minimum living wage, old-age care and pensions, unemployment or sick benefits, and welfare of the disabled” and “Ensure that conditions of work are just and humane, adequate medical and health facilities for all persons, equal pay for equal work, and the promotion of family life.”

Guided by this framework, driving social protection by way of laws, policies and initiatives has been one of the constitutional responsibilities of the Federal Government. Over the years, Nigeria has initiated various social security schemes and systems, but overall coverage of social protection for all Nigerian residents has remained low. The latest ILO Social Security Inquiry performed in collaboration with the government of Nigeria (see table below - yet to be published) showed that only 13% of people living in Nigeria are legally covered by social protection mechanisms. In reality, only 11% of the population is effectively protected in at least one area of social protection. Most of these fall under contributory schemes (pension, social health insurance and employment injury insurance). With regards to people living under the national poverty line in Nigeria, less than 3% are currently receiving a form of social protection, mostly social assistance. Only 7% of children and people of old-age have access to social protection in the country. The results of the SSI also show that the vast majority of the population evolving outside the coverage of the contributory schemes and the social assistance programmes, often called the “missing middle”, has no legal and/or statutory coverage for accessing social protection. Although the SSI exercise was performed with a limited amount of data and focused mostly on federal led programmes, it provides a rough baseline for the social protection sector in Nigeria. The Economic Policy and Research Institute (EPRI), in consultation with key partners of the sector, is currently performing a review of selected interventions of the social protection sector which will bring up more detailed data especially at state level.

The data show the need for urgent measures in increasing coverage both in law as well as in practice. Also, it showed that in order to address gender gaps in accessing social protection benefits and services, programmes and schemes’ administration should reinforce efforts to collect sex-disaggregated data on beneficiaries.

Stakeholder consultations and literature suggest there are several underlying causes for the low coverage. Firstly, the three-tiered structure of the Nigerian government poses challenge when it comes to implementation. The institutional set-up of the Nigerian federation consists of the federal government, 36 state governments and 774 local government areas (LGAs) with varying size, population and resources. Ministries and institutions that are in charge of social protection have a different way of working among the three tiers. For example, the ministry of education is characterized by a high level of centralization, meaning that most federal policy on education applies directly at state level. Other ministries, such as the ministry of health exhibit a high level of decentralized features with many responsibilities and functions administered at state level. 2016 research highlighted the same issues specifically regarding health insurance: “Nigeria's federal structure which prescribes a sharing of responsibilities for health care among the three tiers of government presents serious challenges for significantly extending social insurance to uncovered groups.” This context poses difficulty when a multisectoral policy needs to be implemented across the

different MDA's and the different tiers. Not only does this require effective horizontal coordination between MDA's at federal level, but also between the three tiers within the ministries and between relevant actors at state level. In recent years, NHIS and the ministry of health are intending to address this issue by encouraging the states to setup and manage their own social insurance schemes, thus presenting a unique opportunity for rapidly scaling up coverage.

Other challenges relate to a lack of legal framework and committed budget for social protection at all government levels. In 2018, Nigeria received 295 recommendations through the Universal Periodic Review, a State-driven process, under the auspices of the Human Rights Council. Many of the recommendations point towards the need for the Nigerian system to align to international human rights standards (some of them specified) and many make a general statement on the need to reinforce and strengthen its legal and institutional frameworks for the promotion and protection of human rights. A fiscal space analysis performed by the Overseas Development Institute in 2012 showed that Nigeria spent about 1.7% of total government expenditure (0.6% of GDP) on social protection. This is less than other sub-Saharan African countries and much less than the cost of a basic social protection package (3.9% of GDP on average for West Africa, as costed by the ILO in 2008), which also rose some concerns vis a vis adequacy and continuity of social protection benefits.

The Government of Nigeria is committed to social protection as clearly and comprehensively articulated in various policy documents, development plans and budgetary allocations. The NSPP and the Economic Recovery and Growth Plan (2017-2020) are the most notable documents that currently guide the social protection agenda in Nigeria. Apart from these documents, there is no legal framework guiding and guaranteeing the right to social protection for all in Nigeria, nor a clear and costed strategy that includes a budgetary commitment. This brings challenges in implementation for policymakers and stakeholders in the form of fragmentation of social protection programmes, which led to duplication, inconsistencies and discontinuity in certain programmes throughout the country. Although Nigeria has demonstrated political will and commitment to accelerate progress on social protection-related SDGs at the federal level, stronger leadership and engagement are needed at the state level.

With social protection interventions being implemented by many different governmental (federal and state) and non-governmental actors in isolation, the potential impact of the initiatives is diminished. Furthermore, although best practices and quick wins exist, there is weak coordination and learning between states.

Limited funding to implement the SDGs, both from public and private sources, is often stated as a main challenge to implement social protection interventions. At the same time, the lack of clarity on resource availability for social protection interventions and of a rights-based framework on social protection has led to short-term interventions being favoured over medium and long-term investments in building a social protection system that will address the need of all, adequately and throughout the life cycle, including to the most vulnerable as well as those working in the informal and rural economy. With the recent wave of attention for social protection in Nigeria, a realization has come that more resources need to be mobilized if the government wants to tackle the high rates of poverty and vulnerability in the country and achieve the goals set by the sustainable development agenda (see in particular SDG targets listed under 4.2). The joint programme leverages this momentum by proposing among others to perform a fiscal space analysis.

The financial situation in the area of social protection reflects the overall situation in terms of implementing the SDGs in the country. The UN estimates that approximately \$85 billion a year are needed to realize the SDGs in Nigeria. This will require a scale-up from millions to billions to achieve the Agenda 2030 nation-wide. Significant resources must be mobilized and directed towards bankable, investable and tangible best practices. Private sector, alongside government and civil society, will need to have an increasingly active role in collaborative solutions to address the pressing societal changes required to achieve the SDGs. Given the instrumental role that social protection plays for achieving the SDGs, supporting the state-level Government to identify financing opportunities for these interventions are key.

The joint programme interventions directly address these issues by clarifying roles and budget for different federal and state level ministries and agencies through a social protection strategy and legal framework. This enables better

coordinated and financed efforts in social protection. In the end, this will be more effective than focusing solely on one programme, ministry or institute active in the area of social protection.

Challenges in Sokoto State

When zooming in further to the state level, additional systemic challenges arise. Sokoto State, located in the Sahelian zone and the North-West of Nigeria, ranks among the Nigerian states with lowest human development indices, particularly for health, nutrition and education. Nonetheless, it has successfully transitioned a cash transfer scheme, the “Girls Education Project” reducing gender gaps in public primary schooling, into a state-run programme and has recently passed a healthcare management scheme bill which lays the basis for universal health coverage guaranteeing availability, accessibility and affordability of healthcare services to all state residents. Sokoto showed a keen interest in institutionalizing its efforts further with the development of a social protection policy. It has also set up a coordinating secretariat to provide direction towards achieving the Zero hunger goal by 2030 with food and nutrition security, which is an indication of strong political will.

The joint programme supports the NSPP’s operationalization in Sokoto, a UN Delivery as One state. This will serve as a model for effective and efficient social protection programmes implementation in support to system strengthening. The joint programme will focus on children, adolescents, elderly and women including pregnant and lactating women, while addressing disparities they face in health, education and nutrition, using cash transfer and social health insurance. An attention will be paid for those living with disabilities and in semi urban area.

Health care coverage is very low in Sokoto, but the state government has made significant steps in the last few years to change this by installing a State Scheme for Social Health Insurance (SOCHEMA). Although SOCHEMA has not started operations yet, a SOCHEMA law has been passed, the agency has been developed and the claim system designed. Now it is time for contributions to start (from wages of government workers); however a clear strategy on reaching workers in the informal and rural economy, including the poorest households is still lacking. The SOCHEMA law includes a provision that reserves 2% of consolidated revenue of the state for covering vulnerable population groups (10% poorest), but this is currently being underutilized. In general, health has until now not been part of the Sokoto state’s Social Protection Agenda. This joint programme is an opportunity to change this dynamic by looking for ways to connect different programmes and schemes. NHIS, as the national regulator of social health insurance in Nigeria, sees a lot of potential in linking the community-based health insurance scheme with the girl’s education cash transfer programme. Enrolment in the cash transfer programme could for example serve as an incentive for families to sign up under the social health insurance scheme.

Overall, the project can help establishing SOCHEMA within the social protection landscape in Sokoto state both in strategy and operations. The Project will partner with NHIS as the leading social health insurance agency in Nigeria and leverage their knowledge and experience in Sokoto to accelerate the set-up and operations of SOCHEMA. This will build capacity of SOCHEMA as well as NHIS at the same time. By connecting health insurance to a cash transfer programme, the project is exploring innovative routes in social protection, with the double aim to increase impact as well as establish sustainable, effective and efficient social protection collaboration in Sokoto state.

1.2 Target groups

Direct target group

The programme interventions directly target ministries, departments and institutions working on social protection (both social insurance and social assistance) in Nigeria in developing their capacity to play their role with ultimate goal of developing and implementing social protection programs that improve key vulnerable groups such as women, children, girls, youth and persons with disabilities’ health, education and nutrition. Similarly, direct target institutions include National and State Assemblies as well as the social partners (NLC, TUC and NECA) whose direct participation in consultations, awareness raising activities and capacity building efforts will lead to improved knowledge and impact in their own institutions as well as within their wider networks or constituencies

The Common Country Analysis (CCA) for the current UNDAF cycle has identified the gradual decline in key investments by the Government (Federal & State) for vulnerable groups over the years. Investments in children for instance in areas including education, health, nutrition, WASH social protection among others declined from about 20% of the national budget in 2011 to 11% in 2014. Right to food and nutrition has severely challenged due to general food insufficiency and insecurity in the country resulting to cases of under-nourishment, underweight, stunted growth affecting women and children across the country particularly in the North West and North East. Access to quality services is also in deficit with shrinking budgetary allocation to cater for improved funding to basic health services and insurance coverage for Nigerians which has led to increased rate of maternal deaths, infant mortality, high morbidity rates. Although appreciable progress has been made in combating HIV/AIDS, more efforts in programming and advocacy needs to be sustained to increase investments in the fight against HIV/AIDS. Progress is also being made to address the plight of disabled people, though slow-paced, it is encouraging that Nigeria accented to the Convention on the Rights of Persons with Disabilities and signed the optional protocol on the rights of persons with disabilities. Furthermore, institutional arrangements have been put in place at the national level to coordinate all interventions and projects of the government for people with disabilities.

Indirect target groups

All Nigerian residents. Poverty and social exclusion rates are high in Nigeria and the need for an inclusive social protection floor is clear. According to the national Economic Growth and Recovery Plan (ERGP) (2017-2020) “About 61 per cent of the population lives on USD1 or less a day. Human development indicators paint a bleak picture of Nigeria’s health and education systems. The country has the fourth-highest infant mortality rate in the world, and nearly 55 per cent of this is attributable to malnutrition. Nigeria’s primary school net enrolment rate is 54 per cent and 10 million children of school age do not attend school.” The latest Social Security Inquiry by the ILO (yet to be published) shows that roughly 10 per cent of the population is covered by at least one social protection scheme and that only 6 per cent of the most vulnerable and vulnerable is the country is covered. 1.8 per cent of Nigerians are covered under health insurance and 5 per cent of people over the pension age of 60 actually receive a pension at the moment. With this background, groups such as minorities (ethnic, religious, sexual, etc.), older persons and migrants face higher risks of social exclusion. The UN Country Team in Nigeria’s input to the UN’s compilation to the 3rd cycle of the Universal Periodic Review of the Human Rights Council highlighted the needs of these groups which range from limited legislation, non-domestication of internationally agreed principles and lack of investment to directly upscale these vulnerable groups. It is expected that through the implementation of this programme in the target state and the regional consultation in the geo-political regions, gains will be made to influence the uplifting of other vulnerable groups and improving the entire social protection architecture in the country.

1.3 SDG targets

In 2016 the Government of Nigeria, in collaboration with UNDP created a baseline report for all SDG indicators in Nigeria. Data from this report is used as reference point in the section below, as well as data from the ongoing Social Security Inquiry, performed by the Government of Nigeria and the ILO.

