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MINISTRY OF FINANCE

**SUSTAINABLE PROCUREMENT,
ENVIRONMENTAL AND SOCIAL
STANDARDS ENHANCEMENT
PROJECT (SPESSE)**

**Draft Stakeholder Engagement Plan
AUGUST 2019**



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ACRONYMS

ACE	Africa Center of Excellence
BPP	Bureau of Public Procurement
CBN	Central Bank of Nigeria
CE	Center of Excellence
CPAR	Country Procurement Assessment Report
CPF	Country Partnership Framework
CPS	Country Partnership Strategy
DLI	Disbursement-linked indicator
DLR	Disbursement-linked results
EA	Environmental Assessment
E&S	Environment and Social
EAD	Environmental Assessment Department at the Ministry of Environment (also EA Department)
EEP	Eligible expenditure program
EIA	Environmental Impact Assessment Act
ERGP	Economic Recovery and Growth Plan
ES	Environmental Standards
ESF	World Bank Environmental and Social Framework
ESMP	Environmental and Social Management Plan
FGD	Focus Group Discussion
FGIP	Fiscal Governance and Institutions Project
FGN	Federal Government of Nigeria
FMWASD	Federal Ministry of Women Affairs & Social Development
FU	Federal University
GIFMIS	Government Integrated Financial Management System
IA	Implementing Agency
ICT	Information and Communication Technology
IFR	Interim Financial Report
INFU	Independent National Facilitation Unit
IPF	Investment Project Financing
IPPIS	Integrated Payroll and Personnel Information System
ITCILO	International Training Center of the International Labor Organization
ITPV	Independent Certified Third-Party Verifiers
IVA	Independent Verification Agent
KII	Key Informant Interview
LMS	Learning Management System
M&E	Monitoring and Evaluation
MDAs	Ministries, departments, and agencies
MOF	Ministry of Finance (also FMOF)
NERGP	National Economic Recovery and Growth Plan (also ERGP)
nGren	Nigerian Research and Education Network
NESREA	National Environmental Standards and Regulations Enforcement Agency
NPVCA	Nigerian Procurement Value Chain Analysis
NUC	National Universities Commission
OAGF	Office of the Auditor General of the Federation



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OCDS	Open Contracting Data Standards
PEMFAR	Public Expenditure Management and Financial Accountability Review
PES	Procurement, Environment and Social
PFA	Performance and Funding Agreement
PIFANS	Programmatic Integrated Fiduciary Assessment of Nigeria States
PIU	Project implementation unit
PP	Public Procurement
PS	Procurement Standards
PSGRDP	Public Sector Governance Reform and Development Project
SEEFOR	State Employment and Expenditure for Results
SFTAS	States Fiscal Transparency, Accountability and Sustainability
SLOGOR	State and Local Governance Reform
SORT	Systematic Operations Risk Tool
SPESSCE	Sustainable Procurement, Environmental and Social Standards Centers of Excellence
SPESSSE	Sustainable Procurement, Environmental and Social Standards Enhancement
SS	Social Standards
TA	Technical Assistance
TOR	Terms of Reference
TWG	Technical Working Group



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1.0 Introduction

The Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Program is an \$80 Million capacity building project targeted at sustainably enhancing capacity in managing procurement, environment and social (E&S) standards in the public and private sectors in Nigeria. This project is critical to the Government of Nigeria as it contributes directly to the current administration's Economic Recovery and Growth Plan (ERGP), which is aimed at accelerating structural reforms to alleviate increasing poverty and inequality by: bringing consistency to the monetary and fiscal policy, spurting job-creation through policies consistent with private sector development, and creating sustainable fiscal space for desperately needed investments in human and physical capitals and importantly, reduce the cost of governance.

Social risk classification in this project is "low" because construction of infrastructure or buildings are not envisaged. The project will not finance activities that involve land acquisition, restrictions on land use, or involuntary resettlement. The allocation of funding to SPESSEs will be based on the funding needs of each center. Each center's funds will be distributed across a set of disbursement-linked indicators/results (DLIs/DLRs). Given that the project seeks to build capacity within the public and private sectors, it is critical to engage these various stakeholders. In this regard, the multisectoral agencies involved in the project would engage their internal and external stakeholders, to ensure that there is adequate buy-in for the project and all stakeholders are able to participate by contributing meaningfully to the process and are able to raise questions, concerns and request clarifications whenever necessary throughout the project life-cycle. This is very important particularly for the vulnerable groups because it would give them opportunities to contribute and play a key role in the process.

The SEP is a participatory tool designed to provide guidance on how the various agencies involved in the SPESSE program would identify, map/categorize, engage and maintain a responsive and transparent communication line with their stakeholders. The SEP is crucial to the overall project goal because the role of every stakeholder is important to the successful implementation of the project. This SEP provides guidelines for stakeholder engagement during preparation and implementation of the project. It would also guide the disclosure process for the entire SPESSE program.

This SEP is a living document and will be updated throughout the project lifecycle. It will be:

- Disclosed prior to project commencement;
- Be the strategic tool for all project related engagements;
- Periodically updated and changes validated during project implementation; and
- Monitored and its effectiveness evaluated towards the end of the project

Although this initial SEP has been developed with significant input from the Bank, overall stakeholder engagement will be carried out by the key implementing agencies and subsequent activities would be captured to update the draft at a strategic level, by each implementing agency.

1.1 Project Background

One of the key impediments to achieving efficiency and effectiveness of public investments is the lack of adequate Procurement, Environmental and Social (PES) systems capacity in the country, which are



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major factors in improving governance and delivery. This is in addition to the lack of reliance on digital technologies and capitalizing on the digital economy. Procurement, environmental and social standards is strategic to achieving the government goals because of the rising poverty level which has been linked to poor procurement related practices which is prone to corruption and wastage. Losses relating to poor procurement practice is significant to the nation because approximately 60 percent of the Nigerian budget expenditure passes through the procurement process. The government has been implementing some reforms in the procurement process with its development partners but there still remains the challenge of these reforms trickling down to the state government and local government level. There is also the lack of adequate procurement capacity due to the absence of capacity development strategy and a shortage in the number of qualified procurement professionals. This necessitates an urgent need to strengthen procurement institutions and systems to improve transparency and accountability in procurement.

With respect to the environmental and social aspects, the nation has weak technical and operational capacities for environmental and social due diligence in all sectors in addition to the scarcity of personnel with the requisite environmental and social skills.

This project is in response to the significant gaps identified in the procurement, environmental and social sectors in the governance of the Nigerian economy.

1.2 Project Description

The proposed project is the first attempt to develop and implement a curriculum for procurement and E&S standards in Nigeria by offering professionalization and academic tracks in a custom-made, fit-for-purpose and sustainable manner through Centres of Excellence established in Nigerian Federal Universities similar to the Africa Center of Excellence (ACE) programs. While ACEs focus on regional collaboration within Sub-Saharan Africa, this project will focus on collaboration with Nigerian public, private, academic and sector partners.

The cornerstone of this project is the creation of Centers of Excellence (SPESSE) in Nigerian Universities to deliver capacity building in a sustainable manner in procurement, environmental and social standards. To accompany such an initiative, key stakeholders will be effectively engaged in design, implementation and monitoring. This capacity development project is strategically and operationally planned in an aligned and coordinated manner across all tiers of government and involving all stakeholders (national and sub-national government, development partners, NGO's, private sector, etc.). Additionally, it is tightly linked to real-time performance and change management program. This creates continued urgency for using the newly developed capacities, and it creates a feedback loop from learning to performance which in turn helps inform curriculum design/enhancement and instruction delivery mechanisms. The adopted methodology will ensure a holistic approach to the elevation of capacities in Nigeria in full reliance on technology and E-learning tools and facilities.

1.3 Project Components

This multi-disciplinary project is composed of two main components

- a. Component I: Technical assistance and Support to implementing agencies; and
- b. Component II: Establishment and operating the Centers of Excellence (SPESSE).

Project Sub-Components:

Component I is composed of the following sub-components:



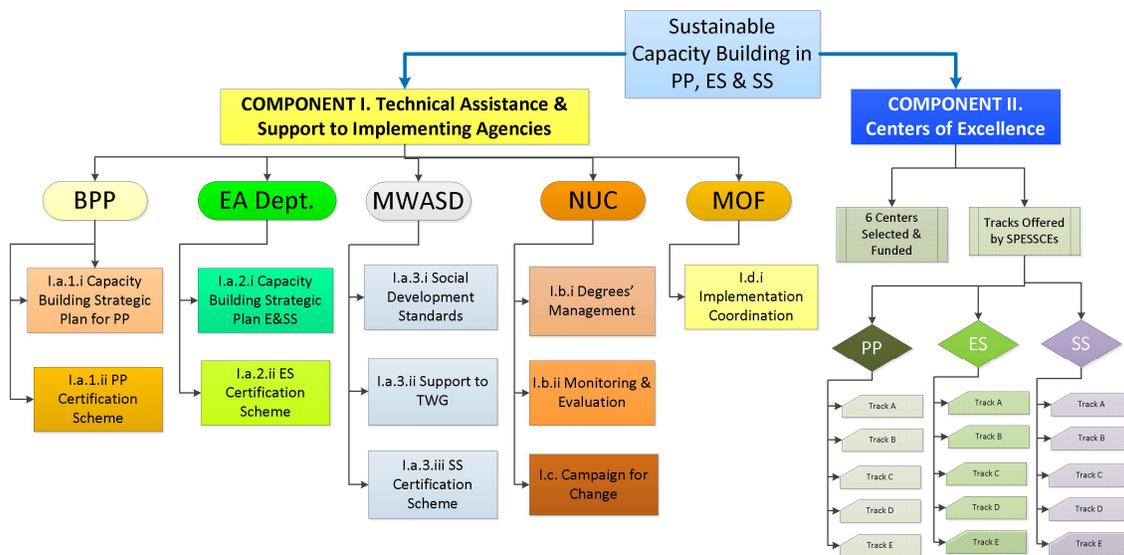
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- c. Technical Assistance and DLI-based Support to Bureau of Public Procurement (BPP), Environmental Assessment Department and Federal Ministry of Women Affairs & Social Development
- d. Technical Assistance and DLI-based Support to National Universities Commission (NUC)
- e. Technical Assistance to NUC for the Campaign for Change
- f. Technical Assistance to the Ministry of Finance (MoF)

Component II is composed of the following sub-components:

- g. Funding support to the CE to facilitate project startup
- h. DLI-based support to operating the CEs

Graphic Illustration of SPESSE project Components



1.5 Stakeholder Engagement Plan and Disclosure

This Stakeholder Engagement Plan (SEP) will BE disclosed publicly. This plan addresses specific risks identified by stakeholders, including the exclusion of certain beneficiaries in target areas, risks to vulnerable peoples etc. and will be updated as and when necessary.

The objective is to establish a systematic approach for stakeholder engagement, maintain a constructive relationship with them, consider stakeholders' views, promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life-cycle, and ensure that appropriate project information is disclosed to stakeholders in a timely, understandable,



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accessible and appropriate manner. The project will set up a project-specific Grievance Redress and Feedback Mechanism for people to report concerns or complaints if they feel unfairly treated or are affected by any of the sub-projects.

1.6 Stakeholder Engagement within the context of SPESSE

The underlying principle of stakeholder engagement for the project will be that engagement shall be: a) free of manipulation, b) free of interference, coercion, and intimidation, and conducted based on timely, relevant, understandable and accessible information, in a culturally appropriate format. It shall involve interactions between project's stakeholders and shall provide stakeholders with an opportunity to raise their concerns and opinions and shall ensure that this information is taken into consideration when designing the project and making decisions.

The project's stakeholder's engagement aims at creating a "social licence"¹ and will depend on mutual trust, respect and transparent communication between SPESSE and its stakeholders. It will thereby improve decision-making and environment and social performance. This could lead to managing costs and risks, enhancing reputation, avoiding conflict, improving corporate policy, identifying, monitoring and reporting on impacts, and managing stakeholder expectations.

1.7 Principles for effective stakeholder engagement

The project's Stakeholder Engagement Plan (SEP) shall be informed by a set of principles defining its core values underpinning interactions with identified stakeholders. Common principles based on "International Best Practice" include the following:

- **Commitment** is demonstrated when the need to understand, engage and identify the community is recognised and acted upon early in the process;
- **Integrity** occurs when engagement is conducted in a manner that fosters mutual respect and trust;
- **Respect** is created when the rights, cultural beliefs, values and interests of stakeholders and affected communities are recognised;
- **Transparency** is demonstrated when community concerns are responded to in a timely, open and effective manner;
- **Inclusiveness** is achieved when broad participation is encouraged and supported by appropriate participation opportunities; and
- **Trust** is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values and opinions.

