



OPERATIONAL PHASE 8 (OP8)

SGP COUNTRY PROGRAMME STRATEGY (CPS)

NIGERIA



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Table 1: OP8 Financial Resources - SGP Country Programme (estimated US\$)¹

Total SGP Grants to date since Country Programme start date (2009)	USD8,966,247
OP8 GEF Core Funds	USD 500,000 TBC
OP8 GEF STAR Funds	USD1,963,541 (excluding agency fees)
Other funds (secured)	USD
Other funds (expected/to be mobilized)	USD350,000

1. INTRODUCTION

The Eighth Operational Phase of the Small Grants Programme (SGP OP8) builds on 30 years of successful experience in empowering local civil society organizations (CSOs) and community-based organizations (CBOs) in designing and leading community driven initiatives that have enhanced household wellbeing, increased awareness and resilience regarding environmental threats, and generated global environmental benefits. With economic development pressures intensifying in many parts of the developing world and the associated rising inequalities, local communities, particularly vulnerable and disadvantaged groups are becoming more and more marginalized, unable to cope with threats associated with ecosystem degradation, biodiversity loss and climate change. Lessons learned and experience gained in previous SGP Operational Phases have demonstrated that integrated, landscape-seascape approaches are effective in mobilizing multiple stakeholder collaboration, linking local CSOs/CBOs with enabling partners and achieving mutually supportive livelihood and environmental outcomes at scale.

The objectives of the SGP OP8 is to engage local CSOs/CBOs in landscape-seascape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.

The OP8 objectives reflect the key features of GEF Small Grants Programme 2.0, including new approaches to support youth, women and Indigenous Peoples, linking up with complementary mechanisms, such as the Microfinance Initiative and CSO Challenge Programme, cooperating with other GEF Agencies, and leveraging opportunities with GEF strategies, including the delivery of the GEF-8 Integrated Programmes. In addition, OP8 will facilitate opportunities for innovation and scaling up, catalyze multi-stakeholder alliances to test new approaches through CSOs, and leverage its dialogue platforms towards greater impact. OP8 will also align and contribute to the UNDP Strategic Plan (2022-2025).

¹ The level of SGP OP8 resources is an estimated total of: (a) the GEF8 core grant allocation; (b) approved STAR resources; as well as (c) other sources of cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP7 balances that have not been pipelined will be expected to use these balances in line with the OP8 strategic approach in order to be coherent in terms of SGP programming and results expected.

2. COUNTRY PROGRAMME SUMMARY: Key results and achievements

As one of the biggest GEF SGP globally, and in its over 15 years of operation in Nigeria, the GEF Small Grants Programme (GEF-SGP) has witnessed a progressive improvement in its approach to supporting development initiatives in communities and consequently, in its remarkable people-oriented achievements. With a vision, ratified by its National Steering Committee, ***“To become the rallying point for community-based conservation, climate change mitigation and adaptation and the source for environmental information for policy development”***, and a total of \$16,525,820 of grant and co-financing, SGP Nigeria has reached more remote, poor and marginalized communities, than any other development assistance in Nigeria. SGP Nigeria has supported about 225 projects in over 230 communities in 30 out of 36 states in Nigeria. SGP Nigeria has also made significant contributions to environmental conventions as SGP Nigeria continues to support processes to fulfilling national obligations. The results of SGP projects have continued to feed into states and national policy processes.

Table 2: SGP Nigeria Start Date, coverage, Projects number and grant amount

Start-up Year	2009
Total Number of Projects	225
National Coverage	30 states
Grant Amount	\$ 8,966,247
Total Co-financing	\$9,052,105

SGP Nigeria has built the capacity of over 150 CSOs. Over 90% of NGOs/CBOs have attested to the fact that SGP has built their capacity for project conceptualization and design, community engagement, proposal writing, implementation strategy, report writing, knowledge management and mentoring. Every project supported by SGP mainstreamed gender and has resulted in positive economic and social impacts. Over 65% of beneficiaries are women. Lately, during OP7, over 4,000 youths have benefitted from SGP support directly.