SDG target 1.3

The joint programme main expected impact is on SDG target 1.3 measured by *the proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable.*

	Indicator	Rate		
		Total	Male	Female
Legal coverage	Working age population covered by existing law under mandatory contributory and non-contributory schemes (calculated separately for each contingency). Voluntary schemes could be included as a separate indicator	13%		
CORE indicators: Effective coverage indicators (SDG 1.3.1+)	(1) Proportion of older persons receiving a pension, based on national pension age 60	11%	n/a	n/a
	(1) Proportion of older persons receiving a pension, based on international threshold age 65	18%	n/a	n/a
	(1.1) Proportion of population contributing to the pension system	9%	13%	5%
	(2) Proportion of persons with severe disabilities receiving benefits	0.07%	0.14%	0.00%
	(3) Persons receiving unemployment support (not insurance in this case)	7%	10%	6%
	(4) Proportion of women giving birth covered by maternity benefits	n/a	n/a	n/a
	(5) Persons covered in the event of work injury	0.6%	n/a	n/a
	(6) Proportion of children under 15 years old covered by school feeding	12%	n/a	n/a
	(7) Proportion of vulnerable persons covered by floors/systems	7%	n/a	n/a
	(8) Proportion of the population protected in at least one area of social protection	11%		
	(9) Proportion of poor persons receiving social assistance	2.2%	2.2%	2.2%
	Proportion of population covered by health insurance (including dependants)	2%		

Source: SSI 2019 exercise (not yet published)

According to preliminary data of the on-going social security inquiry, only 11% of the total population would be covered by at least one social protection benefit. Only 7% of the vulnerable population has access to social protection floor guarantees, and only 2.2% of the poor population receives some social assistance. Among people with severe disabilities, only 0.07% receives some social protection support.

The joint programme aims at raising the coverage of those receiving at least one social protection benefit to at least 12% of the overall population, emphasizing on poor and vulnerable population, and people with disability.

SDG target 2.2

In terms of reaching the goals of zero hunger, the joint programme will contribute to the SDG target 2.2 measured by the prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age and the prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight).

For the first indicator related to stunting prevalence, the base line is currently 37.4%. The joint programmes aims at decreasing the prevalence of stunting to least at 37% among those under five years old. Concerning the prevalence of malnutrition, the joint programme seeks to decrease the rate from 16.4% to 16% in two years.

SDG target 3.8

The joint programmes also seeks to improve good health and well-being, and progress in achieving the SDG target 3.8 will be measured by the coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population) (indicator 3.8.1) OR the proportion of population with large household expenditures on health as a share of total household expenditure or income (indicator 3.8.2).

SDG target 4.1

The joint programme will improve access by all girls and boys to free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes. This target is measured by the proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading; and (ii) mathematics. There is missing information on this important indicator and data is not reported or deemed publishable. This joint programme will also help to improve knowledge on this SDG.

SDG target 10.4

Finally, the joint programme will contribute to reduce inequalities and thus accelerate the achievement of SDG target 10.4. Progress is measured by *the labour share of Gross Domestic Product (GDP), comprising wages and social protection transfers*.

The current base line is 20.9% and the programme aims at reaching at least a target of 21.1% of the GDP share for wages and social protection transfers.

Brief analysis of interlinkages amongst the targets

Ultimately, the joint programme supports the institutionalization, legal and financial consolidation of the social protection system in Nigeria in view of expanding its coverage (1.3), including improved health (3.8), nutrition (2.2) and education of boys and girls (4.1). A more effective social protection system will also facilitate the redistribution of the growth gains towards the population in needs and reduce social inequalities (10.4). The joint programme also focuses on integrating federal and state policies to create a shared mechanism for accelerating achievement of the selected SDG targets. Indeed, it is expected that the results of the programme in Sokoto state can be replicated and scaled up across other states as well, expanding impact on achieving SDG progress across Nigeria states. As for instance, among other innovations facilitated by the joint programme, integration of cash transfer programmes to alleviate out-of-pocket expenditure in contributory social health insurance under a State-financed health insurance scheme will accelerate the SDG target 3.8. Should this approach be shown effective, it can easily be replicated and scaled up across the country. Additionally, the communal engagement, of women and adolescent girls in social behavioral change communication activities will strengthen the efforts made in the reduction of infant and child mortality due to malnutrition (SDG 2.2). The efforts in improving both access and quality, is about ensuring enrollment of children and youth in grades 2 and 3 and that those at the end of primary education and secondary education reach at least a minimum proficiency level in reading and mathematics. A number of hurdles will be addressed including enabling the state produce data, using cash transfer and other type of transfers relevant to address financial barriers in education. This will contribute in promoting agreement in the education community on common definitions of minimum proficiencies in these key subjects (SDG 4.1.)

Opportunities for systemic, accelerated change with the emphasis on bottlenecks, trade-offs and synergies, multiplier and catalytic effects

Such opportunities lay in the concept of output 1.3 (SDGs Innovation and Accelerator states identified and established with proven innovative solutions and financing towards achieving Social Protection). The SDGs Innovation and Acceleration center will be equipped and capacity built to identify bottlenecks and solutions for accelerating the achievement of the SDGs, first the selected ones and then all relevant SDGs, as well as innovative financing geared towards realizing the targets. The service is designed to be housed within the state SDGs offices in order to ensure continuity.

1.4 Stakeholder mapping

The proposed joint programme will involve a wide range of stakeholders, from Government departments to national execution agencies, local communities, civil society, social partners and national and international organizations. With regards the adoption of the social protection bill and discussion for increasing the fiscal space for social protection, it will be important to involve Parliamentarian of the National Assembly, and representatives of workers and employers, as they can be instrumental on advocating for an enhanced social protection system. The buy-in and participation of workers and employers representatives in the NHIS in Sokoto state, as well as nationally, is a key driver of its successful implementation, rapid coverage expansion and financial sustainability. Therefore, representatives of workers and employers would need to be engaged in the project at both federal and Sokoto level, and adequately informed for an active participation.

Federal Level:

Ministry of Finance, Budget and National Planning (MBNP) - department of social protection - leading partner at federal level and guardian of the social protection policy. This ministry is in Charge of the social protection budget and coordinating all SP stakeholders by means of the Technical Working Group on Social Protection.

Ministry of Humanitarian Affairs, Disaster Management and Social Development - the newly created Ministry currently housing the National Social Investment Office (NSIO) which is the office in charge of targeted cash transfers for poverty relief and employment opportunities. This agency will be an essential partner in the process towards creating the support for a costed and targeted social protection policy and social protection bill.

National Health Insurance Scheme (NHIS) - NHIS is the regulatory body of public health insurance schemes. They are implementing a strategy of decentralization by setting up state health insurance schemes that will be operating independently at state level.

Federal Ministry of Labour and Employment (FMLE) - department of social security and cooperatives. This ministry will be an essential partner in the process towards creating the support for a costed and targeted social protection policy and social protection bill.

National Labour Congress (NLC) - will be involved in consultations and advocacy for social protection strategy and social protection bill.

Trade Union Congress (TUC) Nigeria - will be involved in consultations and advocacy for social protection strategy and social protection bill, and the improvement of the NHIS.

Nigeria Employers' Consultative Association (NECA) - will be involved in consultations and advocacy for social protection strategy and social protection bill.

Office of Senior Special Assistant to the President on SDGs (OSSAP-SDGs) - this office will be a main partner at federal level and also an important link to states' SDG offices. OSSAP-SDGs also coordinates the SDG Private Sector Advisory Group.

National Bureau of Statistics - NBS will be a key partner to access necessary data for the fiscal space analysis.

Sokoto State level:

Sokoto State social health insurance Scheme (SOCHEMA)
State Ministry of Health
State Ministry of Education
State Primary Health Care Development Agency
Ministry of Budget and Planning of Sokoto State
Poverty Alleviation Funds, including State Zakat Fund
Sokoto State Ministry of women and Children Affairs
Social Protection Office
Health Care Facilities
The medical and health workers union of Nigeria in Sokoto state

SDG at state level:

All the state SDG offices. The state SDG offices will play key role to organize all the stakeholder from each geopolitical zone to participate in the various consultations holding in each zone.

2. Programme Strategy

2.1. Overall strategy

The joint programme, in line with the NSPP and recent recommendations from the Social Protection Summit held in January 2019, aims to address quick wins and laying long-term foundations for strengthening the social protection system of Nigeria through interventions at federal and state levels. Inspired by the Global Partnership for Universal Social Protection by 2030,¹ the proposal is also built on the strong international, regional and national commitment that social protection is a universal human right, therefore the programme will implement a right-based approach for achieving social protection-related SDGs.

At federal level, the strategy will consist in strengthening the legal and financial framework of the social protection system. More specifically, the joint programme will reach its objectives through the facilitation of consultations and dialogue, provision of quality expertise and sharing of international experiences for guiding the development of a social protection bill. Furthermore, the technical expertise of the different PUNOs will support the identification of fiscal space and innovative, inclusive and sustainable financing of existing and future social protection interventions with the view to extend population coverage and level of benefits. The joint programme will develop and implement strategic advocacy campaign and capacity development in order to obtain the buy-in of the government, parliamentarians, social partners, civil society for increasing investments in social protection. Through improved social protection legislation and funding, the joint programme will contribute to achieve transformational impacts and put Nigeria on a path towards inclusive socio-economic development.

The relevant Nigerian policies and laws providing the framework for this programme support a leaving no one behind focus. Progress on gender equality is recognized in the NSPP as a critical factor in achieving the SDGs. The NSPP stipulates that gender be mainstreamed into all aspects of policy and programme designed for social protection. Similarly, the NHIS recommends providing subsidy and coverage to the vulnerable and those who cannot contribute and need special attention, especially the indigent, elderly, children under five, and pregnant women, people with HIV and TB, and people with disability.

Moreover, the programme supports the NSPP's operationalisation, including the effective implementation of the NHIS, in Sokoto state. Sokoto state's experience will serve as a model for effective and efficient social protection programmes implementation building into a consolidated and comprehensive system. In Sokoto state, the programme focuses on improving social protection of the most vulnerable groups, including children, adolescents, people living with HIV and TB, people living with disability, elderly and women including pregnant and lactating women. These groups have been identified given that each sub population group disproportionately has limited access to social protection services compared to the general population. The joint programme intends to address disparities they face in health, education and nutrition, using cash transfer and social health insurance.

Through various capacity strengthening of key social protection stakeholders, innovation acceleration, improved coordination and cash-based transfer interventions, the joint programme will improve access and utilization of basic social services by the poor and vulnerable in Sokoto state. Strategies to ensure these interventions include support to the Federal Cash Transfer Programme implementation, the National Social Safety Nets Coordinating Office operations in Sokoto state and the existing Sokoto Girls' Education Programme to effectively merge and integrate their social registries and targeting mechanisms for the smooth implementation of a comprehensive and integrated single registry for the states. The capacity building workshops will increase technical knowledge and improved effectiveness in the mechanisms for targeting and identification of beneficiaries, and grievance redress mechanisms.

In addition to an assessment of state supply gaps in the delivery of public primary schools to absorb existing cash transfer programme enrolment, there will be a further assessment of supply gaps in the delivery of primary health care services to pregnant women, given the linkages to be made with health insurance strengthening. To improve the demand and uptake of essential social services within the joint programme, PUNOs will ensure that effective strategies

¹ <https://www.usp2030.org/gimi/USP2030.action>

are in place for the mobilization and sensitization of community members. Furthermore, to strengthen the existing social protection technical working group in Sokoto state, PUNOs will facilitate coordination meetings to foster a synergetic collaboration among cash transfer programme implementation unit and the wider community of social protection stakeholders in the state.

Given the leave no one behind focus, the programme will emphasize on addressing and building capacity of duty bearers and right holders to ensure girls and boys, persons living with disabilities and women are properly empowered and protected. More specifically, the proposal aims at adoption fostering the national social protection legislation through advocacy and capacity strengthen initiatives for the duty bearers.

The programme will ensure a strong gender-sensitive and non-discrimination approach in the design and implementation of the set of programmes. PUNOs recognize that gender intersects with other drivers of inequities, discrimination, marginalization and social exclusion, which have complex effects on health and well-being. Attention will be provided to the different practical needs for men and women, for example in maternity protection as well as their strategic needs towards a more gender equal social protection framework. The proposal will directly benefit women and girls, therefore contributing to reduce gender inequalities through social protection interventions. The proposal further recognizes that social protection is relevant to HIV because it addresses social and economic inequalities, HIV risk behaviour and HIV-related stigma and discrimination which exacerbate marginalization and vulnerability to HIV infection, and deliberately mitigate the removal of policy and programmatic barriers to services.