1.8 Overall objectives

The overall objectives of SEP as stated in the ESS-10 are to:

- To identify the roles and responsibility of all stakeholders and ensure their participation in the complete project cycle
- Establish a systematic approach to stakeholder engagements that will help SPESSE identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties
- Assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and implementation

¹ Social license refers to the ongoing acceptance of a company or industry's standard business practices and operating procedures by its employees, stakeholders and the public



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- Promote and provide means for effective and inclusive engagement with project- affected parties throughout the project life -cycle on issues that could potentially affect them.
- Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format with special consideration for the disadvantaged or vulnerable groups.
- Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow EWSC to respond to and manage such grievances.
- To devise a plan of action that clearly identifies the means and frequency of engagement of each stakeholder
- To allocate budgetary and other resources in the project design, project implementation, and Monitoring and Evaluation (M&E) for stakeholder engagement and participation

SEP provides an opportunity for all-inclusive approach in project preparation, planning, implementation and monitoring processes. It is geared toward ensuring meaningful and a wide consultative process guided by World Bank's Environmental and Social Framework (ESF), particularly ESS-10.

1.8 Structure of Stakeholder Engagement Plan

The structure of the stakeholder engagement plan will be as follows;

- 2.0 Stakeholder Engagement Regulatory Context
- 3.0 Stakeholder Identification and analysis
- 4.0 Stakeholder Engagement Program
- 5.0 Grievance Redress Mechanism
- 6.0 Monitoring and Reporting



2.0 Stakeholder Engagement Regulatory Context

This section presents a brief overview of the national legal provisions that necessitates citizenship engagement, disclosure of public information and adequate response to queries, concerns and grievances raised by the public on key government actions.

2.1 Key National Legal Provisions for Environmental and Social Safeguards and Citizen Engagement

2.1.1 The Freedom of Information Act (2011)

The purpose of the Act is to make public records and information more freely available, provide for public access to public records and information, protect public records and information to the extent consistent with the public interest and the protection of personal privacy, protect serving public officers from adverse consequences for disclosing certain kinds of official information without authorization and establish procedures for the achievement of those objectives. This Act applies not only to public institutions but also to private organisations providing public services, performing public functions or utilising public funds. According to the Act,

- All stakeholders are entitled to access to any records under the control of the government or public institution
- Any stakeholder denied information can initiate a court proceeding to affect the release of such information
- All public institutions shall make available any records as requested by the stakeholders within a period of 7 days

2.1.2 Constitution of the Federal Republic of Nigeria (1999) as amended

Chapter two of the Nigerian constitution takes socioeconomic rights of Nigerians into account. This chapter includes that no citizen should be denied the right to environment, the right to secure and adequate means of livelihood, right to suitable and adequate shelter, the right to suitable and adequate food etc. Section 20 of the constitution also considers the use of resources and provides that *the* environment must be protected and natural resource like water, air, and land, forest and wild life be safeguarded for the benefit of all stakeholders.

2.1.4 Nigerian Environmental Impact Assessment (EIA) Act Cap E12, LFN 2004

This act provides guidelines for activities for which EIA is compulsory (such as mining operations, road development, coastal reclamation involving 50 or more hectares, etc.). It prescribes the procedure for conducting and reporting EIAs and dictates the general principles of an EIA. The EIA act enshrines that consideration must be given to all stakeholders before the commencement of any public or private project by providing for the involvement and input of all stakeholders affected by a proposed project.

2.1.5 Other Legal Provisions on Stakeholder Engagement and Disclosure

The Nigerian Urban and Regional Planning Act, Cap N138, 2004 provides that any land development plan must be disclosed to stakeholders to prove that such projects would not harm the environment or constitute nuisance to the community.

2.2 World Bank Environmental and Social Standard on Stakeholder Engagement



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The World Bank's Environmental and Social Framework (ESF)'s Environmental and Social Standard (ESS) 10, "Stakeholder Engagement and Information Disclosure", recognizes "the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice" (World Bank, 2017: 97). Specifically, the requirements set out by ESS10 are the following:

- "Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts;
- Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation;
- The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was considered, or the reasons why it was not." (World Bank, 2017: 98).

A Stakeholder Engagement Plan proportionate to the nature and scale of the project and its potential risks and impacts needs to be developed by the Borrower. It must be disclosed as early as possible, and before project appraisal, and the Borrower needs to seek the views of stakeholders on the SEP, including on the identification of stakeholders and the proposals for future engagement. If significant changes are made to the SEP, the Borrower must disclose the updated SEP (World Bank, 2017: 99). According to ESS10, the Borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner (World Bank, 2017: 100). For more details on the WB Environmental and Social Standards, please follow the link below: <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards>

3.0 Project Stakeholder identification and Analysis

Project stakeholders are 'people who have a role in the Project, or could be affected by the Project, or who are interested in the Project'. Project stakeholders can further be categorized as primary and secondary stakeholders. Primary stakeholders are individuals, groups or local communities that may be affected by the Project, positively or negatively, and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. Secondary stakeholders are broader stakeholders who may be able to influence the outcome of the Project because of their knowledge about the affected communities or political influence over them".

Thus, the SPESSE Project stakeholders are defined as individuals, groups or other entities who:



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- (i) Have a role in the project implementation (also known as ‘implementing agencies’);
- (ii) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘affected parties’); and
- (iii) May have an interest in the Project (‘interested parties’). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

3.1 Stakeholder Categorization

For the purposes of effective and tailored engagement, the stakeholders of SPESSE can be divided into three core categories:

1. Implementing Agencies
2. Affected Parties
3. Interested Parties

3.1.1 Implementing Agencies

This category of stakeholders encompasses the leading agencies responsible for overseeing the successful implementation of the SPESSE program. They include the:

- Federal Ministry of Finance (FMoF);
- Federal Ministry of Women Affairs and Social Development (FMWSD);
- Technical Working Group (TWG) on Social Development (Ministry of Women and Social Development, Ministry of Labour and Productivity, and Ministry of Power, Works and Housing);
- The EA Department of the Federal Ministry of Environment;
- Bureau of Public Procurement (BPP); and
- Nigerian University Commission (NUC)

In order to meet best practice approaches, SPESSE Project implementing agencies will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach*: Public consultations for the project(s) will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- *Informed participation and feedback*: Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders’ feedback, for analyzing and addressing comments and concerns;
- *Inclusiveness and sensitivity*: Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the project(s) is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders’ needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups identified by the project which include the rural population, people living with disabilities, women, and disadvantaged youth.



3.1.2 Affected Parties

This comprises of persons, groups and other entities studying at one of the implementing Nigerian Universities who will be recipients/beneficiaries of the capacity building program. This group is the core target audience and will be directly affected by the project implementation or/and outcomes. A subset of this category are the vulnerable groups. A significant factor in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable individuals in public consultations and other engagement forums established by the program. Vulnerable Groups are persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status² and that may require special engagement efforts to ensure their equal representation in the consultation and participation in the program.

The vulnerable groups identified by the project include the persons with disabilities³ and women⁴. Women are considered especially vulnerable as the curriculum and training programs may exclude their participation. Further there could be heightened risks of sexual harassment at the project related workplace and academic courses. Minor civil works may lead to presence of contractor workers and potential impacts of harassment and GBV incidence.

Engagement with the vulnerable groups and individuals often requires the application of bespoke measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and participation in the process are commensurate to those of the other stakeholders.

3.1.3 Interested Parties

Interested Parties include stakeholders who may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could influence the project and the process of its implementation in some way. Specifically, this category will include the following individuals and groups:

- The local population who can benefit indirectly from the capacity building program;
- Residents and business entities, and individual entrepreneurs in the area of the project that can benefit from the capacity training program;
- Local contractors who can support in the delivery of the SPESSE program;
- Environmental and Social Consulting organizations in Nigeria that have staff that can be trained and will help build a cadre of trained professionals
- Environmental protection authorities;
- Local, regional and national level civil societies and non-governmental organizations (NGOs) with an interest in PES safeguards;
- Other government ministries and regulatory agencies at regional and national levels including environmental, technical, social development and labor authorities;
- SPESSE employees and contractors; and

² Vulnerable status may stem from an individual's or group's ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on other individuals or unique natural resources.

³ Persons with disabilities the demand and supply side barriers to inclusive education so as not to exacerbate inequality and limit the ability of persons with disability from attending, completing and accessing quality learning

⁴ women to face multiple barriers based on gender and its intersections with other factors, such as age, ethnicity, poverty, and disability, in the equal enjoyment of the right to quality education. This includes barriers, at all levels, to access quality education and within education systems, institutions, and classroom



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- Mass media and associated interest groups, including local, regional and national printed and broadcasting media, digital/web-based entities, and their associations.

Local NGOs and initiative/advocacy groups particularly those focusing on social development issues represent the considerable capacity that the project(s) may tap for disseminating information and raising awareness of the planned activities among the potentially affected communities in the project area. NGOs typically have well established interaction with the local communities, are able to propose the most effective and culturally appropriate methods of liaising based on the local customary norms and prevailing means of communication and possess the facilitation skills that may be utilized as part of the project's consultations. In addition, NGOs may lend assistance in disseminating information about the proposed project(s) to the local communities, including in the remote areas (e.g. by placing information materials about the project in their offices, distributing the project information lists during events that they are organizing), and provide venues for the engagement activities such as focus-group discussions.

4.0 Stakeholder Engagement Plan

The objective of the engagement and consultations plan under the project is to:

- (a) Begin early in the project planning process to gather initial views on the project proposal and inform project design;**
- (b) Encourage stakeholder feedback, particularly as a way of informing project design and engagement by stakeholders in the identification and mitigation of environmental and social risks and impacts;**
- (c) Ensure that stakeholders understand how the project is likely to affect them**
- (d) Ensure consistency in messaging**
- (e) Continue engagement on an ongoing basis as risks and impacts arise and manage stakeholders' expectations;**
- (f) Ensure prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful consultations**



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with stakeholders in a culturally appropriate format, in relevant local language(s) and is understandable to stakeholders;

- (g) Consider and responds to feedback;**
- (h) Support active and inclusive engagement with project-affected parties;**
- (i) Ensure that consultation(s) is/ are free of external manipulation, interference, coercion, discrimination, and intimidation; and**
- (j) Ensure consultation (s) is/are documented and disclosed by the SPESSE**



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Summary of Stakeholder Consultations to Date

S/N	DATE	VENUE	OBJECTIVE	SUMMARY OF MEETING OUTCOMES	PARTICIPANTS
1	December 11, 2018	NUC	(a) sensitize critical stakeholders on the proposed Nigeria Sustainable Procurement, Environmental and Social Standards Enhancement Project (SPESSE) and (b) obtain the stakeholders' input on the draft Concept Note.	<ol style="list-style-type: none"> 1. Six (6) Centres based on geo-political zones will be selected for the Pilot Phase due to limited resources; 2. There is need for the NUC to involve other relevant agencies (SON, CPC, NESREA etc.) in the design and development of curricular; 3. Character and Ethics are to be embedded in the curricular of the new programme; 4. The model being used for ACE (African Centres of Excellence) will be adopted for the new Project; 5. NUC should implement the Resource Verification and Accreditation process for the Programme as required by law; 6. There is NO need to separate Procurement from Environmental and Social Safety/Safeguard under the proposed Centres of Excellence; 7. Six (6) months attachment to industries will be required for beneficiaries to gain practical experience; 8. Proposed Centres to embrace ICT tools for knowledge dissemination (minutes attached) 	All Federal Universities, Minister of Education (Rep), Minister of finance (Rep), Executive Secretary NUC (Rep), Director General BPP (Rep).
2	February 4, 2019	Various	SPESSE Preparation Mission		



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3	April 2, 2019	World Bank Office	<p>To discuss the draft project concept, note (PCN) with the client;</p> <p>Finalization of the design, scope and implementation arrangement of the proposed project and processing of project preparation fund</p>	<p>A project identification mission was proposed for the week of April 7. One of the objectives of the mission would be to follow up on the request to the Bank for a Project Preparation Advancement (PPA) and to identify activities to be carried out using the PPA.</p> <p>Agreed Actions and Timeline:</p> <ul style="list-style-type: none"> • Concept Note Review- April 10, 2019 • Disclosure of Concept Note PID- April 23, 2019 • Disclosure of Concept ESRS- April 23, 2019 • Decision Review Meeting- June 7, 2019 • Appraisal- June 7, 2019 • Negotiation- June 29,2019 • Board Approval (WB)- July 25,2019 <p>(Minutes attached)</p>	BPP, FMWASD, FMEnv, NOSDRA, NESRA, NUC (attendance list attached)
4	April 8 - 17, 2019	Various Location	SPESSE Preparation Mission; to give updates on the concept note review meeting and discuss the		BPP, FMWASD, FMEnv, BPP, FMoF, NUC



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			setting up of PMUs;		
5	June 10, 2019	NUC	To discuss the Call for Proposal, the Terms of Reference (ToRs), the Disbursement Linked Indicators (DLIs), the terms of engagement of the SPESSE Centers of Excellence and to clarify any grey areas.	Universities to be inclusive and gender balanced in their proposals; Deadline for proposal submission to be extended; (minutes Attached)	21 Federal Universities,
6	July 2, 2019	World Bank Office	To discuss; appointment of focal persons for each MDAs; Location and setting up of PMU; Timeline for setting up of	Procurement Capacity and Financial Assessment questionnaires to be completed and sent to the Bank on or before Friday July 5, 2019 Actual Exercise to be conducted in the week of July 8, 2019 All preparatory arrangements including board approval to be completed before end of September 2019 , otherwise, process could be delayed by another 3 - 6 months	BPP, FMWASD, FMEnv, BPP, FMoF, NUC, NESRA, NOSDRA