Initiatives supported by SGP Nigeria have received over 30 national and international awards including the UNDP equator award. As one of the pilot countries for the GEF SGP plastic innovation project, SGP Nigeria has achieved great results in plastic waste management, and especially targeting youth innovation and women. In just about a year of the plastic innovation project, over 400 youths, and over 800 women in about 15 communities have benefitted from only three projects yet; there is a record recovery and recycling of 468 tonnes of waste; 80% reduction in the volume of recyclable wastes littering drainage systems in the communities and increased income generation amongst the members of the communities. Through this project, waste pollution that ends up in waterways and international rivers has drastically reduced. A major outcome is a paradigm shift in attitude of the communities towards waste management who now see waste as a great economic resource and are making financial gains through their active participation.

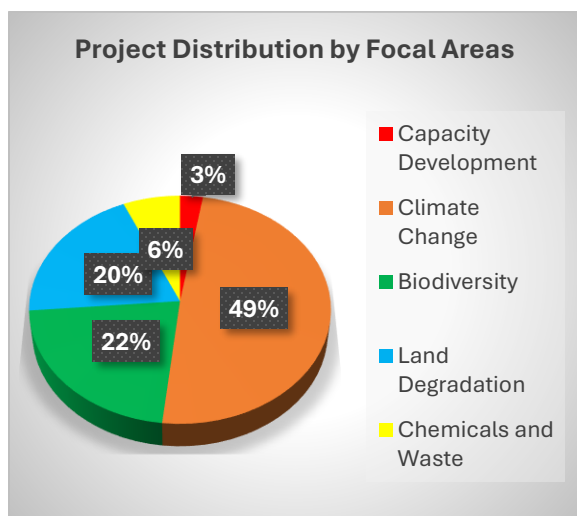


Fig1: Distribution of SGP projects by Focal Areas

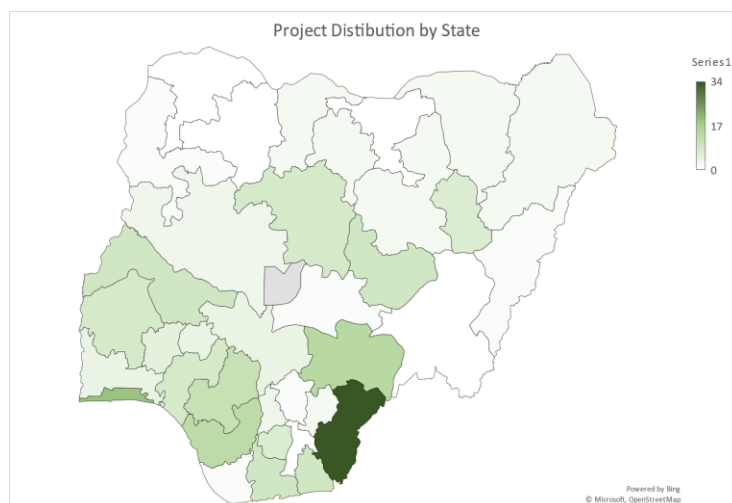


Fig 2: Distribution of SGP projects by states

SGP Nigeria has also contributed to portfolio project development of the UNDP, having contributed to the Clean cooking stoves and energy transition project of UNDP. The UNDP innovation hub also started to partner with SGP during OP7 operational phase to support the production of iconic projects into a Solutions Catalogue.

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1 Alignment with national priorities

Nigeria has signed and ratified many of the major biodiversity, environment and natural resources conventions that foster the conservation and better management of forests, wildlife and biodiversity resources. Effective natural resources management in Nigeria also hinges on large scale environmental issues including climate change, desertification, persistent organic pollutants and others. The list of major environment-related treaties that Nigeria is a party to are presented below.