Furthermore, the joint programme will ensure that the achievement of social protection-related SDGs can be accelerated and learning and sharing across states can be improved. The regional consultation in one state per geo-political zone will also aim to identify SDGs implementation bottlenecks, specifically targeted at social protection, and solutions which can help overcoming the bottlenecks. SDG consultations, through a social protection lens, will be carried out across the six geo-political zones, will serve to inform the government of low-hanging fruits, quick wins, opportunities for cross-learning, replication, and scaling-up the SDGs. This process will also serve to identify SDG accelerator states which will serve as key supporters in this process. The result of this process will go beyond policy advises and focus on practical, investable, bankable and implementable solutions and of course, identifying and leveraging on financing opportunities for the SDGs including social impact bonds, Development impact bond, green bond, Public Private partnership etc. To complement this process, the programme will be also be geared towards identifying innovative ways to accelerate financing for social protection solutions under the. To help close the financing gap for, the UN in partnership with OSSAP-SDGs will mobilize the six key SDG accelerate states (one from each geopolitical zone) to a platform and/or network to identify and channel financing for the SDGs and support best practices and solutions. The six accelerator states will operate as a collaborative space for Government, the private sector, investors and entrepreneurs, civil society, and other partners and will serve to identify a common set of critical solutions (outputs) in mobilizing financing for the SDGs will include clear investment cases for the SDGs in Nigeria (state and federal level).

2.2 Theory of Change

The expected change created by the programme will result from the integration of, and a balancing act, between institutional approach (policy and capacity strengthening) and supporting the implementation of tangible interventions with focus on innovative financing mechanisms for social protection. The NSPP recognizes the need for both a systemic transformation (long-term) and a blueprint for accelerated implementation (short-term) towards universal social protection. The programme will leverage this consensus to accelerate the policy implementation by focusing on creating institutional, legal and well as financial sustainability of the policy at federal level. PUNO's will work closely with relevant ministries towards a social protection law and facilitate a review of social protection activities to determine (financial) strategies in line with the NSPP focused on facilitating its implementation.

A strong legal and institutional framework and a complementary long-term strategy and financial commitment to social protection are instrumental in ensuring the enjoyment of human rights by the beneficiaries of social protection programmes. In their absence, social protection guarantees are vulnerable to political changes. Adequate legal and institutional frameworks also help guarantee the universal right to social protection as found in the ideals and

objectives of the Constitution of Nigeria to “secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice and equal status”.

A social protection bill will necessitate a behavioural change in the ‘duty-bearer’, which in this case refers to agents of the Nigerian State, but also agents of (transnational) corporations and other influential actors. Likewise, outcomes also rest heavily on the idea that ‘rights-holders’ will be able to identify, exercise and demand their right (or set of rights) through effective and accessible appeal and accountability mechanisms.

Through the identification of a SDG accelerator states, the programme will put in place a well-developed structure to support learning and sharing in the area of accelerating progress towards social protection-related SDGs. This will include setting up a structure to identify, replicate and scale up best practices, quick wins and low-hanging fruits as well as to support the Government to mobilize innovative.

SDGs financing. This will help to address implementation bottlenecks and leverage on more innovative solutions to achieve SDGs. It will also address the large learning and sharing gaps that currently exist between states. This structure will bring together public & private sectors and help them identify solutions and mobilize resources to accelerate SDG implementation related to social protection. Specific outputs expected from this process includes: identification and assessment of critical challenges and priority needs that accelerate the attainment of the SDGs, with a focus on social protection; and identifying ‘quick wins’ for immediate implementation. Furthermore, the exercise will identify clear investment cases for the SDGs in Nigeria (state and federal level) including identifying quick wins and a guide to incorporate social protection policy elements for achieving the SDGs in investment decisions (asset allocation and financial analysis).

In Sokoto, the mainstreaming of social protection interventions in the Development Plan will sustain well-resourced State-led implementation beyond the programme duration. National and global evidences show that social protection interventions which are not included within the Development Plan and are without well-articulated domestic funding will end up a donor-inspired and led programme with high probability of discontinuation. The expanded cash transfer and Universal Health insurance projects at state level aim to provide a proof of concept. At the end of the programme, a blueprint for successful implementation at state level will be made available to all state governments in the country. National and global evidence shows that social protection interventions not included in a Development Plan and without well-articulated domestic funding will end up a donor-inspired and led programme with high probability of discontinuation. The expanded cash transfer and universal social health insurance programmes at state level aim to provide a proof of concept. At the end of the programme, a blueprint for successful implementation and expansion of the cash transfer and universal health insurance at state level will be made available to all state governments in the country, learning from the joint programme implementation in Sokoto.

Underlying assumptions of the Theory of Change include:

- Government actors at federal level and state level are willing to align all social protection efforts with the NSPP.
- Opening up financial resources will lead to a continuation of successful schemes and gradual extension of coverage.
- The existence of a social protection law will accelerate the implementation of a social protection floor in Nigeria.
- Documenting best practices in model state Sokoto will lead to adoption of similar policy reviews in other states.
- Enhanced civil society participation in matters relating to their health and wellbeing.
- Extensive consultation and engagement of beneficiary population and communities will result in the acceptance of services and principles underpinning interventions for greater outcome/impact.
- The pilot states will bring together both public and private sector with each sector able to provide innovative support to achieving SDGs in Nigeria. The pilot states will be identified state SDG offices representing each geopolitical zones and provide a One UN facility to be used by all UN agencies.

The programme design strongly engages government institutions, beneficiaries, social and development partners. It will be implemented through existing structures using innovative approaches rooted in community driven initiatives

such as the Zakat funding. The programme will be supported by strong and dynamic M&E arrangements, including establishment of baselines, development of a monitoring plan, and routine monitoring of the interventions.

2.3 Expected results and impact

The main objective of the programme is the consolidation of the institutionalization of the social protection system in Nigeria, in particular the programmes for extending coverage among vulnerable groups focusing on improved health care, nutrition and education. As presented in the theory of change, the NSPP recognizes the need for both a systemic transformation (long-term) and a blueprint for accelerated implementation (short-term) towards universal social protection. The outcomes of the joint programme reflect both demands. The programme consists of two main outcome areas:

Outcome 1: By 2021, the Social Protection System has improved at Federal level with an enforced legal framework and a financial mechanism integrated in national budget and planning efforts.

In Outcome area one, the programme will leverage the consensus existing in Nigeria on the importance of social protection for accelerating the achievement of the SDGs. In order to accelerate the policy implementation, the project will focus on creating institutional, legal and financial sustainability of the policy at federal level. PUNOs will work closely with relevant ministries towards a social protection legal bill. Moreover, the programme will facilitate a review of the social protection system, including public social protection expenditures, to determine strategies for accelerating the implementation of the NSPP and adopt a medium-term financing plan. Because Parliamentarians, workers and employers' representatives will be instrumental in the adoption of the forthcoming social protection legal bill, the project will also attach importance on informing and raising their awareness on the importance of social protection to achieve the SDGs and leave-no-one-behind.

The outcome is achieved through the following key outputs and expected results:

Output 1.1 Strengthened national social protection legal framework with the development of a social protection bill, aimed at realizing the right to social protection, for consideration by the National Assembly

Method and expected results: Developing a social protection Bill will strengthen the Government's commitment to the realization of the human right to social protection. It will also link key stakeholders of the social protection sector and improve the coordination of the three pillars of social protection- social assistance, social health insurance and social insurance. The legal standards in the Bill will guarantee access to at least a minimum social protection floor to all residents in Nigeria including poor and vulnerable who continue suffering discrimination, by establishing a social protection system combining mixed approaches and financing mechanisms. The development of the Bill requires a highly participatory, awareness-raising process, including with the Parliamentarians, civil society and representatives of employers and workers, to come to an agreement. It is essential that all relevant stakeholders are consulted throughout, to make sure the Bill objectives and principles are understood and receive the buy-in of the decisions makers necessary to pass the stage of public hearing. Many social protection-related bills have failed at this point due to lack of social dialogue, ownership and support of essential bodies. The international standards and instruments related to social protection and the NSPP will be leveraged here to facilitate a consensus on the definition of a nationally defined social protection floor that is financially sustainable. The bill will be accompanied with an awareness raising campaign in which social partners, socially trade unions NLC and TUC will play a large role in activating their network for increased reach and impact.

The path towards the creation and adoption of the social protection Bill will rely on the growing commitment by the government of Nigeria as shown by the adoption of the NSPP and the human capital investment in the EGRP. It also acknowledges the Bill developed under the leadership of the National Social Investment Office (NSIO) of the Vice President Office. The NSIO's supported Bill seeks to institutionalize the coordination of the Nigerian social protection sector. This Bill lies currently with the Presidency and will be presented to the National Assembly soon. The forthcoming social protection Bill will provide a holistic, long-term and rights-based approach on social protection, covering both non-contributory and contributory mechanisms, and will as such complement the NSIO supported Bill.

Beyond the UN partners and MDA's, international partners including the World Bank and DFID have committed their support to the creation of a rights-based Bill.

Indicators:

- Awareness-raising and consultation meetings held with relevant stakeholders.
- A draft bill debated at a social protection stakeholder forum in 2020.
- A social protection Bill finalized in 2021.

Output 1.2 Increased and institutionalized social protection financing with reinforced institutional framework through identification and creation of fiscal space and setting-up of innovative financing for social protection.

Method and expected results: A costing exercise and fiscal space assessment executed in consultation and dialogue with social protection partners including social partners will lead to concrete options to increase the fiscal space for social protection with a priority focus on the most poor and vulnerable. A costed, targeted and time-bound social protection strategy will incorporate government budgetary commitment for the social protection agenda and solidify the social protection activities for the coming five to ten years.

Indicators

- Indicator 1.2.a: Fiscal space determined for Social Protection.
- Indicator 1.2.b: National Priorities in SP costed.
- Indicator 1.2.c: New strategy designed and signed by government.

Output 1.3: SDGs Innovation and Accelerator States identified and established with proven innovative solutions and financing towards achieving Social Protection.

Method and expected results: A platform that provides and contributes to a comprehensive set of solutions and mobilizing financing to achieve the Sustainable Development Goals, focusing specifically on social protection. The platform will operate as SDG Financing Accelerator and innovation concept in six pilot states to among others, evolve new and innovative approaches to achieve social protection and the SDGs. These pilot states SDG offices will serve as a centre for analysis of development ideas within the Nigerian context, testing and incubation of ideas and legitimately, dissemination of such ideas gleaned from the implementation of the project with special focus of the need for expanding the fiscal space for social protection, specifically, and the SDGs funding, in general, through inter alia, innovative funding mechanisms. This initiative is expected to be replicated in other states. The expected impact of these exercise will be strong innovative state SDGs offices with proven innovative and accelerated solutions towards achieving SDGs.

Indicators:

- Number of innovation and accelerator pilot states identified and established by December 2020 that will find a development solution to SDG implementation challenges.
- Number of SDG regional consultations held by December 2021.
- Number of additional Innovation and Accelerator SDG states identified and established in other states by December 2022 to develop new methods and approaches to scale up SDGs implementation based on local demands and dynamics.
- Number of accelerated financing methods for the SDGs acceleration identified, recommended and utilized.
- Number of knowledge-sharing consultation platforms for South-South, North-South and Triangular Cooperation held.

Partners and Ownership

Responsible partners in Outcome One are the following: ILO (lead), UNDP (co-lead) and UNICEF. Main government partners are: policy makers, managers and technical staff of Ministries in charge of policy development and implementation of social protection (Ministries of Labour, Social development, Health, Education, Office of the Price President), and the custodian Ministry of Social protection in Nigeria (Ministry of Budget and National Planning) in

charge of planning and finance as well as their technical and implementing departments (Social security offices, Social Assistance Programmes), the National Bureau of Statistics, workers and employers’ representatives, the NSSIT, Pencomm and NSHIF, , Office of the Senior Special Assistant to the President on SDGs (OSSP-SDGs) and State SDG Offices.

Also, private sector partners include but are not limited to the SDG Private Sector Group which has members such as the Tony Elumelu Foundation, Dangote Foundation, other philanthropist and entrepreneurs as well as youth engaged on SDG financing and acceleration.