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			PMU; Opening of designated accts; Fiduciary assessments (Financial and Procurement)	Deadline for completion of process for the selection of PMU officers and submission to the Bank for No Objection - July 29,2019 (minutes attached)	
7	July 10-11, 2019	Kapital Klub	To improve the understanding of the project's objectives and stakeholder roles and responsibilities and to develop solutions paths for pertinent perceived challenges ahead.	Development of a common vision for the project, assessment on clarity on key indicators related to the project, agreement on key challenges, including (i) adequate stakeholder engagement, (ii) timely release of funds, and (iii) Motivation & incentives, and development of action plans to implement solutions. In addition, development of stakeholder mapping to clarify roles, responsibilities and spheres of influence.	BPP, FMWASD, FMEnv, FMOF, NUC, NESRA, NOSDRA
7	July 4, 2019	NUC	Presentation of SPESSE Project to the organized private sector; involvement of private in the	Private sector buy-in to the project; private to be involved in the curriculum development to incorporate appropriate skills needed on the field	NACCIMA, MAN, Selected Commercial Bank, FMEnv, BPP, Selected Universities etc



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			curriculum development		
8	August 15 -16	Various	SPESSSE Pre-Appraisal Mission		
9	August 27, 2019	NUC	SPESSSE Stakeholders engagement plan		CSOs, Selected Universities, BPP, FMWASD, FMEnv, BPP, FMOF, NUC, NESRA, NOSDRA

The names of participants at all the listed Stakeholders' engagement are in the annexes of this report



Key Highlights of Consultations to Date

The ministries and institutions were consulted to inform them about the project, World Bank ESF and general safeguard concerns that need to be mainstreamed into the project. Their support to the project was also solicited along with a discussion on needs and capacities. Subsequently, a stakeholder workshop was held at National Universities Commission, Abuja on the 27th August 2019, where stakeholders were convened to discuss and make further inputs on the instruments of the project like the Stakeholders Engagement Plan, the ESCP and the ESMF.

The following were the summary of consultations undertaken with relevant stakeholders during the appraisal stage:

Highlights of Consultation with MWASD:

The Ministry of Women Affairs have the mandate to advise government on social issues including women protection and safety, Gender base violence, sexual health and protection, women right to work and working conditions, child labour, etc. During consultation with the Ministry of Women Affairs and Social Development (MWASD) the following issues were identified and discussed:

- Women inclusion and opportunity for even participation in the SPESSE project;
- Gender based violence, sexual exploitation and harassment against women and girls and how SPESSE project will guide against such in this project;
- Labour influx and how to ensure that it is reduced or not pose a threat to women health and participation in SPESSE, either as workers or students;
- Child labour occurrences during construction stage and how SPESSE project will avoid or manage this situation in its project;
- Waste generation types from the project and how SPESSE will manage wastes
- Mandate of MWASD and its capacity to implement its social responsibilities as will be assigned in SPESSE project

The consultation concluded the need to train staff of the MWASD and, the importance of ensuring that the PIU at all levels are fortified with skilled personnel that will carry out mandates on GBV/SEA, labour influx, child labour, grievance redress and other social safeguards concerns.

Highlights of Consultation with the EA Department of the Federal Ministry of Environment

The EA department has the mandate to regulate EIA and ensure compliance with guidelines and laws on environmental protection. It reviews EIA reports and gives approvals to EIAs. It also penalizes defaulters of EIA laws and is responsible for approving the disclosure of draft EIAs and ESMPs prepared for projects in Nigeria.

Consultation with EA department focused on the following aspects:

- Quality of ESIA/ESMPs submitted for disclosures in World Bank funded projects. The EA department wants World Bank as the clearing institution to ensure that reports meet international standards at all times;



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- The EA department want to be carried out more meaningfully in the preparation and monitoring of projects;
- The EA department assured of its commitment to participate in projects funded by the Bank to ensure facilitation and standards.

Highlights of Consultation with NUC

The NUC plays vital role in the overall E&S management of the SPESSE Project. This is anchored on the fact that the Center of Excellence will be supervised directly by the NUC.

Discussion with NUC focused on the following thematic issues:

- World Bank ESS relevant to the project and the role of NUC;
- Coordination of ESF management
- Stakeholder consultation, grievance redress mechanism and GBV management

Highlights of multi-stakeholder engagement workshop held in Abuja (July11-12, 2019)

Advocacy and stakeholder engagement

The participants recognized that they are amongst the champions in the areas of procurement, environmental and social risk management, while not all actors in the public and private sectors may have the same level of understanding towards the importance to adhere to agreed standards. Political interests may override concerns about corruption, negligence of the environment, socio-economic harm to selected groups or exclusion of marginalized groups. It was agreed to emphasize risks to decision makers if they do not pay attention to standards. These were, amongst others, legal consequences, project delays, stalled projects, additional financial costs, and social unrest and conflict. It was noted, that the program should also provide sensitization efforts to decision-makers at all levels, beyond technical learning offerings. Such sensitization and capacity building activities would be needed to bridge the divide between technical specialists in procurement, environmental and social risk management, and decision makers in projects.

Curriculum development

The participants engaged in a discussion on what kind of competences the project should develop. Several participants raised concerns that the curriculum should not be too technical in nature, but also include much needed soft skills to deal with political economy challenges in development projects. This is particularly relevant in infrastructure projects where local leaders or politicians follow political interests that may not be in the interest of local populations or minority groups. Such challenges are non-technical and adaptive in nature and will require highly skilled mediators that can manage difficult conversations. It was also noted that field experience will be highly relevant. Much of the challenges will be difficult to comprehend without being involved in real-life projects. Sincere internship opportunities and exposure to actual projects will be needed. But participants also noted National Youth Service as an example of unproductive internships as interns are not always treated as learners but rather as free labor to deal with unproductive tasks.



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Visioning

From the discussions on day 1, it was clear that there was not a common understanding of the vision for procurement, environmental and social standards capacity development in Nigeria.

The participants were grouped into 3 teams that each developed a vision statement, responding to questions of “why?”, “what?”, “for whom?”, “where?”, and “by when?”. The three vision statements were quite different in nature and focus and were subsequently collaboratively merged into one statement that the whole group agreed on:

To sustainably foster transparency, accountability, social inclusion and judicious use of resources in Nigeria by improving competences of professionals and institutions in procurement, environmental and social standards by 2025.



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Summary of Stakeholder Workshop held at NUC, Abuja, 27th August



Date of Stakeholder Workshop	27 th August, 2019
Venue	Idris Adbulkadir Auditorium, National Universities Commission, 26, Aguiyi Ironsi Street, Maitama, Abuja.
Participants	NUC, World Bank, Federal Ministry of Finance, Federal Ministry of Women’s Affairs and Development, Federal Ministry of Environment, Civil Society Organizations, Academia,
Highlights of Discussion	<p>Stakeholders were introduced to the Environmental and Social Management Framework (ESMF). The ESMF was described as an instrument used to identify and manage the environmental and social risks of a project. The ESMF provides guidelines and procedures to be followed in preparing and implementing site specific ESMP by the respective CoEs. Stakeholders were informed about the various World Bank standards that are relevant to the SPESSE project. They were informed that the project is a low risk project on the account of no new construction being envisaged in the CoEs facilities however, environmental and social risks were anticipated which include but not limited to:</p> <ul style="list-style-type: none"> • Risk of air pollution from poor handling of rehabilitation debris in the center of excellence • Noise pollution risk from movement of heavy duty vehicle during rehabilitation works • Poor waste management of electronic and rehabilitation wastes. • Gender based violence issues from exposure of students to construction workers • Gender discrimination inhibiting female participation in the SPESSE project. • Theft of procured materials.



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	<p>Participants were informed that the various proposed mitigation strategies for the identified risks will be contained in the ESMF document and disclosed for public accessibility and input in accordance to the guideline of Federal Ministry of Environment and at the World Bank external website.</p>
Questions and Concerns	<p>The questions and concerns raised by the participants are as follows;</p> <ul style="list-style-type: none"> • Project considerations about the issues of climate change • What will be done about the electronic wastes • What are the mitigation strategies adopted for the identified risks • What is the level of engagement of the stakeholders • How do we ensure attitudinal change towards environmental management in Nigeria?
How questions and Concerns were addressed	<ul style="list-style-type: none"> • Since the project is a low risk project, it is not envisaged that activities during implementation will contribute to climate change issues. However, activities such as burning of e-waste and debris will be avoided through good waste management practices which shall be enshrined in the ESMP to be prepared by the CoEs during implementation. • The mitigation strategies for the various identified risks are contained in the ESMF document which would be made available to the public during public disclosure. • Concerning e-waste disposal, the ESMF recognizes that when the specific sites and type of activities and volume of e-waste from the project would have been known in sufficient details, each implementing agency will prepare a waste management plan as an annex of the ESMP instrument required for safeguard implementation. • On the issue of attitudinal change regarding environmental and social standards, the CoEs are committed by the ESMF/ESMP to demonstrate compliance and commitment in implementation of mitigation measures which will give rise to good practices and change.
Summary/Conclusion	<p>A participant from a representing civil society organization stated how they can be utilized in capacity building especially on social issues, through volunteer work. Addition of disaster risk management into the ESMF was suggested but the likelihood of it occurring in the existing universities is low and unlikely as no history or pattern of such is known in the participating CoEs.</p> <p>It was agreed that further comments or suggestions can still be added when the project documents like the ESMF, SEP have been publicly disclosed. Participants expressed their appreciation of the future impacts the project will have on development in Nigeria.</p>



4.1 Engagement Methods and Tools

The project will utilize various methods of engagement that will be used by the implementing agencies as part of their continuous interaction with the stakeholders. For the engagement process to be effective and meaningful, a range of techniques need to be applied that are specifically tailored to the identified stakeholder groups. Methods used for consulting with Government officials may be different from a format of liaising with the local communities (e.g. focus group discussions, displays and visuals with a lesser emphasis on technical aspects).

The format of every engagement activity should meet general requirements on accessibility, i.e. should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e. with due respect to the local customs and norms), and inclusivity, i.e. engaging all segments of the project affected parties including the vulnerable individuals. If necessary, logistical assistance should be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the project.

Ensuring the participation of vulnerable individuals and groups in project consultations may require the implementation of tailored techniques. The vulnerable groups identified by the project include the rural population, people living with disabilities, women, and disadvantaged youth. Attention will be given to the vulnerable groups to ensure that they are not denied project benefits. This will be done by focus group discussions, monitoring participation rates, undertaking beneficiary assessments, using online platforms to allow access to otherwise disadvantaged groups, and ensuring that at least 30% of participant trainees are females.

Information that is communicated in advance of public consultations primarily includes an announcement thereof in the public media – local, regional and national, as well as the distribution of invitations and full details of the forthcoming meeting well in advance, including the agenda. It is crucial that this information is widely available, readily accessible, clearly outlined, and reaches all areas and segments of the stakeholders. These parameters can be achieved through the following approaches:

- **Advance public notification of an upcoming consultation meeting follows the same fundamental principles of communication.** That is, it should be made available via publicly accessible locations and channels. The primary means of notification may include mass media and the dissemination of posters/ advertisements in public places. The project keeps proof of the publication (e.g. a copy of the newspaper announcement) for accountability and reporting purposes. Existing notice boards in the implementing agencies and the universities may be particularly useful for distributing the announcements. When the notifications are placed on public boards in open air, it should be remembered that the posters are exposed to weather, may be removed by by-passers or covered by other advertisements. The project's staff will therefore maintain regular checks to ensure that the notifications provided on the public boards remain in place and legible.
- **Another critical aspect of the meeting preparation process is selecting the methods of communication that reach the potential audience with lower levels of literacy or those who are not well-versed in the technical aspects of the project.** Oral communication is an option that enables the information to be readily conveyed to such persons. This includes involving the selected stakeholder representatives and institutional leaders to relay up-to-date information on the project and consultation meetings to the various target audiences.



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Advertising the project and the associated meetings via radio or television and making direct calls (in case fixed-line or mobile phone communication is available) is another method that allows reaching out to the remote audiences. The announcement of a public meeting or a hearing is made sufficiently in advance, thereby enabling participants to make necessary arrangements, and provides all relevant details, including date, time, location/venue and contact persons.

- **Placement of the project materials in the public domain** is also accompanied by making available a register of comments and suggestions that can be used by any member of the affected parties, other stakeholders and public to provide their written feedback on the contents of the presented materials. As a rule, the register is made available for the entire duration of the requisite disclosure period. Where necessary, a project representative or an appointed consultant should be made available to receive and record any verbal feedback in case some stakeholders experience a difficulty with providing comments in the written form.
- **Drafting an agenda for the consultation meeting** is an opportunity to provide a clear and itemized outline of the meeting's structure, sequence, chairpersons, a range of issues that will be discussed and a format of the discussion (e.g. presentation/ demonstration followed by a Questions & Answers – Q&A session, facilitated work in small groups, feature story and experience sharing, thematic sessions with a free speaking format enabling the mutual exchange of ideas). A clearly defined scope of issues that will be covered at the meeting gives the prospective participants an opportunity to prepare their questions and comments in advance. It is essential to allocate a sufficient amount of time for a concluding Q&A session at the end of any public meeting or a hearing. This allows the audience to convey their comments and suggestions that can subsequently be incorporated into the design of the project. Keeping a record of all public comments received during the consultations meetings enables the project's responsible staff to initiate necessary actions, thereby enhancing the project's overall approach taking onto consideration the stakeholders' priorities. The recorded comments and how they have been addressed by the project become an appropriate material for inclusion in the project's regular reporting to the stakeholders.