Table 3. List of relevant conventions and national/regional plans or programmes

S/N	Conventions + national planning frameworks	Date of ratification / completion
1	GEF-8 National Dialogues	23-24 May 2024
2	Convention on Biological Diversity (CBD)	29 August 1994/ 27 November 1994
3	CBD National Biodiversity Strategy and Action Plan (NBSAP)	December 2015
4	Nagoya Protocol on Access and Benefit-Sharing (ABS)	Waiting for Assent from the President
5	UN Framework Convention on Climate Change (UNFCCC)	August 1994

6	UNFCCC National Communications (1 st , 2 nd , 3 rd , 4 th)	November 20203
7	UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	December 2007
8	UNFCCC National Adaptation Plans of Action (NAPA)	4 th December, 2023
9	Nationally Determined Contributions (NDCs) for Paris Accord	March 2017
10	UN Convention to Combat Desertification (UNCCD)	8th July 1997
11	UNCCD National Action Programmes (NAP)	2001
12	Global Framework on Chemicals	25 th September 2023
13	National Policy on Chemicals Management	2010
14	Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	24 May 2004
15	Stockholm Convention (SC) National Implementation Plan (NIP)	2016April 2009
16	Minamata Convention (MC) on Mercury	February 2018
17	UN 2030 Sustainable Development Goals (SDGs)	September, 2015
18	Voluntary National Reviews (VNRs) for the UN SDGs	2017
19	Strategic Action Programmes (SAPs) for shared international water-bodies (IW)	1995

Table 4: National Institutional Frameworks (Policies/Plans) on Environment.

S/N	Focal Area	Related Policy/Plan	Date
1	Chemicals	National Policy on Chemicals Management	2010
2	Climate Change	National policy on Climate Change	2021
3	Biodiversity	NBSAP	2016 (under review)
4	International Waters	Conservation and Sustainable Use of Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ) Yet to be domesticated	2024
5	Land Degradation	Land Degradation Neutrality Programme	2015
6	Land Degradation	National Action Plan to Combat Desertification, Land Degradation and Drought	2015-2025

3.2 Gaps and opportunities

Nigeria has a relatively sound institutional framework with a few gaps, for implementing policies and enforcing laws that relate to environment and natural resource conservation and management. There are agencies and various policy frameworks for biodiversity, forests, water resources and other biological resources at all levels of government. Nigeria participates in many international treaties and enacts relevant national, state, and local policies and legislation. The judiciary at the federal, state and local levels generally



provides legal backing to the work of the public agencies involved with protection and conservation of biodiversity. However, the challenges of effective operation have been enforcement, capacity building, institutional integration and resource availability. Weak institutional base caused by these limitations make enforcement of biodiversity/environmental legislation inefficient.

The Federal Ministry of Environment (FMEnv), its departments and associated agencies are the national reference points for all matters related to the environment. The departments and agencies most relevant to the environment and conservation of biological resources include Environmental Assessment, Desertification Control, Forestry (encompassing biodiversity), Pollution Control and Environmental Health, Erosion, Flood Control and Coastal Zone Management, National Parks Service, National Environmental Standards Regulation and Enforcement Agency (NESREA), the Forestry Research Institute of Nigeria (FRIN), and the Department of Climate Change.

One major gap identified and that continues to affect environmental initiatives is that women continue to be held back by structural constraints and traditional gender norms related to access to and control of land, water, and other productive assets and biological resources. Even when the law guarantees women equal rights as men, many women have less control over natural resources, chiefly because of ignorance and lack of capacity. Yet, women constitute about 50% of natural resource users in all our projects. This explains why over 65% of SGP beneficiaries are women. They are thus a formidable group whose effective participation cannot be overemphasized. Currently, less than 30% participate in resource management and decision-making. While in the last phases of the GEF, SGP Nigeria has always emphasized the importance of women participation in natural resource use, management and decision-making, we have seen tremendous improvement. An intensive effort is still required to ensure the situation changes significantly.

Therefore, the SGP OP8 Nigeria will continue to build and sustain effective and cordial working relationships with relevant institutions, agencies, civil society groups and development partners on mainstreaming gender in all components of its work. Such collaboration is required to secure the much-needed co-funding and partnership for project implementation, replication, inclusiveness and scaling up.