Assumptions

All outputs under Outcome one are heavily dependent on the political will and capacity of the governmental partners. Consultation on results and indicators under Outcome area one with stakeholders within government showed strong commitment from the social protection MDA’s. The interventions proposed fit into their gradual strategy of solidifying Social protection within the Nigerian governance framework. With a social protection policy and a growing body of social assistance programmes, executed by NSIO, the stage is set to strengthen the governance pillars that will guarantee a national social protection floor for all Nigerians in the long-term. They also recognized that the objectives under Outcome one would require an inclusive, participatory and transparent collaboration at the federal level.

Outcome 2: By 2021, the National Social Protection Policy (NSPP) is operationalized at Sokoto state ensuring social development with reduction in poverty focusing on improvement in Nutrition, Education and Health for women and children.

The outcome will be achieved through the following two key outputs:

Output 2.1. The existing cash transfer schemes is expanded and the basis for universal cash to pregnant women and new-born children in Sokoto laid down

Method and expected results: This output aims to strengthen and expand existing cash transfer schemes namely state-owned cash for girl’s education, cash transfers from NSIO in the state and lay basis for universal cash to pregnant women and new-born children and other vulnerable and socially marginalized people including households affected by drug abuse, rural female farmers, persons living with HIV, TB and disability.

The following activities will thus be implemented:

- Conduct an assessment of the health needs and supply gaps in the state for the delivery of primary Health Care services to pregnant women and new born children.
- Support the strengthening of the State’s Management Information System for beneficiary and the social registry
- Strengthen strategies for communication, mobilization and sensitization.
- Support coverage mechanisms and payment structures for the effective delivery of cash transfer programmes
- Deliver capacity building in guiding cash transfer programme expansion and implementation.
- Facilitate collaboration between social protection programme implementation unit and stakeholders in the areas of migration, persons living with disabilities, rural farmers, persons living with HIV and households affected by drug abuse.

Indicators:

- Percentage of poor/vulnerable girls covered by the cash transfer programme.
- Diagnostic of the health needs and supply gaps for pregnant women and newborn validated.
- Number of communication and sensitization activities.
- Number of cash transfers delivered.

Output 2.2. Universal Health Coverage at state level accelerated using the Basic Health Care Provision Fund & community-based insurance mechanisms

Method and expected results: This result area deals with implementation of contribution-based Universal Health Coverage in Sokoto. Accelerating Universal Health Coverage at state level using the Basic Health Care Provision Fund & community-based insurance mechanisms to reinforce health protection system for vulnerable and those who cannot contribute especially the indigent, elderly, children under five and pregnant women. It will also link cash transfers and health insurance to support coverage of the poorest. The following activities will be implemented:

- Conduct diagnostic studies to assess the contributory capacity of the population and formulate recommendations for organizing and mobilizing the contributory capacity, level of contribution as well mechanisms for collection of contributions.
- Conduct an actuarial valuation for NHIS both at federal level and as in Sokoto.² Build actuarial valuation capacity within NHIS will serve other states to start their schemes based on actuarial projections and validation of the parameters of the scheme.
- Design the institutional architecture of the NHIS implementation in Sokoto/ SOCHEMA, e.g. institutional mapping of actors involved or who could be potentially involved in the system (including intermediaries to carry certain function of NHIS- registration, collection of contribution, information and awareness raising, control, etc.) list of potential providers of health services including medicines, definition of the responsibilities and functions of each actor of the system, defining the business model and strengthening the manual of procedures, etc.
- Deliver technical Capacity building NHIS and SOCHEMA in guiding SOCHEMA in their implementation, e.g. registration procedures, mechanisms for contributions collection, accreditation and agreements with health care facilities and pharmaceutical companies/providers, handling claims, managing contributory as well as subsidized schemes (including community-based), appeal mechanisms.
- Draft a blue print of NHIS support to state schemes to make sure it can be replicated in other states.
- Facilitate collaboration between SP partners in Sokoto state, including those in charge of education related cash transfers and SOCHEMA.

Partners and Ownership

Responsible partners in Outcome 2 are the following: UNICEF (lead), WFP (co-lead), ILO. Main government partners are: policy makers, managers and technical staff of, the National Bureau of Statistics, the NSSIT, Pencomm and NSHIF, Sokoto State Social Health Insurance Scheme (SOCHEMA), State Ministries of Health, Ministry of Education, Ministry of Budget and Planning of Sokoto State, State Primary Health Care Development Agency, Poverty Alleviation Funds, including State Zakat Fund, Sokoto State Ministry of Women and Children Affairs.

2.4 Financing

The total budget for this joint programme is \$2,000,000. The SDG funds thus make up 100% of the total programme budget.

The joint programme budget is divided equally into project work in Sokoto to support the implementation of the various programme components and technical assistance and institutional work at federal and state level. Both elements include monitoring, evaluation and communication to strengthen the results of the project activities and prepare for future scale up.

Addressing the challenges of financial sustainability of social protection interventions in Nigeria overall and in Sokoto state specifically is one of the main goals of the programme. The strong commitment to social protection does not always reflect in budgets and financial plans or in actual amounts spent. This is why exploring funding options and generating commitment at federal and state level for different social protection targets forms an essential part of the program, especially where operating on the institutional level. In outcome area one, at federal level, capacity building in evidence-based advocacy, a fiscal space analysis and the creation of a costed and targeted social protection strategy form part of increasing financial resources and ensuring their sustainability. In Sokoto, project partners will work with

² NHIS has already set funds aside for their actuarial but has requested additional finances and technical support from both Unicef and ILO in October 2019.

State officials including those in charge of the cash transfer program and SOCHEMA to create a strategy for sustainable funding, that will integrate the state government revenue commitment towards the poorest with regards to health insurance with the girl’s education cash transfer program. At the same time, contributory mechanisms within SOCHEMA will be strengthened through capacity building in collaboration with NHIS, aiming to maximize coverage of health insurance of potential contributors in both the formal and informal sector.

The proposed SDG financial contribution is justified by the fact that the various social protection institutes are at the stage where they have a strong political framework in place to act but have limited capacity in the area, opening up new areas of financing and sustaining them.

Over the long term it is expected that the investment made with the SDG funds additional funds, particularly national financial resources, will be leveraged. The ultimate objective of the joint program is to reduce fragmentation, improve coordination between federal and state level, optimize (federal, state and international) resource allocation and channel funds toward and inclusive and integrated SP model. There is broad agreement among key stakeholders that if resources are prioritized and allocated toward more efficient spending there is the potential for acceleration towards making social protection available for everyone in Nigeria.

Results area	Participating Agencies	Key Implementing Partners	Estimated Budget
1. By 2021, a Coherent and financially viable Social Protection System is in place at Federal level that is based in a legal framework and integrated in national budget and planning efforts.	ILO UNICEF UNDP	Budget Office of the Federation, Ministry of Finance, Ministry of Budget, Ministry of labour, and National Planning, National Assembly	\$650,000
1.1. Strengthened national social protection legal framework with the development of a social protection bill, aimed at realizing the right to social protection, for consideration by the National Assembly	UNDP, UNICEF, ILO	Ministry of Finance, Ministry of Budget and National Planning, Ministry of Labour, National Assembly, social partners and civil society	\$100,000
1.2. Increased and institutionalized social protection financing with reinforced institutional framework through identification and creation of fiscal space and setting-up of innovative financing for social protection	UNICEF, ILO	Ministry of Humanitarian and Social development, Ministry of Budget and National Planning Ministry of Finance	\$150,000
1.3. SSDGs Innovation and Accelerator States identified and established with proven innovative solutions and financing towards achieving Social Protection	UNDP, UNICEF	All Ministries in charge of planning both at State and Federal; OSSAP-SDGs and State SDGs Offices	\$400,000
2. By 2021, the National Social Protection Policy (NSPP) is operationalized at Sokoto State ensuring social development with reduction in poverty and improvement in Nutrition, Education, Health and Birth Registration for women and children	UNICEF, WFP ILO		\$1,200,000
2.1 Expansion of existing cash transfer schemes (state owned cash for girl’s education, cash transfers from NSIO benefits and homegrown school feeding in the state and lay basis for universal cash to pregnant women and newborn children.	UNICEF, WFP	State Planning Commission/Ministry of Budget and Economic Planning, State Programme Implementation Unit, State Operations Coordinating Unit	\$700,000

2.1. Implementation of contribution-based Universal Health Coverage in Sokoto state. Accelerating Universal Health Coverage at state level using the Basic Health Care Provision Fund & community-based insurance mechanisms of the NHIS	UNICEF ILO	State Ministry of Budget and National Planning, State Ministry of Health National Health Insurance Scheme, Sokoto State Contributory Health Care Management Agency (SOCHEMA), social partners	\$500,000
3. Programme management including coordination, monitoring and evaluation	UNICEF	MFBNP, Ministry of Humanitarian Affair & Social development	\$150,000

Budget distribution per agency

	2020	2021	Total
WFP	200,000	150,000	350,000
UNICEF	500,000	250,000	750,000
ILO	300,000	200,000	500,000
UNDP	300,000	100,000	400,000
Total	1,300,000	700,000	2,000,000

2.5 Partnerships and stakeholder engagement

To ensure **Government Ownership and Leadership**, systematic national capacities will be built through a harmonized approach, ensuring sustainability and safeguarding results. National ownership, high-level engagement and mutual accountability will be supported through joint annual work plans, reviews and alignment to national priorities. From the onset, the UN will work closely with the Government as well as other key stakeholders to **develop a sustainability plan** that includes a feasible financing strategy with conditions to ensure that funding and services can continue. This strategy will emphasize strengthening government capacities for domestic resource mobilization, cost-sharing at the state level and technical support to cost minimum services packages. The regional consultations carried out in the six geopolitical zones will be a key element in ensuring this ownership and leadership. It will serve to link state-level Government to ongoing social protection efforts which can facilitate action and leverage on the Government’s comparative advantages. Lessons learned in ensuring Government ownership in Nigeria include the need to put in place mitigation strategies such as training of trainers, knowledge management plan, signing MoU/Letter of commitment with Government on retention and strengthening succession plan of relevant government agencies.

While the PUNO will in overall terms provide an enabling support through capacity strengthening and technical support to the relevant state ministries and agencies, these agencies will be the direct implementing agency with guidance from PUNO. The major contribution of other stakeholders will be to advocate and mobilize for the program, while they will also play an important role in process monitoring and evaluation to ensure that the stated outcomes are achieved. The joint programme will be the flagship programmes in Nigeria to be implemented in line with the UN reform. To implement the UN reform in Nigeria, the UNCT has developed a transformative vision which clearly outlines the aspiration and direction of the UN in Nigeria, to be implemented through a concerted inter-agency approach, coupled with a joint strategic prioritization process to operationalize the vision. This vision also clearly identifies the **UN’s system’s contribution and comparative advantage** in supporting the Government of Nigeria’s development objectives.

For the joint programmes, the UN's unique contribution, through the PUNOs but supported by the system as a whole, are:

- **Extraordinary diversity and wealth of knowledge to provide technical assistance.** This includes ability to access and manage knowledge, innovation and share experiences from other countries in the area of social protection;
- Ability to provide **top-notch policy, analytical, research and advisory services** in areas related to the SDGs and Social Protection;
- **A neutral convening role and power** to bring together a diverse range of actors – international, regional and national, both public and private, and broker new partnerships to achieve social protection-related SDGs;
- **Support capacity to strengthen national institutions** responsible for social protection service delivery including issues related to governance, policies as well as transformative governance and innovation in advancing sustainable development;
- **Brokering advocacy and knowledge transfer (including South-South cooperation)** and promote greater awareness and understanding on various sustainable development issues related to social protection.

The joint programme directly contributes to UNSDPF Outcome 6: *“By 2022, the National and State Social Protection Policies are implemented and adequately financed with protection systems and services strengthened to effectively prevent and respond to violence, abuse, exploitation and harmful social norms, with a focus on the most disadvantaged”* and output 6.2. *By 2022, NSPP implemented and properly financed and domesticated by all 36 states.* They also contribute to Outcome 3 on Health, Nutrition, and HIV&AIDS. To achieve these results, the UN will provide services in various area including analysis, diagnostics, coordination, financing and implementation of social protection intervention.

This programme will leverage strategic contributions from other partners and involve the active participation and contribution of various partners at national, sub-national, community level and non-state actors during preparation, implementation and step-down phase. Their roles at various times will reflect and represent the views of the right holders (demand side) and duty bearers (supply side) as well as their involvement in the planning, implementation and accountability framework of the project.