As a possible option in addition to the Q&A session nearer the close of the public meeting/hearing, evaluation (feedback) forms may be distributed to participants to give them an opportunity to express their opinion and suggestions on the project. This is particularly helpful for capturing individual feedback from persons who may have refrained from expressing their views or concerns in public. Questions provided in the evaluation form may cover the following aspects:

- Participant's name and affiliation (these items are not mandatory if the participant prefers to keep the form confidential)
- How did they learn about the Project and the consultation meeting?
- Are they generally in favour of the Project?
- What are their main concerns or expectations associated with the Project or the particular activity discussed at the meeting?
- Do they think the Project is of benefit to them and the stakeholder group they represent?
- Is there anything in the Project design and implementation that they would like to change or improve?
- Do they think that the consultation meeting has been useful in understanding the specific



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activities of the Project, as well as associated benefits and outcomes? What aspects of the meeting do they particularly appreciate or would recommend for improvement?

Bearing in mind that some of the participants might find completion of the evaluation form challenging due to the literacy constraints or concerns about their confidentiality, the distribution of the feedback forms should always be explained that completing the form is optional. Project beneficiaries should also be assured that completion of the evaluation form is entirely voluntary and does not affect their status as beneficiaries. Some persons may be willing to express their feedback verbally and in this case a member of Project staff will be allocated to take notes.

- **Distribution of targeted invitations to the consultation meeting or a hearing** is an important element of the preparation process and is based on the list of participants that is compiled and agreed in advance of the consultation. Invitations may be sent both to certain individuals that have been specifically identified as relevant stakeholders (e.g. representatives of government ministries and agencies) and as public invitees (e.g. addressed to initiative and professional bodies, local organizations, and other public entities). Means of distributing the invitations should be appropriate to the customary methods of communication that prevail for the stakeholder. The various means of distribution that can be used includes direct mail (post); other existing public mailings, utility bills, or circulars from a local authority. All invitations that are sent can be tracked to determine and manage the response rate. If no response has been received, the invitation can be followed up by a telephone call or e-mail where possible.

4.5 Description of Engagement Methods

International standards increasingly emphasize the importance of a consultation being 'free, prior and informed', which implies an accessible and unconstrained process that is accompanied by the timely provision of relevant and understandable information. To fulfil this requirement, a range of consultation methods are applied.

A summary description of the engagement methods and techniques that will be applied by project developer is provided in **Error! Reference source not found.** below. The summary presents a variety of approaches to facilitate the processes of information provision, information feedback as well as participation and consultation.

An attendance list should be made available at the commencement of all engagement activities to record all participants who are present at the meeting. Wherever possible, attendees' signatures should be obtained as a proof of their participation. Details of the attendees who were not initially on the list (e.g. those participating in place of somebody else, or public) should be included in addition to those who have registered for the meeting in advance.

In most cases and as a general practice, the introductory initial part of the meeting should be delivered in a format that is readily understandable to the audience of laypersons and should be free of excessive technical jargon. If necessary, preference should be given, whenever possible, to the oral and visual methods of communication (including presentations, pictorials, illustrations, graphics and animation) accompanied by hand-out materials imparting the relevant information in understandable terms rather than as text laden with technical intricacies.



Table 1: Methods/Tools for Information Provision, Feedback, Consultation and Participation

Method / Tool	Description and Use	Contents	Dissemination Method	Target Groups
Information Provision				
Distribution of printed public materials: leaflets, brochures, fact sheets	Used to convey information on the Project and regular updates on its progress to local, regional and national stakeholders.	Printed materials present illustrative and written information on the SPESSE program. Presented contents are concise, clear and easy to understand by a layperson reader. Graphics and pictorials are widely used to describe technical aspects and aid understanding.	Distribution as part of consultation meetings, awareness campaigns, discussions and meetings with stakeholders.	<ul style="list-style-type: none"> ▪ Government Ministries, Departments and Agencies ▪ All project affected parties ▪ Project interested parties ▪ Other potential stakeholders
Distribution of printed public materials: newsletters/ updates	A newsletter or an update circular sent out to Project stakeholders on a regular basis to maintain awareness of the Project development.	Important highlights of Project achievements, announcements of planned activities, changes, and overall progress.	<p>Circulation of the newsletter or update sheet with a specified frequency in the Project Area of Influence, as well as to any other stakeholders that expressed their interest in receiving these periodicals.</p> <p>Means of distribution – post, emailing, electronic subscription, delivery in person.</p> <p>The mailed material can be accompanied by an enclosed postage-paid comment/feedback form that a reader can fill in a return to the Project’s specified address.</p>	<ul style="list-style-type: none"> ▪ All projected affected parties ▪ All project interested parties ▪ Implementing Universities ▪ Government Ministries, Departments and Agencies



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Method / Tool	Description and Use	Contents	Dissemination Method	Target Groups
Printed advertisements in the media	Inserts, announcements, press releases, short articles or feature stories in the printed media – newspapers and magazines	Notification of forthcoming public events or commencement of specific Project activities. General description of the Project and its benefits to the stakeholders.	Placement of paid information in local, regional and national printed media, including those intended for general reader and specialised audience	<ul style="list-style-type: none"> ▪ All projected affected parties ▪ All project interested parties ▪ Other potential stakeholders
Radio or television entries	Short radio programmes, video materials or documentary broadcast on TV.	Description of the Project, Project development update and processes. Advance announcement of the forthcoming public events or commencement of specific Project activities.	Collaboration with media producers that operate in the region and can reach local audiences.	<ul style="list-style-type: none"> ▪ Government Ministries, Departments and Agencies ▪ Implementing universities ▪ All projected affected parties <p>All project interested parties Other potential stakeholders</p>
Visual presentations	Visually convey Project information to affected communities and other interested audiences.	Description of the Project activities, processes and timeline. Updates on Project development.	Presentations are widely used as part of the public hearings and other consultation events with various stakeholders.	<ul style="list-style-type: none"> ▪ Participants of the public hearings, consultations, rounds tables, focus group discussions and other forums attended by Project stakeholders. ▪ Government Ministries, Departments and Agencies
Notice boards	Displays of printed information on notice boards in public places.	Advance announcements of the forthcoming public events, commencement of specific Project activities, or changes to the scheduled process.	Printed announcements and notifications are placed in visible and easily accessible places frequented by the local public, including libraries, village cultural centres, post offices, shop, local administrations.	<ul style="list-style-type: none"> ▪ All projected affected parties ▪ All project interested parties ▪ Other potential stakeholders



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Method / Tool	Description and Use	Contents	Dissemination Method	Target Groups
Information Feedback				
Information repositories accompanied by a feedback mechanism	Placement of Project-related information and printed materials in dedicated/designated locations that also provide visitors and readers with an opportunity to leave their comments in a feedback register.	Various Project-related materials and documentations.	Deposition of materials in publicly available places (offices of local NGOs, local administrations, libraries) for the duration of a disclosure period or permanently. Audience are also given free access to a register of comments and suggestions.	<ul style="list-style-type: none"> ▪ All projected affected parties ▪
Dedicated telephone line (hotline)	Setting up a designated and manned telephone line that can be used by the public to obtain information, make enquiries, or provide feedback on the Project. Initially, telephone numbers of Project's specialised staff can be shared with the public, particularly staff involved in stakeholder engagement, public relations and environmental protection.	Any issues that are of interest or concern to the direct project beneficiaries and other stakeholders.	Telephone numbers are specified on the printed materials distributed to Project stakeholders and are mentioned during public meetings. Project's designated staff should be assigned to answer and respond to the calls, and to direct callers to specialist experts or to offer a call-back if a question requires detailed consideration.	<ul style="list-style-type: none"> ▪ Any project stakeholder and interested parties.
Internet/Digital Media	Launch of Project website to promote various information and updates on the overall Project, impact assessment and impact management process, procurement, employment opportunities, as well as on Project's engagement activities with the public.	Information about Project operator and shareholders, Project development updates, employment and procurement, environmental and social aspects.	A link to the Project web-site should be specified on the printed materials distributed to stakeholders. Other on-line based platforms can also be used, such as web-conferencing, webinar presentations, web-based	<ul style="list-style-type: none"> ▪ Project stakeholders and other interested parties that have access to the internet resources.



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Method / Tool	Description and Use	Contents	Dissemination Method	Target Groups
	<p>Web-site should have a built-in feature that allows viewers to leave comments or ask questions about the Project.</p> <p>Website should be available in English</p>		<p>meetings, Internet surveys/polls etc.</p> <p>Limitation: Not all parties/stakeholders have access to the internet, especially in the remote areas and in communities.</p>	
Surveys, Interviews and Questionnaires	The use of public opinion surveys, interviews and questionnaires to obtain stakeholder views and to complement the statutory process of public hearings.	<p>Description of the proposed Project and related processes.</p> <p>Questions targeting stakeholder perception of the Project, associated impacts and benefits, concerns and suggestions.</p>	<p>Soliciting participation in surveys/interviews with specific stakeholder groups.</p> <p>Administering questionnaires as part of the household visits.</p>	<ul style="list-style-type: none"> All project affected parties.
Feedback & Suggestion Box	<p>A suggestion box can be used to encourage residents in the affected communities to leave written feedback and comments about the Project.</p> <p>Contents of the suggestion box should be checked by designated Project staff on a regular basis to ensure timely collection of input and response/action, as necessary.</p>	Any questions, queries or concerns, especially for stakeholders that may have a difficulty expressing their views and issues during public meetings.	<p>Appropriate location for a suggestion box should be selected in a safe public place to make it readily accessible for the stakeholders.</p> <p>Information about the availability of the suggestion box should be communicated as part of Project's regular interaction with local stakeholders.</p>	<ul style="list-style-type: none"> Project affected parties, especially vulnerable groups.
Consultation & Participation				
Public hearings	Project representatives, the affected public, authorities,	Detailed information on the activity and/or facility in question,	Wide and prior announcement of the public hearing and the	<ul style="list-style-type: none"> Project affected parties



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Method / Tool	Description and Use	Contents	Dissemination Method	Target Groups
	regulatory bodies and other stakeholders for detailed discussion on a specific activity or facility that is planned by the Project and which is subject to the statutory expert review.	including a presentation and an interactive Questions & Answers session with the audience.	relevant details, including notifications in local, regional and national mass media. Targeted invitations are sent out to stakeholders. Public disclosure of Project materials and associated impact assessment documentation in advance of the hearing. Viewers/readers of the materials are also given free access to a register of comments and suggestions that is made available during the disclosure period.	<ul style="list-style-type: none"> ▪ Relevant government Ministries Departments and Agencies. ▪ NGOs and civil societies ▪ Other interested parties
Focus Group Discussions and Round Table Workshops	Used to facilitate discussion on Project's specific issues that merit collective examination with various groups of stakeholders.	Project's specific activities and plans, processes that require detailed discussion with affected stakeholders.	Announcements of the Forthcoming meetings are widely circulated to participants in advance. Targeted invitations are sent out to stakeholders.	<ul style="list-style-type: none"> ▪ All project affected parties especially vulnerable groups; ▪ Project delivery agencies ▪ SPESSE employees and contractors ▪ NGOs and civil societies ▪ Implementing Universities ▪ Relevant Government Ministries and Agencies
Project Implementation Units (PIUs)	Project's designated venue for depositing Project-related information that also offers open hours to the stakeholders and other members of the public, with Project staff available to respond	Project-related materials. Any issues that are of interest or concern to the local communities and other stakeholders.	Information about the info centre or a field office with open hours for the public, together with contact details, is provided on the Project's printed materials distributed to stakeholders, as	<ol style="list-style-type: none"> 4 All project affected parties 5 Project interests' parties 6 Other potential stakeholders



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Method / Tool	Description and Use	Contents	Dissemination Method	Target Groups
	to queries or provide clarifications.		well as during public meetings and household visits.	



4.6

Description Disclosure Methods

As a standard practice, this SEP in English will be released for public review for the period of 30 days in accordance with Nigerian regulatory frameworks. Distribution of the disclosure materials will be done by making them available at venues and locations convenient for the stakeholders and places to which the public have unhindered access. Free printed copies of the SEP in English will be made accessible for the general public at the following locations:

- Federal Ministry of Finance;
- Federal Ministry of Women Affairs and Social Development;
- Environmental Assessment Department;
- The Ministries under the Technical Working Group;
- National Universities Commission;
- Bureau of Public Procurement;
- SPESSECE at the Implementing Universities; and
- Other designated public locations to ensure wide dissemination of the materials.