SGP and UNDP CO have already identified the role of SGP in GEF Full Size Projects and have planned to further explore the opportunity for SGP to take an active role during OP8. As an active member of the GEF National Steering Committee, SGP will also continue to make meaningful contributions to the National Portfolio Formulation Exercises (NPFs), ongoing and planned Full-size Projects FSPs, Medium-size projects (MSPs), and Integrated Approach Pilots (IAPs) as relevant.

- **Chemicals**

Chemicals have been a major source of pollution in Nigeria. Major sectors involved in use of chemicals that eventually lead to pollution include: Agricultural (crop production), industrial manufacturing, mining, oil and gas, electronic wastes, energy, construction, transport, and wastes (municipal and healthcare wastes). Releases from these sectors pose a threat to human health, animal health and the environment. Gaps in chemicals management in Nigeria include: Insufficient public awareness to the adverse effects of chemicals, weak regulatory enforcements, unaffordable alternatives, overlapping of institutional functions, inadequate research into alternatives, poor waste management and energy options.



Several opportunities avail in the chemical management sector that can curb the impact of chemical pollution. The available National Policy on Environment, National policy on Plastic waste Management, National Policy on Chemicals Management etc., by the Federal Ministry of Environment, describe strategies and preferred options for management of chemicals in all sectors. The National Committee on Chemicals Management (NCCM) offers cross-sector collaboration including government, academia, private sector, NGOs/CSOs, media, research institutions in chemical management issues. Another opportunity in chemicals management is in the global switch from linear to circular economy towards zero waste and reduced pollution. Global demand for low carbon emissions and energy efficiency are opportunities for reduced chemical pollution from the energy sector.

- **Climate change**

Climate Change is already transforming ecological systems and could further adversely affect the forest ecology and ecosystems already under significant human pressure. Persistent flooding and waterlogging due to accelerating sea-level rise or extreme weather events could render forest regeneration more difficult. The savanna biome of northern Nigeria would be very vulnerable to any climate-change-related dramatic reduction in rainfall in the region. This could result in widespread degradation of habitats. In view of this, issues of climate change (e.g. mitigation, adaptation, climate justice etc.) will be constantly diagnosed and incorporated into all SGP programmes and initiatives in the country.

Opportunities for inclusion of climate change issues in the SGP initiatives exist in understanding the various climate change initiatives that are properly captured in the National Policy on the Environment, Nationally Determined Contribution, National Climate Change Policy and National Climate Change Programme, among others. These policy documents have spelt out the various national and subnational climate initiatives that can be easily incorporated into addressing environmental interests of the SGP.

- **International waters**

With its extensive Gulf of Guinea coastline, Nigeria is strategically positioned to lead in the sustainable management and protection of international waters. However, key gaps, including weak regulatory frameworks, degraded marine ecosystems, and inadequate monitoring and surveillance, hinder progress.

Opportunities for action include advancing the blue economy, promoting renewable energy, leveraging technological innovations, establishing marine protected areas, raising awareness, building capacity, and supporting livelihoods through job creation. Addressing these gaps and capitalizing on these opportunities can position Nigeria as a leader in sustainable ocean governance.

- **Land degradation**

Land degradation in Nigeria poses a major challenge, affecting agriculture, livelihoods, and biodiversity through deforestation, desertification, soil erosion, and pollution. Key gaps include weak enforcement of land use policies, unsustainable agricultural practices, and inadequate soil conservation.

Opportunities for intervention include afforestation and reforestation, sustainable land management practices, land restoration and reclamation, and leveraging technology such as GIS for monitoring and evaluation. A strategic approach addressing these gaps can promote sustainable land use and ecological resilience.

- Biodiversity**

Nigeria's diverse ecosystems—forests, wetlands, savannas, and coastal areas—are under severe threat from deforestation, habitat loss, illegal wildlife trade, poaching, invasive species, pollution, and climate change. These challenges highlight gaps such as weak enforcement of conservation laws, unsustainable land use practices, and inadequate community engagement.