At the federal level, key actors will be convened under the Ministry of Budget and National Planning and the State Ministry of Budget and Economic Planning who also chair the steering committee of the programme. At Sokoto state level, PUNOs already have a close working relationship in place with the ministries of education and economic planning through its Delivering as One approach. Before the programme start, focal points will be appointed from all relevant ministries and agencies. All relevant partners and their strategic contributions will be mapped in the joint AWP for Sokoto.

Active and substantial participation of right holders and duty bearers will be cross-cutting across the Programme. Moving forward, collaboration will continue through engaging stakeholders at various levels beyond the role as implementing partners only. In line with the Programme's focus on leaving no one behind, groups of marginalized population facing multiple and intersecting forms of discrimination will be targeted and involved through new ways of engaging such as participatory design, implementation and monitoring. User-centric approaches that will be explored include design-thinking and crowdsourcing (through U-report) and exploring approaches to better include those furthest behind. Additionally, the communal engagement, of women and adolescent girls in social behavioral change communication activities will be strengthened through their inclusion in the establishment of communal project management committees.

In line with the UN reform, institutionalizing social protection and accelerating SDGs in Nigeria will require combining UN's capacities across the social protection continuum, across the country, regional and global level, which will result in better regional strategies, integrated analysis and improved reporting. **By pooling and mobilizing expertise from the entire UN system,** the UN can better support Nigeria to achieve the SDGs. Within Nigeria, the UN is establishing a network of technical experts which is coordinated through the RCO. Here, Heads of Agencies have nominated key focal points that can serve a system-wide capacity within their area of expertise. This service-line is being rolled out in Q4 of 2019.

All external partnerships and communication and visibility at the country level will be implemented through a joint approach, coordinated by the UN Resident Coordinator and engaged PUNOs. **The SDG Joint Fund Donors will be fully engaged** and external donor missions will be encouraged and fully supported by the UN RC and the PUNOs.

Ensuring the visibility of the Joint SDG Fund Donors commitment and contribution will be paramount. As donors visit Nigeria, a donor engagement strategy will be implemented through a One UN effort, spearheaded by the PUNO Communication Officers and UNIC. The existing inter-agency working group for Communication, UN Communication Group will be leveraged on for regular coordination on communication.

3. Programme implementation

3.1 Governance and implementation arrangements

This section defines the set-up of the multi-stakeholder governance arrangements for the Joint SDG Fund in Nigeria. The highest level of the governance structure of the Initiative in Nigeria shall be the National Steering Committee, co-chaired by the Honorable Minister of Finance, Budget and National Planning (HMS) and the UN Resident Coordinator (RC). The following members shall be part of the National Steering Committee:

- Honorable Minister of Finance, Budget and National Planning (HMS) – Co-Chair
- UN Resident Coordinator (RC) – Co-Chair
- Heads of participating UN Agencies (UNICEF, UNDP, ILO, WFP)
- Ministry of Humanitarian Affairs, Disaster Management and Social Development
- National Social Investment Office (National Social Safety Nets Coordination Office and the National Cash Transfer Office)
- Ministry of Finance, Budget and National Planning (Department of Social Development)
- National Health Insurance Scheme
- Sokoto State Ministry of Budget and Economic Planning
- Sokoto State Social Health Insurance Scheme (SOHEMA)
- Sokoto State Ministry of Education
- State Universal Basic Education Board (Sokoto SUBEB)
- State Operations Coordinating Unit (SOCU)
- State Cash Transfer Office (SCTO)
- Workers and employers’ representatives

In addition, other stakeholders may be invited to participate in planning, deliberation and monitoring roles of the Committee. This includes representatives from EU, RUNOs, Government, academia, civil society, media, research institutions, local communities and the private sector.

The main task of the **National Steering Committee** will be to provide overall strategic political direction and guidance to the Initiative. The Steering Committee will also guide and oversee the implementation of the Joint SDG Fund by fulfilling the following roles and responsibilities:

- Ensure proper communication and coordination on the Initiative at the country level, and support a participatory implementation, in alignment with national priorities, the UNDAF and EU priorities.
- Approve programme annual work plans, review output level results, adjust implementation set-up.
- Review and approve periodic and annual joint programme narrative reports submitted by the PUNOs.
- Approve any programmatic or budgetary (revisions of less than 25 per cent of the value of the budget) programme revisions within the limits of the approved programme document by the Operational Steering Committee.
- Review risk management strategies and ensure the programme is proactively managing and mitigating risks.
- Manage stakeholder relationships at the country level.

The steering committee shall meet twice a year.

A **Technical Committee** of the programme, consisting of representatives from the PUNOs will meet on a quarterly basis to discuss progress and explore synergies and areas for collaboration. Partners at both federal and state level will be invited to participate. The Technical Committee will also be responsible for organizing reviews.

To the extent possible, existing structures, such as the Social Protection Outcome Group, the M&E Group and the Communication Group will be used rather than establishing new ones. These forums will be used as advisory and coordination platforms, for example in planning and carrying out activities. Connections and links will be forged with other pooled funds or joint programmes operating in Nigeria. This will be done through existing platforms such as the inter-agency coordination group, the Development Partners Group and others.

Accountability

The UNDS is more than ever before being asked to strengthen its cohesion to “expand the offer of a *whole-of-system* expertise to countries”. With the UN reform and joint delivery on the SDGs by UNCTs as key principles for the Joint SDG Fund, the accountability arrangement in Nigeria will follow the existing UNCT structure. This will be supported by the Social Protection Outcome Group which will lend oversight and coordination support roles. The Participating UN Organizations, under the leadership of the Resident Coordinator, shall be jointly accountable for delivering on agreed outputs and outcomes. The five Representatives will be accountable to the RC for the planning, implementation and reporting as per the UNCT’s code of conduct element on delivering of results.

The programme will be implemented by a workplan that includes clear time-bound and measurable milestones that will guide implementation. The workplan will be in coherence with the UNSDPF social protection working group agenda. The lead agency will set the agenda for the meetings and keep notes in close collaboration with the RCO.

The clear roles and responsibilities of all stakeholders of the various stakeholders are as follows:

UN Agencies: Each UN agency has a clearly defined role and responsibility over a selected part of the programme. The broad division of tasks can be read as follows:

Lead Agency: UNICEF - takes charge of coordination and leadership. Responsible for technical leadership, coordinating programmatic activities, ensure the coordination between participating agencies.

Participating Agencies: Receive funds to implement specific activities based on the country Programme Document and Annual Work Plan. Responsible to deliver on and monitor results which they are responsible for, manage processes and implementation with relevant partners to achieve results, and report on results achieved (and financially).

Outcome 1: Lead and co-lead: ILO and UNDP. Other participating agencies: UNICEF, other support/contribution: UNDP will particularly lead SDG regional consultations with active involvement of all participating agencies.

Outcome 2: Lead and co-lead: UNICEF and WFP; other participating agencies: ILO.

Resident Coordinator: The RC holds the ultimate responsibility for the Joint SDG Fund. The RC leads and oversees the SDG Joint Fund Initiative in partnership with the National Steering Committee. The RC also plays a crucial role in leveraging technical expertise from the UN agencies in an impartial and inclusive way.

To ensure Government leadership and ownership as well as sustainability, **systematic national capacities** will be built through a harmonized approach, ensuring sustainability and safeguarding results. National ownership, engagement and mutual accountability will be supported. In order to ensure that institutional capacity is built and sustained, a number of mitigation strategies will be put in place.

3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme³; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programme, a final, *independent and gender-responsive*⁴ evaluation will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

³ This will be the basis for release of funding for the second year of implementation.

⁴ [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the [guidance on Joint Evaluation and relevant UNDG guidance on evaluations](#).

The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each PUNO shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

3.4 Legal context

This section refers to cooperation or assistance agreements form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme. For example: the Basic Cooperation Agreement for UNICEF; Standard Basic Assistance Agreement for UNDP, which also applies to UNFPA; the Basic Agreement for WFP; as well as the Country Programme Action Plan(s) where they exist; and other applicable agreements for other participating UN organizations. For the Funds and Programmes, these are standing cooperation arrangements. For the specialized Agencies, these should be the text that is normally used in their programme/project documents or any other applicable legal instruments. The text specific to each participating UN organization should be cleared by the respective UN organization.

- Indicate the title and date of the agreement between each Participating UN Organization (PUNO) and the government in the following format:

Agency name: UNDP
Agreement title: Standard Basic Framework Agreement
Agreement date: 1988 (still valid)

Agency name: UNICEF
Agreement title: Basic Cooperation Agreement
Agreement date: 1997 (still valid)

Agency name: International Labour Office
Agreement title: Decent Work Country Programme (2012–2015)
Agreement date: January 2012 (still valid)

Agency name: World Food Programme
Agreement title: Basic Agreement Between the Federal Government of Nigeria and the World Food Programme (valid agreement)
Agreement date: January 2018

Agency name: World Health Organization
Agreement title: Cooperation Agreement Between the Government of Nigeria and the World Health Organization
Agreement date: 1962 (still valid)

D. ANNEXES

Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Costing of National Social Protection Policy	Cost and financing source of the national social protection policy	Policy framework for outcome 1 on financing the social protection policy	UNICEF	Ministry of Finance, Budget and National Planning, Save the Children	\$75,000	Temilade Aromolaran, taromolaran@unicef.org
Domestication of social protection policy in Sokoto State	State Social Protection Policy	Policy framework for outcome 2 on expanding cash transfer program and health insurance scheme	UNICEF	Sokoto Ministry of Budget and Economic Planning, Economic Policy Research Institute	\$50,000	Peter Hawkins, phawkins@unicef.org
National Social Protection Sector Review	Establish a baseline on the number of people covered by social protection programmes nationwide	Policy framework for outcome 1 on financing the social protection policy	SAVE THE CHILDREN/ DFID	Ministry of Finance, Budget and National Planning, ILO, Action Against Hunger, UNICEF	\$175,000	Nkunika, Sheila, Sheila.Nkunika@savethechildren.org
Elaboration of Sokoto State Development Plan	State Development Plan	Policy framework for outcome 2 on expanding cash transfer program and health insurance scheme	UNICEF	Sokoto Ministry of Budget and Economic Planning, FOMWOM	\$400,000	Peter Hawkins, phawkins@unicef.org
Spotlight Initiative	Eliminating all forms of violence and discrimination against women and girls linked to the joint programme	Gender responsive budgeting, legal reforms and service delivery	UNWomen, UNDP, UNICEF, UNFPA and UNESCO	European Union Delegation	\$25,000,000	Elina Silen Elina.silen@one.un.org

Roundtable Initiative for UHC	Translating UHC commitment at UNGA 2019 to National level	Common agenda for Universal Health Coverage, Platform for learning and exchange on UHC	D8 Health and Social Protection Programme	NHIS Ministry of Health Governors Forum International partners (ILO, EU, UNICEF, USAID)	\$ 10.000 for first roundtable	Dr Mahmud Mustafa drmahmudmz@gmail.com
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Annex 2. Overall Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale
(set the targets)

Indicators	Joint Programme targets	
	2020	2021
1.1: integrated multi-sectoral policies have accelerated SDG progress in terms of scope ⁵	1	1
1.2: integrated multi-sectoral policies have accelerated SDG progress in terms of scale ⁶	1	1

Outcome 3: Integrated policy solutions for accelerating SDG progress implemented
(set the targets)

Indicators	Joint Programme targets	
	2020	2021
3.1: # of innovative solutions that were tested ⁷ (disaggregated by % successful-unsuccessful ⁸)	2	2
3.2: # of integrated policy solutions that have been implemented with the national partners in lead	0	1
3.3: # and share of countries where national capacities to implement integrated, cross-sectoral SDG accelerators has been strengthened	0	1

Operational Performance Indicators

(do not change or add – this is for information only so that teams know what they will be assessed against)

- Level of coherence of UN in implementing programme country⁹
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery

⁵Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated.

⁶Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

⁹ Annual survey will provide qualitative information towards this indicator.

- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or drew upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

2.2. Joint programme Results Framework

Complete the table below – add rows as needed.