Electronic copies of the SEP will be placed on the website of the Bank and each implementing agencies. This will allow stakeholders with access to Internet to view information about the planned development and to initiate their involvement in the public consultation process. The web-site will be equipped with an on-line feedback feature that will enable readers to leave their comments in relation to the disclosed materials.

The mechanisms which will be used for facilitating input from stakeholders will include press releases and announcements in the media, notifications of the aforementioned disclosed materials to local, regional and national NGOs, relevant professional bodies as well as other interested parties.

6.3.1 Timetable for Disclosure

The disclosure process associated with the release of project E&S appraisal documentation, as well as the accompanying SEP will be implemented within the following timeframe:

- Placement of the SEP in public domain – Dates to be confirmed by SPESSE Implementing Agencies
- 30-day disclosure period – Dates to be confirmed by SPESSE Implementing Agencies
- Public consultation meetings with project stakeholders to discuss feedbacks and perceptions about the program – Dates to be confirmed by SPESSE Implementing Agencies
- Addressing stakeholder feedback received on the entire disclosure package – Dates to be confirmed by SPESSE Implementing Agencies.



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The SEP will remain in the public domain for the entire period of project development and will be updated on a regular basis as the project progresses through its various phases, in order to ensure timely identification of any new stakeholders and interested parties and their involvement in the process of collaboration with the project. The methods of engagement will also be revised periodically to maintain their effectiveness and relevance to the project’s evolving environment.

The outline presented in the table below summarizes the main stakeholders of the project, types of information to be shared with stakeholder groups, as well as specific means of communication and methods of notification. Table 2 below provides a description of stakeholder engagement and disclosure methods recommended to be implemented during stakeholder engagement process.

Table 2: Stakeholder Engagement and Disclosure Methods

Stakeholder Group	Project Information Shared	Means of communication/ disclosure
Project Affected Parties	Stakeholder Engagement Plan; Public Grievance Procedure; Regular updates on Project development.	Public notices. Electronic publications and press releases on the Project web-site. Dissemination of hard copies at designated public locations. Press releases in the local media. Consultation meetings. Information leaflets and brochures. Separate participatory focus group meetings with vulnerable groups, as appropriate.
Non-governmental Organizations	Stakeholder Engagement Plan; Public Grievance Procedure; Regular updates on Project development.	Public notices. Electronic publications and press releases on the project web-site. Dissemination of hard copies at designated public locations. Press releases in the local media. Consultation meetings and workshops. Information leaflets and brochures.
Ministries, Departments and Agencies	Stakeholder Engagement Plan; Regular updates on Project development; Additional types of Project’s information if required for the purposes of regulation and permitting.	Dissemination of hard copies of the ESMF, ESMP package, and SEP at municipal administrations. Project status reports. Meetings, multi-stakeholder workshops and round tables.
Implementing Universities	Stakeholder Engagement Plan; Regular updates on Project development; Additional types of Project’s information if required for the	Public Notices Consultation meetings and workshops Information leaflets and brochures.



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Stakeholder Group	Project Information Shared	Means of communication/ disclosure
	purposes of implementation and timeline.	
Related businesses and enterprises	Stakeholder Engagement Plan; Public Grievance Procedure; Updates on Project development and tender/procurement announcements.	Electronic publications and press releases on the Project web-site. Information leaflets and brochures. Procurement notifications.
Project Employees	Employee Grievance Procedure; Updates on Project development.	Staff handbook. Email updates covering the Project staff and personnel. Regular meetings with the staff. Posts on information boards in the offices and on site. Reports, leaflets.



5.0 Grievance Management

In compliance with applicable local and national laws and essentially the World Bank's ESS10, a project-specific mechanism is being set up to handle complaints and issues. This process would be specially designed to collect, collate, review and redress stakeholders' concerns, complaints and grievances. This process will be carried out using dedicated communication materials (specifically, a GRM brochure or pamphlet) which will be developed to help stakeholders become familiar with the grievance redress channels and procedures. Locked suggestion/complaint boxes will be posted in each implementing agency and university and they will maintain a grievance register to capture and track grievances from submission to resolution and communication with complainants. Project website (and that of the implementing agencies) will include clear information on how feedback, questions, comments, concerns and grievances can be submitted by any stakeholder. It will also provide information on the way grievances will be handled, both in terms of process and deadlines.

5.1 Grievance Redress Mechanism (GRM)

Project-affected-people and any other stakeholders may submit comments or complaints at any time by using the project's Grievance Redress Mechanism (GRM). The overall objectives of the GRM are to:

- Provide a transparent process for timely identification and resolution of issues affecting the project and people, including issues related to specifics in program components.
- Strengthen accountability to beneficiaries, including project affected people.

The GRM will be accessible to all external project stakeholders, including affected people, community members, civil society, media, and other interested parties. Stakeholders can use the GRM to submit complaints, feedback, queries, suggestions, or even compliments related to the overall management and implementation of the program as it affects them. The GRM is intended to address issues and complaints in an efficient, timely, and cost-effective manner. The initial effort to resolve grievances to the complainant's satisfaction will be undertaken by the participating section / unit of the each implementing agency /universities. If the unit is not successful in resolving the grievance, the grievance would be escalated to the implementing agency's grievance unit and if unsuccessful at this stage, the grievance will be escalated to the SPESSE Ombudsman. All grievance that cannot be resolved at the ombudsman level shall be allowed to go the court of law.

5.2 Grievance Resolution Framework

Information about the GRM will be publicized as part of the initial program consultations and disclosure in all the participating agencies. Brochures will be distributed during consultations and public meetings, and posters will be displayed in public places such as in government offices, project implementation unit offices, notice boards available to strategic stakeholders, etc. Information about the GRM will also be posted online at the universities' and other implementing agencies' websites.

The overall grievance resolution framework will include six steps described below. The six steps demonstrate a typical grievances resolution process.

- **Step 1: Uptake.** Project stakeholders will be able to provide feedback and report complaints through several channels such as filling up grievance forms, reporting grievances to



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implementing agencies, submitting grievance via email address made available by the implementing units and via the implementing institutions' websites collection boxes stipulated for the grievance uptake.

- **Step 2: Sorting and processing.** Each unit / department of the implementing institutions will conduct a prompt sorting and processing of all grievances. The processing will involve the internal escalation process to specific desks to review, resolve and respond to grievances raised.
- **Step 3: Acknowledgement and follow-up.** Within seven (7) days of the date a complaint is submitted, the responsible person within the unit will communicate with the complainant and provide information on the likely course of action and the anticipated timeframe for resolution of the complaint. The information provided to complainant would also include, if required, the likely procedure if complaints had to be escalated outside the unit and the estimated timeline for each stage.
- **Step 4: Verification, investigation and action.** This step involves gathering information about the grievance to determine the facts surrounding the issue and verifying the complaint's validity, and then developing a proposed resolution. It is expected that many or most grievances would be resolved at this stage. All activities taken during this and the other steps will be fully documented, and any resolution logged in the register.

Step 5: Monitoring and evaluation. Monitoring refers to the process of tracking grievances and assessing the progression toward resolution. Each implementing agency would develop and maintaining a grievance register and maintain records of all steps taken to resolve grievances or otherwise respond to feedback and questions.

Step 6: Providing Feedback. This step involves informing those who have raised complaints, concerns or grievances the resolutions to the issues they have raised. Whenever possible, complainants should be informed of the proposed resolution in person, which gives them the opportunity ask follow-up questions which could be answered on the spot for total resolve. If the complainant is not satisfied with the resolution, he or she will be informed of further options, which would include pursuing remedies through the World Bank, as described below, or through a court of competent jurisdiction.

5.3 SPESSE Grievance Escalation Process

GRM Stage One - Specific Implementing Department Level Resolve

This stage would be formed of grievances collection points by specific units of the implementing agencies. As stated in the six steps framework above, this stage would involve the uptake; collation, sorting and processing; acknowledgement and the resolve as described in stage 4 – verification, investigation and action. All implementing agencies would attempt a full resolve of grievances at this stage as much as practical. A typical example of this stage process is the Centre of Excellence (CE) activating steps 1 to 4 as stated above to respond to all grievances raised to the institution. The CE would deploy all effort as much



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as practical at this stage to ensure all grievances raised to it has been adequately resolved to the satisfaction of all parties involved. Should the complainant not be satisfied at stage one, the grievances shall be escalated to stage two.

GRM Stage Two – Implementing Agency Level Resolve

The central platform for receiving, sorting and assigning stage two grievance will be located in the NUC. Once received, sorted and processed at NUC, grievances related to different implementing agencies will be forwarded to the respective agencies. The stage two is a grievance redress platform led by the main implementing agencies. Every implementing agency would establish a grievance management unit which would deal with all the grievances escalated to it from the different units. These implementing agencies would apply the stage four as mentioned under the framework to address and resolve all grievances promptly and communicate the feedback to the complainants. Any complaints or grievances not resolved at this stage shall be escalated to the SPESSE Ombudsman.

GRM Stage Three – SPESSE Ombudsman Level Resolve

The SPESSE Ombudsman shall be formed of key officers from all the implementing agencies. The ombudsman shall be responsible for resolving all grievances escalated to it. The ombudsman shall meet quarterly to review the grievance registers maintained by each implementing agency and use the same to update the grievance dashboard which shall be the compendium of all grievances raised across implementing agencies.

5.4 Grievance logs

Each implementing agency shall establish a grievance uptake point.

- Individual reference number
- Name of the person submitting the complaint, question, or other feedback, address and/or contact information (unless the complaint has been submitted anonymously)
- Details of the complaint, feedback, or question/her location and details of his / her complaint.
- Date of the complaint.
- Name of person assigned to deal with the complaint (acknowledge to the complainant, investigate, propose resolutions, etc.)
- Details of proposed resolution, including person(s) who will be responsible for authorizing and implementing any corrective actions that are part of the proposed resolution.
- Date when proposed resolution was communicated to the complainant (unless anonymous).
- Date when the complainant acknowledged, in writing if possible, being informed of the proposed resolution.
- Details of whether the complainant was satisfied with the resolution, and whether the complaint can be closed out
- If necessary, details of escalation procedure
- Date when the resolution is implemented (if any).



5.5 Monitoring and reporting on grievances

Day-to-day implementation of the GRM and reporting to the World Bank will be the responsibility of the . To ensure management oversight of grievance handling, the NUC will be responsible for monitoring the overall process, including verification that agreed resolutions are implemented.

5.6 Points of contact

Information on the project and future stakeholder engagement programs will available on the project's website and will be posted on information boards. In the respective project implementation Units

The point of contact regarding the stakeholder engagement program are:

Federal Ministry of Environment

<i>Description</i>	<i>Contact details</i>
Name and position	Mrs Aishat Odetoro, Project Coordinator
Address:	Environmental Assessment Department, Federal Ministry of Environment, Abuja
E-mail:	bukkiebukola@yahoo.com
Telephone:	07032747723

Federal Ministry of Women Affairs and Social Development

<i>Description</i>	<i>Contact details</i>
Name and position	Mr Valentine Ezulu , Project Coordinator
Address:	Federal Ministry of Women Affairs, Abuja
E-mail:	valo142000@yahoo.com
Telephone:	08023351231

Federal Ministry of Finance

<i>Description</i>	<i>Contact details</i>
Name and position	Project Coordinator
Address:	International Economic Relations Department, Federal Ministry of Finance, Abuja
E-mail:	
Telephone:	To be provided

Bureau of Public Procurement



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<i>Description</i>	<i>Contact details</i>
Name and position	Project Coordinator
Address:	Bureau of Public Procurement, Abuja
E-mail:	
Telephone:	To be provided

Nigeria Universities Commission

<i>Description</i>	<i>Contact details</i>
Name and position	Dr Joshua Atah
Address:	National Universities Commission, Abuja
E-mail:	jaatah@nuc.edu.ng
Telephone:	08033145148

5.7 World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by a project supported by the World Bank may also complain directly to the Bank through the Bank's Grievance Redress Service (GRS) (<http://projects-beta.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>). A complaint may be submitted in English, or in local languages, although additional processing time will be needed for complaints that are not in English.

A complaint can be submitted to the Bank GRS through the following channels:

- By email: grievances@worldbank.org
- By fax: +1.202.614.7313
- By mail: The World Bank, Grievance Redress Service, MSN MC10-1018, 1818 H Street Northwest, Washington, DC 20433, USA
- Through the World Bank Nigeria Country Office in Abuja: 102 Yakubu Gowon Crescent, Asokoro , Abuja

The complaint must clearly state the adverse impact(s) allegedly caused or likely to be caused by the Bank-supported project. This should be supported by available documentation and correspondence to the extent possible. The complainant may also indicate the desired outcome of the complaint. Finally, the complaint should identify the complainant(s) or assigned representative/s, and provide contact details. Complaints submitted via the GRS are promptly reviewed to allow quick attention to project-related concerns.

In addition, project-affected communities and individuals may submit complaints to the World Bank's independent Inspection Panel, which will then determine whether harm occurred, or could occur, as a result of the World Bank's non-compliance with its policies and procedures. Complaints may be submitted



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to the Inspection Panel at any time after concerns have been brought directly to the World Bank's attention, and after Bank Management has been given an opportunity to respond. Information on how to submit complaints to the World Bank Inspection Panel may be found at www.inspectionpanel.org.