Opportunities for intervention include establishing protected areas and reserves, promoting innovative community-based conservation, adopting sustainable agriculture and land management, implementing reforestation and ecosystem restoration, developing ecotourism, and advancing climate change adaptation and mitigation. Strengthening these efforts is critical for safeguarding biodiversity, supporting livelihoods, and driving sustainable development.

3.3 OP8 strategic priorities of the SGP Country Programme

Table 5. SGP Country Programme's alignment with SGP OP8 Strategic Initiatives and country priorities/projects/programmes

SGP OP8 Strategic Initiatives - Global	SGP Country Programme's OP8 Priorities	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes
<i>Community-based conservation of threatened ecosystems and species</i> 1) Improve the effectiveness of biodiversity and ecosystem conservation and management through equitable governance systems by recognizing and respecting the rights of Indigenous Peoples and local communities. 2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.). 3) Enhance community led actions for protection of threatened species.	1. Identify, support and strengthen community forests management and transformation into ICCA. Support conservation and management of protected areas and explore collaboration with private sector and government. 2. Enhance community-led biodiversity friendly practices and approaches, including promoting blue economy, climate Smart and Agro Ecologically practices for agriculture, explore natural ponds for fisheries as well as Agroforestry, tourism, infrastructure, etc. 3. Boost community led actions for protection of threatened species and ecosystems.	Federal government NBSAP programme for Nigerian KBAs, New National Parks, UNDP conservation project. ActionAid project on Women in Agriculture and conservation.

<i>Sustainable agriculture and fisheries, and food security</i> 1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, island ecosystems, etc.). 2) Increase diversification and livelihood improvement. 3) Remove deforestation from supply chain and expand restoration of degraded lands.	1. Support women led sustainable agricultural practices for food security. 2. Enhance business development of MSMEs to enhance food production and economic growth 3. Strengthen youth-led food security initiatives 4. Promote Agroforestry and Community based Forest Management. 5. Enhance the availability of water resources and irrigation kits 6. Increase the accessibility and control of natural resources by women.	UNDP support to farmers through the Federal Ministry of Agriculture and Rural Development IFAD Climate Change Adaption and Agribusiness Support Programme. (IFAD-CASP) Federal Ministries of Agriculture and Water Resources-River basin
<i>Low-carbon energy access co-benefits</i> Support implementation of Paris Agreement and the NDCs 1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. 2) Promote off-grid energy service needs in rural and urban areas.	1. Promote youth and women-led energy innovations 2. Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. 3. Promote off-grid energy service needs in rural and urban areas. 4. Facilitate NGOs participation in national discourse on climate change and renewable energy	UNDP- clean cooking initiative UNDP energy efficiency project UNDP SE4ALL programme
<i>Global ICCA Support Initiative (ICCA GSI Phase 2)</i> (with BMUV IKI funding) 1) Work Package 1: Provide national level ICCA small grants. 2) Work Package 2: Provide legal and governance assistance to ICCAs. 3) Work Package 3: Network exchange and knowledge management for ICCAs.	Support the conservation of community forests and informal ICCAs for possible formalization to ICCA.	Support Nigeria to be considered for ICCA GSI Phase 2