Result / Indicators	Baseline	Target (1 st year)	Target (2 nd year)	Means of Verification	Responsible partner
Outcome 1. By 2021, the Social Protection System has improved at Federal level with a reinforced legal framework and a financial mechanism integrated in national budget and planning efforts					
Indicator 1a: Existence of holistic social protection bill/law	No	No	Yes	Annual report MBNP, MHASD, national Assembly	ILO, UNICEF
Indicator 1b: Share of public spending on social protection	1%	1.1%	3%	Financial Law Studies	ILO, UNICEF
Output 1.1 - Strengthened national social protection legal framework with the development =of a social protection bill, aimed at realizing the rights to social protection for consideration by the National Assembly					
Indicator 1.1.a. % of key stakeholders with in increased capacity/knowledge on social protection system development (gender disaggregated)	TBD	50%	90%	Annual report MBNP, MHASD,	UNICEF
indicator 1.1.b: Existence of social protection bill technically validated by stakeholders	No	Yes	Yes	Annual report MBNP, MHASD,	ILO, UNICEF
Output 1.2 - Increased and institutionalized social protection financing with reinforced institutional framework through identification and creation of fiscal space and setting-up of innovative financing for social protection					

Indicator 1.2.a: Fiscal space determined for Social Protection	No	Yes	Yes	Fiscal space analysis; Annual report MBNP, MHASD,	ILO, UNICEF
Indicator 1.2.b: National Priorities in SP costed	No	Yes	Yes	Studies; Annual report MBNP	ILO, UNICEF
Indicator 1.2.c: New strategy designed and signed by government.	No	No	Yes	Annual report MBNP	ILO
- Output 1.3: SDGs Innovation and Accelerator States identified and established with proven innovative solutions and financing towards achieving Social Protection					
Indicator 1.3.a: Number of quick wins identified for immediate implementation at sub-national level	No	8	10	Annual Report	UNDP
Indicator 1.3.b: Number of accelerated financing methods for the SDGs acceleration identified, recommended and utilized.	TBD	5	8	Annual report	UNDP
Outcome 2: By 2021, The National Social Protection Policy (NSPP) is operationalized at Sokoto State ensuring gender-sensitive social development with reduction in poverty and improvement in nutrition, education and health for women and children					
Outcome 2.a. Indicator Percentage of girls/boys with access to education (disaggregated by gender)	TBD	TBD	75%	Annual report State Ministry of Education	UNICEF
Outcome 2.b. Indicator. % of poor with access to health care (disaggregated by gender)	TBD	TBD	75%	Annual report State Ministry of Health	UNICEF, ILO
Output 2.1. The existing cash transfer schemes is expanded and basis for universal cash to pregnant women and newborn children in Sokoto laid down					
Outcome Indicator: Percentage of poor/vulnerable girls covered by cash transfer program (disaggregated by gender)	TBD	TBD	70%	Annual report MBNP, MHASD, Sokoto Ministry of Education	UNICEF, WFP
Output 2.2. Universal Health Coverage at state level accelerated using the Basic Health Care Provision Fund & community-based insurance mechanisms					

Output Indicator: Percentage of girls and women covered by health insurance (disaggregated by gender)	TBD	TBD	70%	Annual report MBNP, MHASD, SOCHEMA	UNICEF, ILO
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Annex 3. Theory of Change graphic

Insert the graphical representation of the Theory of Change. This could be even a simple diagram.

- Government actors at federal level and state level are willing to align all social protection efforts with the NSPP.
- Opening up financial resources will lead to a continuation of successful schemes and gradual extension of coverage.
- The existence of a social protection law will accelerate the implementation of a social protection floor in Nigeria.
- Documenting best practices in model state Sokoto will lead to adoption of similar policy reviews in other states.
- Enhanced civil society participation in matters relating to their health and wellbeing.
- Extensive consultation and engagement of beneficiary population and communities will result in the acceptance of services and principles underpinning interventions for greater outcome/impact
- The pilot states will bring together both public and private sector with each sector able to provide innovative support to achieving SDGs in Nigeria. The pilot states will be identified state SDG offices representing each geopolitical zones and provide a One UN facility to be used by all UN agencies.

Annex 1:

- PUNOs fail to implement all planned activities
- Loss of key project staff due to turn-over
- Poor civil society engagement

Theory of Change

More men and women, boys and girls living in Nigeria have improved access to social protection, education, nutrition and health

The National and State Social Protection Policies are implemented and adequately financed with protection systems and services strengthened to effectively prevent and respond to violence, abuse, exploitation (including trafficking) and harmful social norms, with a focus on the most disadvantaged (UNPFSD)

The existence of a social protection law will accelerate the implementation of a social protection floor

A coherent and financially viable social protection system is in place at Federal level rooted in the legal framework and integrated in national budget and planning efforts

The National Social Protection Policy is operationalized at Sokoto State Level with elements of the social protection floor including innovative financing mechanism improving SDG progress

Documenting best practices in model state Sokoto will lead to adoption of similar policy reviews in other states

acceptance of services and principles underpinning interventions for

LEGEND

- Impact (Green box)
- Outcome (Blue box)
- Assumption (Dashed yellow box)
- Output (Light orange box)
- Strategies (Dark blue box)
- risk (Red starburst)

Strengthened national social protection legal framework with the development with of a social protection bill for consideration by the National Assembly

Increased and institutionalized social protection financing with reinforced institutional framework through identification and creation of fiscal space and setting-up of innovative financing for social protection.

SDGs Innovation and Accelerator States established with proven innovative solutions and financing towards achieving Social Protection

The existing cash transfer schemes (state owned cash for girl's education, cash transfers from NSIO benefits and homegrown school feeding in the state) expanded and basis for universal cash to pregnant women and newborn children in Sokoto laid down

Government actors at federal level and state level are willing to align all social protection efforts with the NSPP

Universal Health Coverage at state level accelerated using the Basic Health Care Provision Fund & community-based insurance mechanisms

Enhanced civil society participation in matters relating to their health and wellbeing

Training on social protection Strategic and operational alliance with key bilateral and multilateral partners Advocacy

Generation of knowledge on innovative financing Strategic and operational partnership with key stakeholders including major donors for the financing social protection programs

SDG consultation Awareness raising / Social mobilization Alliance with media and civil society community dialogue alliance with key bi and multilateral partners

knowledge Generation Strategic and operational alliance with key bi and multilateral partners Capacity building

Knowledge generation Advocacy Strategic and operational partnership with key stakeholders of social change Capacity building

socially excluded people live in poverty in its multiple forms, especially lacking health care and education and do not participate in the development process.

What would make the difference for him/her is to guarantee through a right-based approach access to social protection, health, nutrition and

- Low intersectoral convergence/coordination and linkages
- Limited institutionalized capacity
- Inequitable and inefficient budgetary allocation

Annex 4. Gender marker matrix

Complete the table below, using the instruction for gender marker provided separately.

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	2	Refers to the UNSDPF context analysis	UNSDPF
1.2	Gender Equality mainstreamed in proposed outputs	2	Refers to the UNSDPF results framework and workplans	UNSDPF
1.3	Programme output indicators measure changes on gender equality	2	Refers to the UNSDPF results framework and workplans	UNSDPF
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	2	Yes, this will be linked to the existing Gender Theme Group	Gender Theme Group report
2.2	PUNO collaborate and engages with women's/gender equality CSOs	2	Yes, this will be linked to the existing Gender Theme Group	Gender Theme Group report
3.1	Program proposes a gender-responsive budget	2	Yes, considerations have been made to ensure greater knowledge capacity and tools to ensure gender-responsive budgeting	Partner reports
Total scoring		2		

Annex 5. Communication plan

1) Overall narrative of the joint programme

Through an approach that recognizes the right to social protection, the programme Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria, jointly implemented by the UN agencies, will support a Nigeria where everyone enjoys improved well-being thanks to sustainable, equitable and quality social protection benefits and services. This vision will be realized through ensuring that National and State Social Protection Policies are effectively implemented and adequately financed so the populations can actually enjoy their benefits and rights. Focus will be on consolidating and accelerating the institutionalization of Nigeria’s social protection system, particularly targeting the most vulnerable groups (women, girls, children, youth, people living with HIV and TB and people living with disability who have disproportionately limited access to social protection services compared to the general population.

While strengthening the overall social protection system in Nigeria, the joint programme, will specifically focus on Sokoto State to test and verify an approach which can then be rolled out to other states. To further support this approach, SDG consultations focused on sharing and learning within the area of social protection will be held across the six geo-political zones, aimed at identifying quick wins and best practices which can be replicated and scaled up in other states. This will be coupled with identifying opportunities for innovative financing to support these initiatives.

2) Strategic approach to key audiences

The Communication Plan of the Programme will be closely linked to the United Nations System in Nigeria’s One UN Communications Strategy. The One UN Communication Strategy assists the UN to secure more effective and efficient development and humanitarian support to Nigeria through improving the visibility of UN’s support to Nigeria; advocating for UN priorities agreed within the Agenda 2030 and UN Sustainable Partnership Framework; enhancing stakeholder participation in agreed programmes and projects; and supporting resource mobilisation efforts. The strategy complements the communication strategies of individual UN agencies which focus on their specific global mandates.

The One UN Communications Strategy 2018-2022 is hinged on two main set of audiences: *Internal and external*. Internal communication is as important as external communication as it helps build team cohesion. An overview of these audiences can be seen in the table below:

Internal audiences	External Audiences
<ul style="list-style-type: none"> • United Nations staff in Nigeria. • UN staff from participating non-resident Agencies. • UNCT members. 	<ul style="list-style-type: none"> • Government of Nigeria • General public in Nigeria • Development and humanitarian partners • Media

<ul style="list-style-type: none"> • UN staff around the globe • UN HQ 	<ul style="list-style-type: none"> • SDG Joint Fund Donors
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2.A Strategic Approach to Communication with Internal UN Audiences

Objective – To create awareness among UN Staff in Nigeria and frontline staff of MDAs implementing activities, including under the Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria Programme as well as its linkages to the UNSDPF 2018-2022 on the content, activities and progress of Delivering as One in Nigeria.

Relevance: The full engagement of UN staff is crucial for the Programme’s success. Within Nigeria, UN staff should be aware of the content, activities and programmes of the Programme and fully understand the need to achieve and demonstrate joint results. Through adequate communication, UN staff and UNCT members will understand the mechanics and benefits of the programme as part of the DaO initiative and the UNSDPF in Nigeria. All staff members should be informed about the Programme and linkages to the 2030 Agenda. This will also lead to increased sense of unity and team spirit amongst staff and UNCT members. At the regional and global staff, UN staff will exchange lessons learned and best practices with other countries.

Specific **activities to support the strategic approach** will include:

- Townhall meetings with staff around the specific thematic area of social protection (could be in one UN agency or convening all staff for discussions on delivering as one)
- Regular email updates regarding the activities under the Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria especially related to UNSDPF implementation progress
- State specific outreach meetings with UN Staff working outside Abuja (Sokoto as well as identified SDG Innovation & Accelerator Staff)
- Social media platforms for UN staff.
- Quarterly DaO orientation for new staff across the Agencies
- Include updates in One UN Website, One UN newsletter

2B. Strategic Approach to External Communication (in Nigeria)

Objectives: To create awareness about the Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria Programme and progress of delivering as one activities in Nigeria that support the SDGs.

To advocate for policy implementation, change on social protection and on issues in the related priority areas

Specific **activities to support the strategic approach** will include:

- Developing and implementing public advocacy initiatives related to social protection
- Developing key messages related to the programme’s priority areas which will be used through a variety of channels to create awareness
- Engaging key stakeholders in the programme

Relevance:

External audiences	Audience	Relevance	Channels
	Government of Nigeria	Key Programme Partner Demonstrate to Nigeria’s decision makers that the UN possess an extraordinary wealth of expertise and extensive networks and drives sustainable development agenda in partnership with government and civil society partners	Bi-lateral meetings Launching ceremonies and public events Campaigns Advocacy
	Public in Nigeria	Greater public awareness about the UN and our work Public involvement in the programme	Media (TV documentary around the progress/results) An updated and dynamic UN Web site, with the contributions of many Social media activities. One Facebook account, One Twitter account created. Appearances by the UN Resident Coordinator and other Heads of UN Agencies on radio and TV talk
	Development and humanitarian partners	To create awareness and visibility of the UN To mobilize resources (as applicable) To ensure coordination with relevant initiatives	Media Press releases Use existing network of donors/partners for dissemination of information and expand “the list” with non-traditional donors.
	Civil society	Increase the understanding and support of the UN’s work in Nigeria, including on the social protection	Dissemination of information about the programme through established networks. Briefings and consultative fora Partnerships in the implementation of programme initiatives.
	Social partners	Raise awareness on the benefits of social protection and social insurance	Information sessions on the positive impact of social protection on the protection of workers and their families, and business development Information sessions on the existing social protection provisions in Nigeria, rights and obligations of workers and employers.