6.0 Monitoring and Reporting

The Stakeholder Engagement Plan will be periodically revised and updated as necessary in the course of capacity building program implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified stakeholders and methods of engagement remain appropriate and effective in relation to the project context and specific stages of the implementation. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP.

6.1 Reporting

Monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the senior management of the project(s). The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in two possible ways:

- Publication of a standalone annual report on project's interaction with the stakeholders.
- A number of Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters:
 - Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually);
 - Frequency of public engagement activities;
 - Geographical coverage of public engagement activities – number of locations and Universities covered by the consultation process;
 - Number and details of vulnerable individuals involved in consultation meetings;
 - Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
 - Type of public grievances received;
 - Number of press materials published/broadcasted in the local, regional, and national media;

6.2 Training

SPESSE Implementing agencies will arrange necessary training associated with the implementation of this SEP that will be provided to the members of staff who, due to their professional duties, may be involved in interactions with the external public, as well as to the senior management. Specialized training will also be provided to the staff appointed to deal with stakeholder grievances as per the Public Grievance Procedure. Project contractors and selected representatives will also receive necessary instructions for the Grievance Procedure.



Annex 1.

REPORT OF WORKSHOP ON SUSTAINABLE PROCUREMENT, ENVIRONMENT AND SOCIAL STANDARDS ENHANCEMENT PROJECT (SPESSE) HELD AT THE NATIONAL UNIVERSITIES COMMISSION (NUC) SECRETARIAT ON TUESDAY DECEMBER 11, 2018

1. OPENING CEREMONY

The Workshop commenced at about 10.45am with the ACE Project Coordinator, Dr Joshua Attah, welcoming participants from all the Federal Universities and education regulatory agencies on behalf of the Executive Secretary of National Universities Commission. Dr. Attah stated the objectives of the workshop:

- a) sensitize critical stakeholders on the proposed Nigeria Sustainable Procurement, Environmental and Social Standards Enhancement Project (SPESSE) and
- b) obtain the stakeholders' input on the draft Concept Note. He thanked the World Bank (the Bank) for supporting the Initiative.

In his opening remarks, the Executive Secretary of NUC (represented) was hopeful that the project would support the attainment of the Government's Economic Recovery and Growth Plan (ERGP) and the United Nation's Sustainable Development Goals (SDGs) through development of appropriate technical capacity in key sectors which will lead to reduction in the cost of governance and enhancement of environmental and social standards.

Goodwill messages were received from the World Bank Country Director, the Director-General of BPP and the Honorable Minister of Finance. The Workshop was formally declared open by the Hon. Minister of Education (represented).

2. PRESENTATIONS

2.1 INSTITUTIONALISING PROCUREMENT, ENVIRONMENTAL AND SOCIAL STANDARD IN NIGERIA

This paper was delivered by the World Bank Lead Procurement Specialist and procurement Hub Coordinator for Nigeria/Ghana, Chief Bayo Awosemusi. He traced the partnership between the Bank and the Government of Nigeria on public procurement reforms to over two decades with the 2000 Nigeria CPAR, culminating in the enactment of the Public Procurement Act 2007. Implementation of the law has since commenced at the federal level with at least, 28 States of the Federation enacting public procurement law, albeit, at different level of implementation. He regretted, however, that despite the successes recorded, capacity constraint was impeding performance. He stated that procurement and environmental and social Standards no longer should be spending methodologies but as levers for public policy and economic development. He advocated a paradigm shift from the present ad hoc trainings on these critical skill sets to a sustainable program that assures continuous supply of professionals to meet the needs of both the private and public sectors. There is hope that systematic and sustainable professionalization; Attainment of SDG's goal on governance, economic, environmental and social sustainability; Promotion of culture of integrity, ethics and social/environmental responsibility; Reduction in corruption and cost of governance in Nigeria, will lead to increased public trust and foreign investment. Other highlights of the presentation included:



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- Project Objectives: To strengthen the understanding of procurement, environmental and social safeguards and their usefulness as policy tools;
- Institutional Framework: Project to have two components to be coordinated by the Federal Ministry of Finance with Component 1 (Technical Assistance) anchored by BPP and NUC and Component 2 (Centres of Excellence) domiciled within the selected six (6) Centres of Excellence which will build capacities in three (3) domains of Public Procurement, Environmental Safeguards, and Social Safeguards.
- Project Benefits: Systematic and sustainable Professionalisation; Attainment of SDG's goal on governance, economic, environmental and social sustainability; Promotion of culture of integrity, ethics and social/environmental responsibility; Reduction in corruption and cost of governance in Nigeria, thereby leading to increased public trust and foreign investment.

2.2 PRESENTATION ON SELECTION CRITERIA

This presentation was made by Dr Joshua Attah, the ACE Project Coordinator, who gave the highlights of the selection criteria as follows:

- Project to be modelled after ACE Project
- Result financing approach to be adopted
- Disbursement linked indicators will be used
- Selection of Six Universities for the Pilot Phase to be based on merit with one university per geo-political zone. The Pilot Phase (One) will involve only Federal Universities with the possibility of scaling up to other non-federal universities in the future
- Track record/ability to host program
- Existence of technology-assisted learning

3. RECOMMENDATIONS

Following the presentations, participants made comments and inputs after which the following decisions were reached:

1. Six (6) Centres based on geo-political zones would be selected for the Pilot Phase due to limited resources;
2. Other relevant agencies, such as Standards Organization of Nigeria, National Environmental Standards Regulatory Agency, should be involved in the design and development of curriculum;
3. There may be need to separate Procurement from Environmental and Social Safety/Safeguard as the latter has already attained convergence in academic programs in Nigeria. However, only one Centre of Excellence will be established as a Special Purpose Project which will run both Procurement and Environmental/Social Standard Courses.
4. Sufficient time should be programmed for industrial attachment, especially for BSc and MSc students, for them to gain practical experience.

4. CONCLUSION



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The Workshop ended at about 3.40pm with a drafting of a Communique by the participants.

Annex 2

ATTENDANCE FOR THE PRE_APPRAISAL MISSION ON SUSTAINABLE PROCUREMENT, ENVIRONMENT AND SOCIAL STANDARDS ENHANCEMENT PROJECT (SPESSE) ON THURSDAY 04 JULY, 2019

S/N	NAME	INSTITUTION	DESIGNATION	PHONE NUMBER	EMAIL
1.	Princess Layo-Okeowo	FAE LTD	CEO	08023035431	md@f md@f
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4	Seun Ogundoyin	LUXXOR GROUP	CEO	08058050805	seun@
5	Sola Ogunsola	ICRC		08036672849	123de
6	Seun Ojo	NESG	HEAD POLICY INTEL	08097300868	seun.c
7	Professor Femi Bauno	UI	CONSULTANT	08023151513	oabam
8	Engr. Auwal Ibrahim	NACCIMA	NATIONAL VP	08065586306	auwal
9	Ayoolu Oni	STANBIC IBTC HOLDINGS PLC	HEAD GROUP VENDOR MGT & PROCUREMENT	08070700888	ayoolu
10	Akin Onimole	World Bank	CONSULTANT	08023139059	aonim
11	Saleh Ya'u	NACCIMA	PRINCIPAL ECONOMIST	08059615883	yausal
12	Usman Abbas	NACCIMA	DIRECTOR	08034500900	natatu
13	Mike Damudi	BPP		08034507885	mike.c
14.	Abdulkareem Olaoye	WB	SFC	08023031865	kareer
14	Adeboroad Adedokun	BPP	DIRECTOR	08055171713	adebo
S/N	NAME	INSTITUTION	DESIGNATION	PHONE NUMBER	EMAIL
15	Wole Afoye	WB	SNR PROCUREMENT SPECIALIST	08033139307	oafuye
16.	Kaka Chris	NACCIMA		08057802886	Pc_ntr
17.	Adama Joy Achenyo	NACCIMA	FRONT DESK OFFICER LAGOS	08069314366	joyada
18.	Sheriff Adeyemi	ACADEMY PRESS PLC	ASSOCIATE SALES MANAGER	08023126325	sheriff plc.co
19.	Chief Bayo	WORLD BANK	LPS	08065477645	
20.	Kanayo Iwuchukwu	MANUFACTURER ASSOCIATION OF NIG	ADMIN OFFICER	08033313435	kiwu
21.	Chika Ojinnaka	MANUFACTURER ASSOCIATION OF NIG	ADMIN OFFICER	08079600543	bettys
22.	Honest Etoamaihe	FED MIN OF ENVIRONMENT	PPO	08035518662	eolum
23.	Olubunmi Babalola	WORLD BANK	PROCUREMENT STT		sosoba



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24.	Tony E.O	LABOUR	CLO	08024345005	etimt@
25.	Olukayode Taiwo	WORLD BANK	SNR SOCIAL DEV SPECIALIST	08033060030	otaiwo
26.	Akpa Toochukwu D	MAN, LAGOS		08034902759	mayba
27.	Mrs. R.A Odetoro	FME	DEPUTY DIRECTOR	07032747723	bukke
28.	Igwe C.O	NOSDRA	ACEs	08027608286	coigwe
29.	Michael Ilesanmi	WORLD BANK	SDS	08026713353	ilesanm
30.	Daniel Kajang	WORLD BANK	SPS	08033323226	dkajan
31.	Valentine I. Ezulu	FMWASD	DEPUTY DIRECTOR	08023351231	valo14
32.	Amos Abu	WORLD BANK	GENAZ	08105520121	aabu@
33.	Soala Martyns- Yellowe	NESREA	PSO	07059119424	s_yello
34.	Alabi Collins	FMPW&H		08059690905	collins
35.	Iwongo Ene Solomon	FMPW&H	Land Officer / Asst. Focal Person	08171664003	iwong
36.	Bernard Terver Nyiehur	FMPW&H		08123438444	bernar
37.	Prof. Olabisi Aina	O.A.U. IFE	Professor of Sociology	08037180569	olabisi
38.	Dr. Ezinne Nwadinabi,mni	Lackech Consults	Consultant	08063353833	e.mwa
39.	Prof. Attahiru Jega	B.U. Kano	Professor	07030040010	Jegaat
40.	Olumide Babalola Olubunmi	W.B.	Procurement STT	07034776744	eolum
41.	Sunday Osoba	W.B.	Procurement Specialist	08035903856	sosoba
42.	Ifedolapo .A. Falope	NESG	Associate	07061143290	Ifedola
43.	Olusina Ogundimu	FME	DEP. Director	08037224355	sinaog
44.	Ekwekwuo Chibuzo	A&E Law Partnership	Managing Partner	08033240704	chibuz
45.	Onyeme Chidiebere	A&E Law Partner	Associate	08060536133	chidie
46.	Obioma Chikwendu	A&E Law Partner	Associate Trainee	07062713218	obiom
47.	Tommy Etim	Labour & Employment	Chief Labour Officer	08024345005	etimt@



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Annex 3

Stakeholders Workshop: Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project – (P169405)
Venue: World Bank Abuja
April 2, 2019.

A stakeholders' workshop for the Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) project held on April 2, 2019. The aim of the workshop was to discuss the draft project concept note (PCN) with the client. The workshop was chaired by Chief Bayo Awosemusi (Lead Procurement Specialist, GGOPA), who also stood in for the Country Director (Rachid Benmessaoud) who was unavoidably absent. Chief Bayo thanked the participants for their interest in the proposed SPESSE project. The list of participants⁵ is provided at the end of this note.