Enhancing social inclusion 1) Promote inclusive targeted initiatives. 2) Mainstream social inclusion in all projects. (e.g. women/girls, Indigenous Peoples, youth, and persons with disabilities).	1) Promote targeted inclusive initiatives. 2) Build capacity for PSEA and SES. 3) Mainstream social inclusion in all projects. 4) Support capacity building training for vulnerable groups 5) Mainstream social inclusion in all projects (traditional Rulers, women/girls, indigenous peoples, youth, and physically challenged 6) Promote women and youth's equal engagement in community, rural and urban planning processes. 7) Promote women and youth's voice in decision-making and policy in global and national planning and decision-making bodies.	UNDP Inclusive Growth Initiative Federal Ministry of Agriculture Federal Ministry of Women Affairs Federal Ministry of Youth and Sport Development
Knowledge Management (KM) 1) Capture knowledge and lessons from projects and activities. 2) Improve capacities of CSOs/CBOs. 3) Conduct South-South Exchanges to promote technology transfer and replication of good practices.	1) Capture knowledge and lessons from projects and activities. 2) Improve capacities of CSOs/CBOs. 3) Conduct South-South Exchanges to promote technology transfer and replication of good practices.	UNDP Communication Strategy THE GEF SGP Nigeria Knowledge management Strategy.
Results Management, Monitoring & Evaluation (M&E) 1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms. 2) <i>Collaborate with relevant Stakeholders in the design, development and implementation of M & E process.</i>	UNDP M&E Strategy Federal Government of Nigeria Programmes under the Federal Ministry of Environment

4. OP8 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

4.1 Grantmaking within the priority landscape/seascapes

a) Process for selecting priority landscapes and seascapes

This OP8 Strategy is based on the OP7 CPS document because the country programme decided to retain the OP6 Landscape and seascapes to ensure enhanced impact. More so, the current OP7 landscapes are the areas which fall under SGP global focal areas of global environmental; Socio-economic and Stakeholders characteristics. Nigeria, being a large country of about 923sq km, and blessed with important biodiversity hotspots, which had been the major focal areas of intervention since inception.

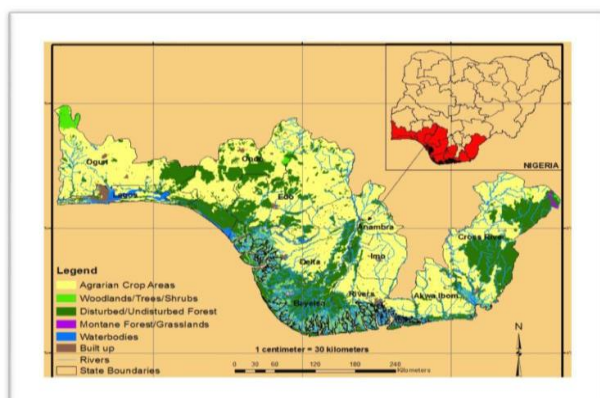
The NSC and other stakeholders met to review the draft CPS and endorsed the decision to retain the same landscape for OP8. This the same criteria for OP7 were the basis of OP8 strategic focus. These include:

- Underlying causes of deforestation and resource depletion
- Identification of local knowledge on climate change
- The importance of focus on landscape as a measure of impact on environment and development was highlighted
- The critical need for renewable energy innovations in Nigeria identified
- The significance of social inclusion of gender in community governance and activities
- Concern on involvement and role of communities in natural resource conservation expressed

In addition to this, a new region of the country, which the NSC had advised to be put in hold because of the security situation of the region is to be added during OP8 because of the relative security improvement; the presence of UNDP to support the reconstruction of the environment and livelihood of the region.

b) Selected landscapes/seascapes for OP8

- **Landscape 1: The Nigerian Atlantic coast, southern inland river basins and the Niger Delta**



The Landscape is made up of the open seascape and beaches of the Atlantic Ocean and stretches to include the marine and brackish fringe of the Atlantic Ocean. It extends inwards to contain the inner section of the freshwater swamps and the inner river basins e.g. the Cross River, the Benue/Owena, Imo and the south-west Ogun-Osun complex. The Landscape also includes the rainforest blocks of the south-eastern corner linking the Cameroon Republic.