	Media	To create awareness and visibility of the UN's work in Nigeria	Press briefings Conferences Exclusive interviews Media field visits, radio & TV programmes
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2C. External Communication (outside Nigeria)

Objective: To share lessons and best practise from the UN work in Nigeria with UN Agency headquarters, international development partners, media and civil society. This is important for resource mobilisation.

Specific activities will include:

- Creating opportunities for international news media coverage – working with major international news channels
- Writing briefs/reports on progress to share with international audiences
- Media coverage around visiting senior UN officials
- Organizing Donor visits and engagements

3) Objectives of strategic communication plan

Communicating as One is critical for ensuring UN’s strategic position in Nigeria in terms of its internal and external communication. Communicating as One will improve the efficiency and effectiveness of the UN and bring added value to the successful implementation of the Delivering as One. Therefore, the SOPs on DaO outline the following elements of Communicating as One:

1. Set of key **common advocacy messages** on critical topics in which the United Nations is engaged;
2. Country-level **United Nations Communications Group (UNCG)** and identification of ground rules to guide participation in Communicating as One;
3. **System of mutual accountability and resolution** of differences for joint communication and common messaging, as well as mechanisms to refer regional/transnational and sensitive issues to the regional UNDG team through the RCO, for advice or further action, as needed;
4. **Joint communications strategy** that includes shared messaging in support of the One Programme and the development of standard joint communication products, as well as shared crisis communications; and
5. **Common, established visual identity** for joint United Nations products and communications

For the joint programme, the key objectives will be:

INTERNAL AUDIENCES (UN Staff in Nigeria, UNCT members, UN Staff around the globe, UN HQ)

- UN staff are aware of the content, activities and result of the joint programme as well as its linkages to the UNSDPF and DaO initiatives in Nigeria
- Timely implementation of the communication components of the programme is ensured
- UN staff and UNCT members understand the mechanics and benefits of the programme as part of the DaO initiative
- All staff members are informed about the programme initiative and its linkages to 2030 Agenda

- There is an increased sense of unity and team spirit amongst staff and UNCT members
- Staff members understand and make use of communications as a tool to enhance their workflow processes and in achieving results
- The Programme promotes learning between country offices

EXTERNAL AUDIENCES:

- Demonstrate to Nigeria’s decision makers that the UN possess an extraordinary wealth of expertise and extensive networks and drives sustainable development agenda in partnership with government and civil society partners
- Greater public awareness about the UN and our work
- To create awareness and visibility of the UN
- Increase the understanding and support of the UN’s work in Nigeria
- To mobilize resources (as applicable)

4) Main activities

Activity	Who/How	When	Details/Notes
Produce Key Messages	UNCG to draft and update key messages. Messaging to focus on the UNSDPF broadly, with a breakdown into thematic issues such as social protection	Quarterly	Key Messages should be used to engage with partners and the media.
UN Newsletter	UNIC with support from all agencies	Monthly	The newsletter is distributed to UN staff (headquarters and field offices), partners, media, and other interest groups
UNCG Meetings	UNCG/Agencies’ Communication Focal points	Monthly	All agencies must appoint a focal point for the UNCG
One UN Website	UNIC/RCO	Updated weekly	Estimated cost is for setting up and managing the website
Social protection platform (www.socialprotection.org)	UN agencies and development partners	As needed	
Information products (e.g. video, leaflets, posters)	Programme Team supported by UNCG/RCO/UNIC	As needed	E.g. One UN Result Report; UN Info dashboard
Social Media Facebook Twitter Flickr, etc.	UNCG	Ongoing	Cost is for boosting UN presence on social media
Calendar of Events/Key Dates	Advocacy messages and communications	6 events per year: - UN Day	Events to be determined by the UNCG

	products/activities timed with key events/dates	<ul style="list-style-type: none"> - Women’s Day - 16 Days of Activism - Peace Day - Human Rights Day - Youth Day 	
SDGs Knowledge Building Forum	UNIC and RCO	Quarterly	The SDGs Knowledge-building forum interrogates the SDGs in depth. It focusses on the private and public sectors, CSOs, academia, youth, etc.
Media Briefings	HoAs	Quarterly	Organized by thematic/priority areas by Agency leads

Annex 6. Learning and Sharing Plan

Strategic approach

Learning and sharing plays a critical role in enhancing social protection. Providing others access to expertise and knowledge of what works to institutionalize Social Protection is a key component of accelerating SDG implementation. To this end, a Learning and sharing Framework, in line with the UNSDPF as well as the communication plan, has been developed not only directly targeting Nigeria but also to the international Social Protection community and its practitioners. The framework has four objectives:

1. Create knowledge and build an evidence-base on policies, solutions to shape interventions and discourse on social protection in Nigeria.
2. Improve quality and efficiency of social protection interventions in Nigeria and beyond;
3. Produce evidence and lessons for learning, reporting, results-based management and communication.
4. Improve position of UN as thought leader on Social Protection in Nigeria.

The above goals are reached through an approach that has 4 key elements. These are briefly described below and related to the workplan activities. Further below, methods used are described for each of these activities.

	Approaches	Related Project Activities
1	<p>Capturing knowledge and Building a knowledge Base on Social Protection in Nigeria. Compile an evidence-base on social protection in collaboration with local institutions and document good (innovative) practices to provide blueprints for similar initiatives in Nigeria and beyond.</p>	<ul style="list-style-type: none"> • Fiscal Space Analysis and Assessment of social protection legal framework (Under Output 1.1 and 1.2) • Studies on capacity to pay and health needs performed in Sokoto with local leaders and policymakers. (under Output 2.2) • Independent Project evaluation to capture lessons learned at Federal and Sokoto State level
2	<p>Knowledge networking and building of Capacities within Government. Facilitating knowledge exchange on social protection for government partners by international partners as well as peers. The two-year project aims to establish a steep and sustainable learning curve on social protection by facilitating continuous engagement and awareness raising among stakeholders on social protection and project activities and outcomes in the country.</p>	<ul style="list-style-type: none"> • National consultations on fiscal space and the Social Protection Bill. • SDG consultations (Output 1.3) • Facilitating SP platform in Sokoto (Under Output 2.2) • Community consultations in Sokoto (Under Output 2.2. and 2.1)
3	<p>Public Engagement. To reach the target group beyond government officials, campaigns, consultations and awareness raising activities will be held. PUNO's expect these activities to contribute to norm change within the consultation states and in the communities worked in, which will add to their notion of the right to social protection.</p>	<ul style="list-style-type: none"> • SDG consultation (Under output 1.3) • Social Protection Bill Campaign (Under Output 1.2) • Community awareness raising on Health needs and insurance (Under Output 2.2)

4	<p>Knowledge application. The knowledge generated and shared within in project will need to find its way into a changed management of funds and institutes of social protection.</p>	<ul style="list-style-type: none"> • Creation of a costed action plan on the basis of a fiscal space analysis. (Under Output 1.2) • Strengthening the cash transfer scheme in Sokoto state on the basis of a capacity gap analysis (Under 2.1) • Co-creating the institutional structure for SOCHEMA and designing an evidence-based blueprint for NHIS support to other state schemes (Under output 2.2)
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Methods Tools and Instruments for knowledge sharing

To achieve the goals of this framework the Learning and Knowledge Sharing Framework will focus on both external as internal learning and sharing. This is done with project partners in Nigeria by drawing on external knowledge sharing as well as Internal learning and sharing. As mentioned earlier, the social protection agenda has recently gained momentum in Nigeria but the definition of social protection as well as roles and responsibilities of different stakeholders still need clarification. This plan aims to bring more structure to this sector and will take the NSPP as the main starting point. As a key principle the plan stipulates that learning and sharing is people-centred rather than document-centred, meaning that learning and sharing is not generated for the programme only but that the public and impact on the ground is the ultimate priority. It is not a stand-alone activity but integrated in programme delivery.

PUNO’s will designate Learning and Sharing focal points to work closely together to create, discuss and share knowledge materials to share nationally, within their respective organizations and for a wider international audience. The project’s aim is to capture knowledge and lessons learned through different documentation methods, which include research reports, report summaries, consultation outcome documents and visuals. The focus will be on creating briefs (1 or 2-pagers) to increase readability and highlight the calls to action.

Apart from documentation, sharing the knowledge activity through the national networks in the main priority of this project. Presenting social protection knowledge and specific project outcomes as well as training and consultation sessions are main methods through which this is achieved.

The well-established Technical Working Group (TWG) on Social Protection headed by the ministry of Finance Budget and National Planning (MFBNP) will serve as an important instrument for learning and knowledge sharing. This is a group composed of focal points from social protection related government departments and institutions as well as NGO’s who come together every two months. Each activity under this project will be presented and debated thoroughly in this group and documentation will be shared both on and offline. The composition will be discussed on a continuous basis in coordination with the MFBNP to ensure all relevant parties are there. Specifically, efforts will be made to include all Social Security Institutes (NHIS, PENCOS and NSITF) and the Nigerian Social partners TUC, NLC and NECA.

For the Federal level activities relating to the creation of the bill and the design of the strategy, the same group will be included. However, in order to reach a wider audience within the relevant ministries than the designated social protection focal point, other decision-makers within relevant ministries and beyond will be engaged for the separate activities. For the costed and targeted social protection strategy, we will – in coordination with the MFNP - identify those individuals in each relevant ministry those who are responsible for managing and advocate for the social protection budget each year. Consultations towards the social protection bill will include representatives from the National Assembly, Trade Unions NLC and TUC, Employers organization NECA and CSO’s (including for example Solidarity

Centre Nigeria) in order to build a wide support base. The campaign planned to promote the Social Protection Bill will focus on the latter groups as well as the ministries. The Trade Unions have a large network throughout all 36 states that they can leverage to increase the reach and impact of the campaign.

In addition to national activities, the Project Team will engage in global and regional learning and sharing processes and link the Programme to networks of academia, policymakers and other relevant stakeholders in support specifically of a south-south learning agenda. International platforms that will be used are among others [the Social Protection Floor Initiative](#) and [USP2030](#).

Each PUNO will make sure to circulate these materials within their organizations and use the internal channels to share achievements of the project. PUNO’s will use internal learning mechanisms to build their capacity in implementing social protection programmes. For example: The ILO is in the process of developing an internal learning and sharing system for the joint SDG programmes so that ILO colleagues can exchange and share lessons learnt with each other during the duration of the project implementation globally, with the aim to improve impact and to learn from others best practices. PUNO’s will also leverage on existing inter-agency groups (such as the M&E and Communication group) and CoPs to avoid information silos.

UN funding for social protection in Nigeria has been low compared to other SDG areas. By investing in creating wide awareness and support for social protection in Nigeria, we expect that there will be more demand for Social protection funding from the UN.

Activities

The activities below are aligned with the workplan that is provided in a separate annex.

Description	Methods	PUNO	\$	Milestone
Consultation sessions with SP stakeholders from government, workers and employers’ agencies on draft SP bill and strategy towards approval of the Bill.	Plenary and group sessions for increased participation and feedback; Outcome document and briefs shared within TWG SP and through PUNO channels.	ILO	\$25,000	Event and outcome document
Awareness raising and advocacy campaign in collaboration with all SP partners regarding the SP bill directed towards the National Assembly	Posters and organization of strategic presentations by stakeholders	ILO	\$20,000	Launch of campaign
Stakeholders forum organized in Abuja to debate first draft of SP Bill	Both plenary and group sessions planned for increased participation and feedback from stakeholders	ILO	\$20,000	
Consultation workshop for the validation of the proposed scenarios for extending social protection	Plenary and group sessions for increased participation and feedback; Outcome document and briefs shared within TWG SP and through PUNO channels.	ILO	\$10,000	Event

One high-level conference on social protection financing to discuss the results of the fiscal space analysis and proposed financing plan	Plenary and group sessions for increased participation and feedback; Outcome document and briefs shared within TWG SP and through PUNO channels.	ILO	\$10,000	Event
SDG Consultation Session		UNDP	\$400.000	Events
Facilitating collaboration between social protection programme implementation unit and stakeholders	Continuous support, monthly meeting	UNICEF	\$45,000	
An assessment of the health needs and supply gaps in the State for the delivery of Primary Health Care services focused on children, pregnant women and new born children	Report and report briefs shared through different channels	UNICEF	\$55.000	Report
Conducting diagnostic studies to assess the contributory capacity of the population	Report and report briefs shared through different channels	UNICEF	\$100.000	Report
Actuarial Studies for NHIS and SOCHEMA	Staff training on performance of actuarial studies and monitoring	ILO	\$175,000	Capacity building sessions Actuarial report freely accessible for all
Delivering technical Capacity building NHIS, SOCHEMA and Zakat Fund	Participatory trainings on administrative and operational management	UNICEF	\$100,000	Continuous
Creating a blue print of NHIS support to state schemes	Blueprint	ILO	\$25,000	Blueprint available
Designing the institutional architecture of the NHIS implementation in Sokoto / SOCHEMA	Co-Design of guidelines and operations manual SOCHEMA	ILO	\$50,000	Operational Manual

As project lead, UNICEF will be responsible for monitoring the learning and Sharing plan.