A summary of the key points discussed, and decisions reached during the meeting are presented in this annex

Key meeting points and decisions reached

S/No:		Comments/Remarks/ Decisions
1	Opening Remarks- Deputy Director (IDA), Federal Ministry of Finance (FMF).	Mr. Abdulfatah Abdulsalam appreciated the World Bank for supporting the initiative, aimed at building Procurement, Environmental and Social Standards capacities in a sustainable manner. He stated that the project was considered high priority by the Federal Government of Nigeria as it would address critical skill gaps in the public and private sectors. He assured that the FMF would provide necessary support for the project and hoped that the participants would provide perspectives that would enhance the quality of the project design.
2	Presentation of Project Concept Note by Chief Bayo Awosemusi.	<p>Chief Bayo Awosemusi presented a synopsis of the draft Project Concept Note (PCN). According to Chief Bayo, the main objective of the proposed project was to sustainably enhance capacity for Procurement, Environmental and Social Standards in the public and private sectors, which aligned with government priorities (as shown in the National Economic Recovery and Growth Plan). These priorities include improving governance in public expenditure, notably through enhanced procurement practice, and sustainable infrastructure development (including environmental and social standards). Chief Bayo stated that the country's ambitious development goals were unlikely to be achieved until critical knowledge gaps were filled and practice on the ground improved. He said that the capacity building program would be delivered through Centers of Excellence, modelled after the Africa Center of Excellence (ACE).</p> <p>Chief Bayo stated that SPESSE would leverage on national, regional and international partnerships and take advantage of digital technology such as e-learning (on-line courses, on-line testing, on-line educational management systems) to deliver the program. The proposed training track includes: i) stand-</p>



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		<p>alone courses; ii) certification/diplomas; iii) post-graduate diplomas; iv) bachelor's degree; and v) master's degree.</p> <p>The current proposed funding for SPESSE Project is USD 80million.</p>
3	<p>Short Remarks NUC, BPP, FME and, FMWA</p>	<p>a) National University Commission (NUC): The Executive Secretary, NUC, Prof. Abubakar Rasheed, commended the interdisciplinarity of the project. He stated that the proposed project was timely as NUC was holding discussions with leading private sector industries to reform higher education to aid economic development in Nigeria. The endeavor included reviewing all curriculum relevant to industries, improving the Student Industrial Work Experience Scheme to spur expertise, exposing academia to industrial experience, faculties spending weekends and sabbaticals in industrial complexes to strengthen their practical experiences, offering senior civil servants opportunity to share their management experiences in the universities, instituting a research culture that will lead to patenting and establishing labor market observatory to track acceptability of university products.</p> <p>b) Prof. Rasheed cautioned that the project should not adopt wholesale use of e-learning so as to avoid impersonation. He advised that to sustain continuous advancement in the three skill sets, academic MSc also should be offered to produce potential candidates for PhD. He was of the view that the admission to professional MSc stream should take cognizance of the experience of civil servants who might take advantage of the program.</p> <p>c) Bureau for Public Procurement of Nigeria (BPP): According to Mr. Aliyu E. Aliyu, who represented the Director General, SPESSE was timely and a welcome idea. He stated that the BPP already was working with University of Lagos, Ahmadu Bello University, Zaria and Federal University of Technology, Owerri, to deliver short courses in Procurement. He hoped that the programs to be offered through support from SPESSE would enhance procurement practice and strengthen development outcomes in Nigeria. The BPP assured it would collaborate with all relevant stakeholders to ensure that the project was successfully delivered.</p> <p>d) Federal Ministry of Environment - EIA Department. Dr. Lawrence Eyo Essien said that the ministry was committed to efforts to strengthen Environmental Standards capacity and practice in Nigeria. He requested that implementation arrangements should include his department, which has the mandate for Environmental Safeguards in the country.</p> <p>e) Federal Ministry of Women Affairs and Social Development (FMWA). Mr. Idris Mohammed represented the FMWA. He stated that the</p>



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		<p>Ministry was glad to be part of the program. He assured that the would coordinate with the Federal Ministry of Labor and Employment and Federal Ministry of Land to deliver on the desired outcomes.</p>
4	<p>Discussion of the Concept Note, Other Comments, Any Other Business</p>	<ol style="list-style-type: none"> 1. Prof. Ruqayyatu Rufai, former Minister of Education and Member, NUC Advisory Board, while commending the initiative, requested that the approach used for the World Bank-funded State Education Programme Investment Project (SEPIP) be adopted for SPESSE Project. In terms of track, she advised that the bachelor’s degree track should come before the master’s track, as currently obtained in the country. Chief Bayo Awosemusi explained that the schedule of delivery of the tracks targeted quick wins and low hanging fruits as the bachelor’s program would take a longer time to achieve. He assured that the sequencing of the programs would be discussed in detail during the project preparation phase. 2. Professor Peter Oke-Bukola, Chairman, NUC Advisory Board and former Executive Secretary of NUC, who joined via video conference from New York, agreed with the PCN that a demand analysis was necessary to know what capacity gaps existed. He also appreciated the idea of the use digital technology and was glad that the aspect of sustainability was adequately covered. While looking forward to a successful implementation, he hoped that the six universities would serve as pilots for lessons learned. 3. Professor Nimi Briggs, Member, NUC Advisory Board and former Vice Chancellor, University of Port Harcourt, commended the team for the PCN and for considering the needs of both the private and public sectors in the program. 4. Mr. Musa Shehu Usman of the National Environmental Standards and Regulations Enforcement Agency (NESREA) informed that his agency was the lead agency for Environmental Safeguards regulations and said that he looked forward detailed discussion of the project’s implementation arrangements. The Task Team advised the collaborating agencies for Social and Environmental Standards, respectively, to quickly meet and agree on implementation arrangements for the project. The position of the two sectors should be shared with the mission coming up during the week of April 7.



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		<p>5.</p> <p>6. Rogati Kayani from World Bank (joined via Webex from Dar Es Salaam) commended the client for its interest and participation. He noted that the stakeholders’ engagement was unique, and this could serve as a model in the Bank on how to collectively prepare a project.</p> <p>7. Michael Illesanmi from World Bank (joined online) indicated this could be a transformational project. For the Social Development units, this would serve as special initiative, which might lay the foundation for coordination of E&S in the country. He was happy that all relevant Ministries agreed to collaborate on this important endeavor.</p>
5	<p>Agreed actions and next steps and timeline</p>	<p>Next Steps: A project identification mission was proposed for the week of April 7. One of the objectives of the mission would be to follow up on the request to the Bank for a Project Preparation Advancement (PPA) and to identify activities to be carried out using the PPA.</p> <p>Agreed Actions and Timeline:</p> <ul style="list-style-type: none"> • Concept Note Review- April 10, 2019 • Disclosure of Concept Note PID- April 23, 2019 • Disclosure of Concept ESRS- April 23, 2019 • Decision Review Meeting- June 7, 2019 • Appraisal- June 7, 2019 • Negotiation- June 29,2019 • Board Approval (WB)- July 25,2019



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SPESE STAKEHOLDER WORKSHOP

WORLD BANK COUNTRY OFFICE, ABUJA

APRIL 2, 2019

Meeting Agenda

Time	Activity	Responsibility
10.00- 10.15	Introduction	ALL
10.15 – 10.25	Opening Remarks	Director, IERD
10.25 – 11.10	Presentation of Project concept note	Chief Bayo Awosemusi
11.10 – 11.30	Short Remarks	NUC, BPP, FMEnv, FMWA
11.30 – 13.00	Discussion of the concept note	ALL
13.00 – 13.30	AOB	ALL
13.30 – 13.45	Closing Remarks	NUC, Executive Secretary
	GROUP LUNCH	



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Annex 3. List of Participants

S/N	NAME	ORGANIZATION	DESIGNATION	TELEPHONE	EMAIL
1	Prof Abubakar Rasheed	NUC	Executive Secretary	8035878384	rasheed3h@gmail.com
2	Prof Nimi Briggs	NUC	STRADVCOM	8033229388	nimi@profbriggs.net
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Strengthening Procurement, Environmental and Social Standards in Nigeria Multi-Stakeholder Visioning and Planning Workshop

Abuja, July 10-11, 2019

Workshop Report and Findings

Objectives

To deepen the dialogue and common understanding towards design and implementation of the Sustainable Procurement, Environmental and Social Standards Enhancement Project (SPESSE), the World Bank organized a 2-day multi-stakeholder visioning and planning workshop on ‘Strengthening Procurement, Environmental and Social Risk Management in Nigeria’. The workshop brought together 16 representatives of the primary institutional project stakeholders to:

- Develop a common understanding of the challenges and opportunities with strengthening institutional capacity for procurement, environmental and social risk management;
- Agree on a common vision for effective strengthening of institutional capacity for procurement, environmental and social risk management in Nigeria; and
- Agree on concrete actions to foster timely project preparation and implementation.

In addition, at the beginning of the workshop, participants requested more clarity on:

- Focus and vision of the project,
- Implementation modalities, and operational dynamics between stakeholders,
- Policy frameworks and guidelines that inform due diligence and implementation,
- Sustainability of the project, and
- A better understanding of PES standards more broadly.

Participation

Represented institutions included the Federal Ministry of Finance, the National University Commission (NUC), the Federal Ministry of Women Affairs & Social Development, the Federal Ministry of Environment (FMENV), the Federal Ministry of Labour and Employment, the Federal Ministry of Power, Works and Housing, the National Environmental Standards and Regulations Enforcement Agency (NESREA), the National Oil Spill Detection and Response Agency (NOSDRA) and the World Bank.



Word cloud

At the beginning for the workshop, the participants were asked to submit 1-word associations on the SPESSE project. These fed into the following word cloud:



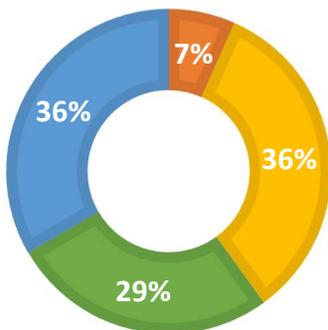
Rapid self-assessment

On day 1, the participants undertook a rapid self-assessment, followed by discussions. The assessment focused on three areas deemed relevant for successful project preparation and implementation:

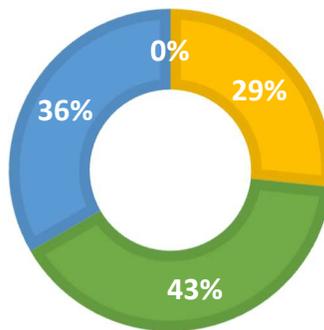
1. Clarity on the division of roles and responsibilities to effectively achieve the project development objectives.
2. Clarity on personal contributions to make the project a success.
3. Confidence in the selected universities' ability to design and deliver highly effective and practical learning to strengthen PES capacities in Nigeria.

The participants (n=16) assessed themselves on these three areas as follows:

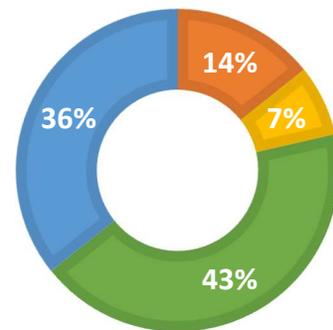
Clarity on the division of roles and responsibilities



Clarity on personal contributions



Confidence in the selected universities' ability



The division of roles and responsibilities between the primary stakeholders in the project will need further clarification. While some participants (36%) were quite clear about the division of roles and responsibilities in the project, this was less clear for others.

More clarity on what is expected from the individuals representing the primary stakeholders will be useful. None of the participants voiced complete lack of clarity on their own expected contributions to the project, but 29% were somewhat

Overall, the participants were quite confident in the universities' ability to deliver on the project targets, provided they get the right assistance and handholding throughout the project. A few participants however voiced concerns about quality,



unclear and 43% somewhat clear.

practicality and effectiveness of learning.

Observations by participants

1. Advocacy and stakeholder engagement

The participants recognized that they are amongst the champions in the areas of procurement, environmental and social risk management, while not all actors in the public and private sectors may have the same level of understanding towards the importance to adhere to agreed standards. Political interests may override concerns about corruption, negligence of the environment, socio-economic harm to selected groups or exclusion of marginalized groups. It was agreed to emphasize risks to decision makers if they do not pay attention to standards. These were, amongst others, legal consequences, project delays, stalled projects, additional financial costs, and social unrest and conflict. It was noted, that the program should also provide sensitization efforts to decision-makers at all levels, beyond technical learning offerings. Such sensitization and capacity building activities would be needed to bridge the divide between technical specialists in procurement, environmental and social risk management, and decision makers in projects.

2. Curriculum development

The participants engaged in a discussion on what kind of competences the project should develop. Several participants raised concerns that the curriculum should not be too technical in nature, but also include much needed soft skills to deal with political economy challenges in development projects. This is particularly relevant in infrastructure projects where local leaders or politicians follow political interests that may not be in the interest of local populations or minority groups. Such challenges are non-technical and adaptive in nature and will require highly skilled mediators that can manage difficult conversations. It was also noted that field experience will be highly relevant. Much of the challenges will be difficult to comprehend without being involved in real-life projects. Sincere internship opportunities and exposure to actual projects will be needed. But participants also noted National Youth Service as an example of unproductive internships as interns are not always treated as learners but rather as free labor to deal with unproductive tasks.

Visioning



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From the discussions on day 1, it was clear that there was not a common understanding of the vision for procurement, environmental and social standards capacity development in Nigeria.

The participants were grouped into 3 teams that each developed a vision statement, responding to questions of “why?”, “what?”, “for whom?”, “where?”, and “by when?”. The three vision statements were quite different in nature and focus and were subsequently collaboratively merged into one statement that the whole group agreed on:

To sustainably foster transparency, accountability, social inclusion and judicious use of resources in Nigeria by improving competences of professionals and institutions in procurement, environmental and social standards by 2025.



Challenges and Solutions

On day 2, the participants identified several challenges in need to be addressed. They subsequently voted on their order of importance. The top 3 issues were selected for further elaboration in three ‘challenge teams’. The other issues should however not be forgotten and will need to be subsequently addressed in future meetings and workshops.

	Identified issues	Subsequent # of votes
1	Stakeholder engagement and buy-in	13
2	Timely release of funds	10
3	Motivation and incentives	8
4	Capacity, knowledge & skills gap of drivers of the process	6
5	Getting the right team	3
6	Bringing on board Establishment & Management Services of OHCSF	3
7	Adoption of the professional cadre in the public service (establishment)	2
8	Timely submission of reports	2
9	Lack of transparency & openness amongst the stakeholders	0
10	Lack of top management buy-in	0
11	Consistency of the team	0

The three challenge teams developed ideas, activities and concrete accountabilities with timelines to address the identified challenges. These tables formulate agreed next steps and actions going forward. The following table indicates the outputs of each groups.



1. Stakeholder engagement and buy-in

	Idea	Activity	Person in charge	Timeline
1	Stakeholder mapping	Identification of primary and secondary stakeholders Survey of stakeholder level of awareness	Mr. Obi Ukwuagu (NUC)	15 th July – 5 th August 2019
2	Sensitization of stakeholders at different levels	Organize meetings, seminars and workshops for the following groups: <ul style="list-style-type: none"> • Undergraduates • Fresh graduates • Public/Private sectors • Practitioners 	Ms. Iwongo Ene Solomon (Ministry of Power, Works and Housing)	15 th July – 5 th August 2019



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		Use of print, electronic and citizens media platforms/forum including social media	Mr. Simon Ezinkwo (Federal Ministry of Environment)	15 th July – 5 th August 2019
3	Stakeholder engagement funding by the SPESSE	Management of budget and other activities	Mr. C.O. Igwe (NOSDRA) Prof. Taiwo (WB)	
4	Identify funded training programme for Public Servants	<ul style="list-style-type: none"> Provisioning in MDA Budget SPESSE proposal development to MDA (training) 	Mr. Obi Ukwuagu (NUC), Ms. Iwongo Ene Solomon (Ministry of Power, Works and Housing), Mr. Simon Ezinkwo (Federal Ministry of Environment), and Mr. C.O. Igwe (NOSDRA)	July 15 th

2. Timely release of funds

	Idea	Activity	Person in charge	Timeline
1	Hiring of competent and committed finance personnel	<ul style="list-style-type: none"> Competitive selection process for finance personnel Continuous capacity building for the personnel in financial matters 	<ul style="list-style-type: none"> Dr. Joshua Atah (NUC) Mr. Chukwuemeka Nwufu (NUC) 	July 24 th
2	Timely opening of account and submission of authorized signatories	Project Accountant forwards request for account opening to Accountant General's office	Dr. Joshua Atah (NUC)	29 th July 2019
		<ul style="list-style-type: none"> The Head of MDA to forward to Federal Ministry of Finance (FMF) the authorized signatory letter (ASL) Regular liaisons of MDAs with FMF to ensure speedy conveyance of ASLs to WB 	Mr. Daloba Paul (FMF)	19 th August 2019
3	Spending in accordance to the workplan	Capacity building (Training on STEP)	<ul style="list-style-type: none"> Mr. Akin Onimole (WB) Mr. Daniel Kajang (WB) Mr. Honest Etoamaihe 	15 th July 2019
		Proper budgeting and planning (Procurement plan)	Dr. Joshua Atah (NUC) Mr. Bernard Nyiehur (Federal Ministry of Power, Works and Housing)	Quarterly 15 th July 2019
4	Timely submission of withdrawal application	<ul style="list-style-type: none"> Request specifying the exact activity for which funds are required Timely rendition of reports 	Mrs. Odetoro (Federal Ministry of Environment)	23 rd Sept. 2019
5	Timely rendition of reports	Auditing and clearance of payment vouchers before payment	Mr. Obi Ukwuagu (NUC)	Routinely



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6	Timely retirement of advances	<ul style="list-style-type: none"> Time rendition of reports by subject matter Specialist (e.g. M&E Officers, Safeguard Officers, etc.) 	Mrs. Noni Oghoghome	Routinely
		<ul style="list-style-type: none"> Officers on duty tours needs to retire their advances early 	Dr. Joshua Atah (NUC)	Routinely

3. Motivation and incentives

	Idea	Activity	Person in charge	Timeline
1	Continuous capacity building (foreign and local) for staff	<ul style="list-style-type: none"> Organize workshops on the following knowledge areas: <ul style="list-style-type: none"> Strategy and adaptation Social standard development Environmental and Social Risk Management Land resettlement strategies Effective labour management relations Attend short courses that addresses the following: <ul style="list-style-type: none"> Procurement processes Project Management and strategies Social Standards /segmentations Leadership and managerial training Attend international conferences on the following areas: <ul style="list-style-type: none"> Social Standards and Administration Current best practices on procurement, environment and social standards 	Dr. Joshua Atah (NUC)	3 weeks
2	Study tours	Organize exchange programmes on Procurement, Environmental and social Standards	Mr. Tommy Etim Okon (Federal Ministry of Labour and Employment)	3 months
3	Provision on Project Monitoring vehicles	The vehicles will help in convenient movement on assignment	Mr. Collins Alabi	Ongoing
4	Provision of communication allowance	Communication allowance for internet connectivity, recharge cards, etc.	Mr. Valentine Ezulu	1 week
5	Target performance bonus for family trips			
6	Medical relief	Regular medical check-ups	Dr. Joshua Attah	



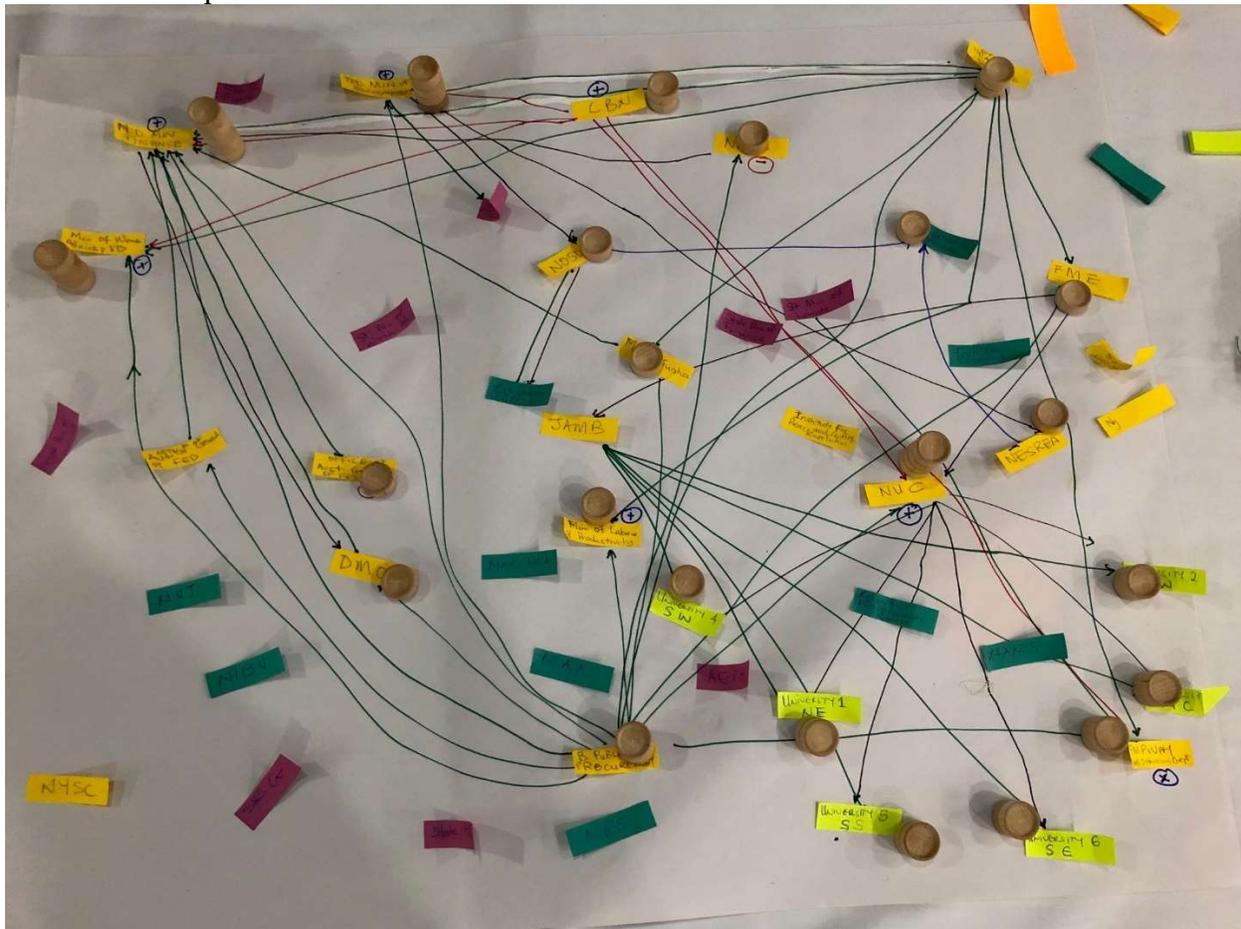
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Stakeholder table 1

	Stakeholder	Attitude towards vision (supportive/critical)	Level of influence (high/medium/low)
Federal level			
1	Federal Ministry of Finance	(+)	High
2	Federal Ministry of Women Affairs and Social Development	(+)	High
3	Federal Ministry of Labour and Productivity	(+)	High
4	Federal Ministry of Environment	(+)	High
5	Federal Ministry of Power, Work and Housing	(+)	High
6	Office of the Head of Civil Service of the Federation	(-)	High
7	Federal Civil Service Commission		High
8	Central Bank of Nigeria	(+)	High
9	Debt Management Office		High
10	Office of the Accountant General of the Federation	(-)	High
11	Office of the Auditor General of the Federation		High
12	Bureau of Public Procurement	(+)	High
13	National Assembly (NASS)	(-)	High
14	Office of the Secretary General of the Federation		Medium
15	Human Rights Commission		Medium
16	NOSDRA		Medium
17	NESREA		Medium
18	National University Commission	(+)	High
State level			
1	State Governments		Medium
2	Local Governments		Low
3	Traditional Rulers	(+/-)	Low
Universities			
1	Six (6) Federal University in the North East, North Central, North West, South East, South West, South Central geopolitical zones of Nigeria		High
2	Students	(+/-)	Medium
Non-governmental actors, private sector etc.			
1	Professional Bodies	(+/-)	High
2	Women Groups		Medium
3	Disability Focused Organization		Low
4	NECA		Low
5	Organized Labour		Low
6	CBOs,		Medium
7	FBOs		Low
8	CSOs		Medium
9	Youth organizations		Low



Stakeholder map 2





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Stakeholder table 2

	Stakeholder	Attitude towards vision (supportive/critical)	Level of influence (high/medium/low)
Federal level			
1	Federal Ministry of Finance	(+)	High
2	Federal Ministry of Women Affairs and Social Development	(+)	High
3	Federal Ministry of Labour and Productivity	(+)	High
4	Federal Ministry of Environment	(+)	High
5	Federal Ministry of Power, Work and Housing	(+)	High
6	Office of the Head of Civil Service of the Federation	(-)	High
7	Federal Civil Service Commission		High
8	Central Bank of Nigeria	(+)	High
9	Debt Management Office		High
10	Office of the Accountant General of the Federation	(-)	High
11	Office of the Auditor General of the Federation		High
12	Bureau of Public Procurement	(+)	High
13	National Assembly (NASS)	(-)	High
14	Office of the Secretary General of the Federation		Medium
15	Human Rights Commission		Medium
14	NOSDRA		Medium
16	NESREA		Medium
17	National University Commission	(+)	High
18	Nation Youth Service Corps (NYSC)		Medium
19	Federal Ministry of Education		Medium
20	Joint Administration Matriculation Board (JAMB)		Medium
21	Federal Ministry of Justice		Low
22	Institute for Peace and Conflict Resolution		Low
State level			
1	State Governments		Medium
2	Local Governments		Low
3	State Ministry of Environment		Low
4	State Environmental Protection Agencies		Low
5	State Head of Service		Low
6	State Ministry of Women Affairs		Low
7	State Ministry of Lands		Low
8	State Ministry of Finance		Low
9	Abuja Environmental Protection Board (AEPB)		Low
Universities			
1	Six (6) Federal University in the North East, North Central, North West, South East, South West, South Central geopolitical zones of Nigeria		High
2	Students	(+/-)	Medium
Non-governmental actors, private sector etc.			
1	Professional Bodies	(+/-)	High
2	Traditional Rulers		Low
3	Women Groups		Low



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Agenda

	Day 1 Defining the space for procurement, environmental and social standards in Nigeria	Day 2 Stakeholder mapping and problem solving
10:00 – 10:30	Opening <ul style="list-style-type: none">• Welcome remarks	The barriers <ul style="list-style-type: none">• Defining key challenges that need to be tackled collaboratively• Solutions maps
10:30 – 11:15	Introductions <ul style="list-style-type: none">• Participatory team activity	
11:15 – 12:00	Defining the need <ul style="list-style-type: none">• Why is procurement, environmental and social risk management capacity needed?	
12:00 – 13:00	Self-assessment <ul style="list-style-type: none">• Getting a sense of current practices on how procurement, environmental and social risks are dealt with in projects	Next steps <ul style="list-style-type: none">• Agreeing on milestones and concrete actions
13:00 – 14:00	<i>Lunch</i>	
14:00 – 16:45	Visioning <ul style="list-style-type: none">• Interactive development of a vision for procurement, environmental and social risk management in development projects in Nigeria	Roles and responsibilities <ul style="list-style-type: none">• Mapping the stakeholder landscape and mandates
16:45 – 17:00	Closing day 1 <ul style="list-style-type: none">• Recap and key takeaways	Closing <ul style="list-style-type: none">• Recap and key takeaways• Closing remarks



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