Annex 7. Budget and Work Plan

4.1 Budget per UNSDG categories

As shown in the table below, the implementation of the programme will make use all of the UNDG categories with Contractual services as the main area of expenditure representing around 41% of the total budget of \$ 2,000,000. There is no provision for direct purchasing of equipment, vehicles, and furniture. As needed, HACT approach could be used for purchasing of furniture through direct payment modalities and transfers for counterparts.

This budget will be monitored as part of overall programme implementation monitoring to ensure accurate financial commitment and reporting.

UNDG BUDGET CATEGORIES	UNDP		ILO		WFP		UNICEF		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	0		105,000		40,000		120,000		220,000	
2. Supplies, Commodities, Materials	50,000		15,000		80,000		100,000		245,000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		0		0	
4. Contractual services	150,000		292,290		0		325,000		812,290	
5. Travel	35,000		25,000		16,603		35,000		111,603	
6. Transfers and Grants to Counterparts	138,832		30,000		180,000		96,354		445,186	
7. General Operating and other Direct Costs	0		0		10,500		24,581		35,081	
Total Direct Costs	373,832		467,290		327,103		700,935		1,869,160	
8. Indirect Support Costs (Max. 7%)	26,168		32,710		22,897		49,065		130,840	
TOTAL Costs	400,000		500,000		350,000		750,000		2,000,000	-
<i>1st year</i>	<i>300,000</i>		<i>300,000</i>		<i>200,000</i>		<i>500,000</i>		<i>1,300,000</i>	<i>0</i>
<i>2nd year</i>	<i>100,000</i>		<i>200,000</i>		<i>150,000</i>		<i>250,000</i>		<i>700,000</i>	<i>0</i>

4.2 Budget per SDG targets

The budget breakdown in the table below shows that all the identified SDGs targets have been budgeted. It also confirms the programme focus with about 61% on social protection direct targets emphasizing on social protection system strengthening in two dimensions: institutional strengthening and operationalization of the programme.

Furthermore, 25% of planned expenditure address gender issues.

SDG TARGETS		%	USD
1	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	33	650,000
2	2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	5	100,000
3	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	28	550,000
4	4.1. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	15	300,000
5	5.1 End all forms of discrimination against all women and girls everywhere	10	200,000
10	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	8	150,000
16	16.9 By 2030, provide legal identity for all, including birth registration	3	50,000
TOTAL		100	2,000,000

4.3 Work plan, with budget per outputs

This workplan—developed as the main instrument of operationalization of the theory of change—clarifies expected results, activities and implementing partners. The achievement of outcome 1 will be pursued under the overall co-leadership of the Ministry of Finance, Budget and National Planning and the Ministry of Humanitarian Affairs, Disaster Management and Social Development via the national social investment program. The implementation outcome 2 will be led by the Ministry of Humanitarian Affairs, Disaster Management and Social Development via the national social investment program and the following key implementing partners: National Social Safety Nets Coordinating Office, National Cash Transfer Office (NCTO) and the National Health Insurance Scheme.

Outcome 3 presents activities related to programme monitoring and evaluation with a planned independent evaluation to be conducted at the end of the program. The ensure the evaluability of the program, a strong M&E mechanism with monitoring activities imbedded in program implementation ensuring availability of data on progress including baseline information on all indicators.

Outcome 1			By 2021, the Social Protection System has improved at Federal level with a reinforced legal framework and a financial mechanism integrated in national budget and planning efforts																	
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Overall budget description	Joint SDG Fund (USD)			PUNO Contributions (USD)	Total Cost (USD)	
Output 1.1. Strengthened national social protection legal framework with the development of a social protection bill, aimed at realizing the rights to social protection for consideration by the National Assembly			Consultation sessions with SP stakeholders from government, workers and employers agencies on draft SP bill and strategy towards approval of the Bill.			x	x	x							25000	100,000	0	100,000	ILO, UNICEF, UNDP	Ministry of Finance, Budget and National Planning;
			Awareness raising and advocacy campaign in collaboration with all SP partners regarding the SP bill directed			x	x	x	x		X	X	X	20000						

		towards the National Assembly																		
		Support to the drafting of SP Bill (international and national legal consultants)						x	x	x	X			25000						Ministry of Humanitarian Affairs, Disaster Management and Social Development
		Stakeholders forum organized in Abuja to debate first draft of SP Bill									x			20000						
		Final version of Social protection Bill Developed and validated by SP partners including Trade Unions and Employers organizations.								x	x	X		10000						

<p>Output 1.2. Increased and institutionalized social protection financing with reinforced institutional framework through identification and creation of fiscal space and setting-up of innovative financing for social protection</p>	<p>Costing and prioritization exercise of social protection floor with all SP partners including social partners, leading to targets for each ministry (international expert in quantitative methods), including collection of data (national consultant) and one training.</p>																	
	<p>Review of the social protection expenditures and fiscal space for strengthening the social protection system and support the development of the financing plan for social protection</p>																	
	<p>One high-level conference on social protection financing to discuss the results of the fiscal space analysis and proposed financing plan</p>																	
																		<p>Ministry of Humanitarian Affairs, Disaster Management and Social Development</p>

Output 1.3. SDGs Innovation and Accelerator States identified and established with proven innovative solutions and financing towards achieving Social Protection	SDG Regional Consultations and Innovation including reporting		x	x	x	x	x	x											400,000	400,000	0	400,000	UNDP, UNICEF	Ministry of Finance, Budget and National Planning; OSSAP State SDGs Office				
	Planning meeting with key stakeholders		x																									
	Consultant recruitment		x																									
	Meeting per state and operationalization of SDGs accelerator system			x	x	x	x	x	x	x																		
Sub Total Outcome 1														650,000	650,000	0	650,000	ILO, UNICEF UNDP										
Outcome 2		By 2021, The National Social Protection Policy (NSPP) is operationalized at Sokoto State ensuring gender-sensitive social development with reduction in poverty focusing on improvement in nutrition, education an health for women and children																										
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved											
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Overall budget description	Joint SDG Fund (USD)			PUNO Contributions (USD)	Total Cost (USD)									
Output 2.1. The existing cash transfer schemes is expanded and basis for universal cash			Strengthening of the State's Management Information System for the social registry				x	x	x	x	x	x											Ministry of Humanitarian Affairs, Disaster Management and Social Development;					

to pregnant women and newborn children in Sokoto laid down		Support coverage mechanisms and payment structures for the effective delivery of cash transfer programmes							x	x	x	x	x					200000	National Social Safety Nets Coordinating Office;				
		Capacity gap analysis and building in guiding cash transfer programme expansion and implementation			x	x	x	x	x	x	x	x						250000					
		Facilitating collaboration between social protection programme implementation unit and stakeholders	x	x	x	x	x	x	x	x								45000					
		Assessment of the supply gaps and health needs in the State for the delivery of Primary Health Care services to pregnant women and new born children																55000		National Cash Transfer Office			
Output 2.2. Universal Health Coverage at state level accelerated using the Basic Health Care Provision Fund		Conduct diagnostic studies to assess the contributory capacity of the population and determine the appropriate health care benefit package																100000	500,000	0	500,000	ILO, UNICEF	National Health Insurance Scheme;

& community-based insurance mechanisms	Provide support for Actuarial Studies for NHIS and SOCHEMA, including staff training			x	x	x	x			X	X	175000						
	Design the institutional architecture of the NHIS/SOCHEMA implementation in Sokoto in consultation with formal and informal sector workers and employers organisations					x	x	x				50000				Sokoto State Zakat Commission;		
	Deliver technical Capacity building NHIS, SOCHEMA and Zakat Fund					x	x	x	x	x		100000				Federal Ministry of Labour and Employment		
	Create a blue print of NHIS support to state schemes										x	x	x	25000				
	Facilitate collaboration between SP partners in Sokoto state, including those in charge of education related cash transfers and SOCHEMA	x	x	x	x	x	x	x	x	x	x		50000					
Sub Total Outcome 2												1,200,000	1,200,000	0	1,200,000	UNICEF, WFP, UNDP		

Outcome PM. Joint programme management			List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved		
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Overall budget description	Joint SDG Fund (USD)			PUNO Contributions (USD)	Total Cost (USD)
Output 3.1			Planning and monitoring including steering committee and working group meetings	x	x	x	x	x	x	x	x	x		70,000	70,000	0	70,000	UNICEF, RCO	MFBNP and All implementing patterns
Output 3.2.			Independent and gender-responsive evaluation										x	80,000	80,000	0	80,000	UNICEF, RCO	Ministry of Finance, Budget and National Planning;
Sub Total Outcome 3													150,000	150,000	-	150,000			
Total of the Joint Programme													2,000,000	2,000,000	-	2,000,000	all PUNOs		

Annex 8. Risk Management Plan

The overall risks and assumptions for the programme period are both internal and external. One of the risks is there may not be sufficient political will to deliver results across the programme. Also, ongoing emergencies and conflicts in North West Nigeria may have a spillover effect and impact Sokoto. Emergencies and conflicts may result in additional areas that may not be accessible to the extent that intended regional consultations will be affected.

The external risks may arise due to sudden changes in the political scene, particularly the stability of the North East and Middle East, which may impact the economic order and prices of commodities. Other programme risks include the possibility of a prolonged economic recession if the proposed strategies for economic stabilization are not implemented soundly by government. Other factors that can affect programme implementation are limited capacity of Government and national stakeholders to implement programme, difficulties in mobilizing adequate future resources for SDG acceleration in Nigeria, and the potential challenges/possibilities of disruptions in programme delivery. Some mitigating measures will include innovative financing, advocacy, and the new strategies of working to overcome the risks.

It is assumed that the Government will remain committed to its three major plans – Vision 20: 2020, Strategic Implementation Plan (SIP), and the Economic Recovery and Growth Plan (ERGP) upon which the priority areas were built as well as the State Development Plan for Sokoto.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
Poor civil society engagement	Medium	2	3	The project will build in mechanisms of consultation, involvement, and accountability towards CS organizations, including social partners, to ensure tripartite dialogue	UNDP (Amarakoon Bandara) ILO (Nienke Raap)
COVID-19 Pandemic	Medium	3	3	The project will continue to monitor the COVID pandemic; and utilize alternative communication channels such as conference calls, video conferencing for delivering training, workshops, and meeting instead of physical presence	UNICEF (Faizat Badmus-Busari); ILO (Nienke Raap); WFP (Ifeoma Garba); UNDP (Amarakoon Bandara)

Programmatic risks					
PUNOs fail to implement all planned activities	Medium	2	4	Planning and consultation between PUNOs and implementing government agencies as well as agreeing on Clear roles and responsibilities.	RCO (Ernest Mutanga); UNICEF (Hamidou Poufon)
Stigma and discrimination affect the participation of vulnerable and marginalized.	High	3	4	Meaningful involvement of community through existing networks will aim to enhance effective participation.	UNICEF (Faizat Badmus-Busari); ILO (Nienke Raap); WFP (Ifeoma Garba); UNDP (Amarakoon Bandara)
Institutional risks					
Federal/state/local level actors are not willing or capable to align with NSPP	High	3	4	Consultations before and during project period	RCO (Ernest Mutanga)
Loss of key project staff due to turn-over	Medium	2	4	All partners will identify a co-lead within their organization who can step in in case of absence or change of working position/job. Structured communication between all partners will ensure hand-overs can be planned timely.	ILO (Dennis Zulu); UNDP (Mohamed Yahya); WFP (Paul Howe); UNICEF (Peter Hawkins)
Fiduciary risks					
Contracting IPs have weak or compromised accounting systems	Medium	2	4	Micro assessment and assurance activities	UNICEF (Temilade Aromolaran); ILO (Nienke Raap); WFP (Ifeoma Garba); UNDP (Amarakoon Bandara)