Figure 3: Atlantic coast southern inland river basins and the Niger delta

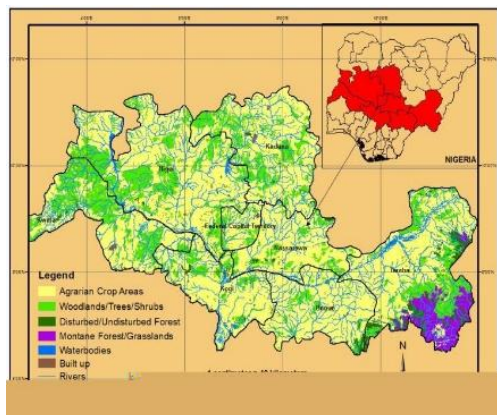
The landscape covers about 7 million hectares of land across nine states and is made up of a coastal plain which stretches for about 857 km along the Atlantic from the Benue Republic border to the Niger Delta and Cross River estuaries. It falls entirely within the Gulf of Guinea Large Marine Environment. Much of this is swampland, separated by numerous islands. The region is mostly urban and consists of most of the densely populated cities in Nigeria. Deforestation is very high with heavy logging / timber extraction and large-scale conversion of natural forests to farmlands. Major cash crops include cocoa, oil palm and rubber. Food crops are cassava, yam, plantain, banana, rice and cocoyam.

Three main key areas of agro-ecological interests are identified, and they include the Niger Delta, the Cross River estuaries and forests; and the inland watersheds and forests of southwest Nigeria.

- **Landscape 2: The Nigerian North central woodlands, Benue Basin and the Mambilla**

This landscape covers mainly the extensive guinea savanna woodlands of the north central region in Nigeria. The landscape covers 26 million hectares of land across eight states. It also comprises the mid-section of the

Niger River and the main basin of River Benue, including its major tributaries. The Landscape is a major agricultural production zone and supports key biodiversity sites in Nigeria.



The River Niger and its tributaries constitute a major international water resource which involves four other countries – Guinea, Mali, Niger and Benin Republic. The Niger River supports hydro-electric power infrastructure and is a major resource for fisheries, agriculture and domestic water needs for thousands of Nigerian households and communities. Key biodiversity sites are Kainji Lake National Park in Niger and Kwara States, Kamuku in Kaduna, Pandam in Plateau in Plateau, Farin Ruwa in Nasarawa and Gashaka-Gumti in Taraba and Adamawa States.

Figure 4: North central woodland, Benue basin and the Mambilla

Agricultural production is very high, and the major crops of the area include yam, cassava, maize, fruits and vegetables. Exploitation of the woodland for fuelwood is high and charcoal production is on the increase. Some major and critical sites of importance within the Landscape. They include the Niger River course and tributaries, associated Lakes and the Niger/Benue basin; the Gashaka forests/Mambilla plateau and the Kurmi/Donga River valleys (more information on the landscape provided in annex).

Landscape 3: Northeast – Savanah Grassland

The Northeast of Nigeria and its landscape have been turbulent with experience of armed banditry, insurgency, militancy, cattle rustling, religious violence and kidnapping, leading to a high level of insecurity with its attendance huge population of internally displaced people living in IDP Camps. Thi has exacerbated poverty and food shortages, habitat destruction and biodiversity loss. This has disrupted the conservation activities within the Chad Basin National Parks including Hadejia Nguru wetlands. The forgoing underscores both the gaps and opportunities for both policy, law enforcement and dialogue among warring factions.

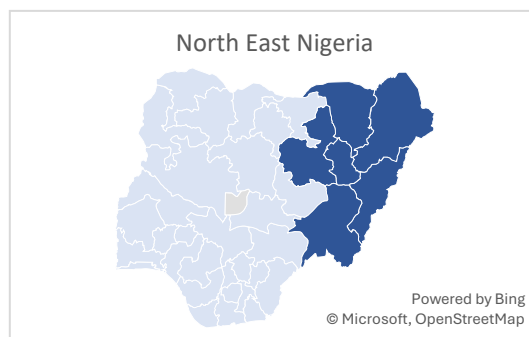


Figure 5: Map of Northeast Nigeria

c) OP8 Strategic Initiatives in the landscapes/seascapes

SGP will build on past and existing experience to harness best practices in achieving the expected results of the OP8 aiming at positive impact of community actions in priority landscapes through the following strategic initiatives:

- **Community-based conservation of threatened ecosystems and species**

Biodiversity conservation through community participation remains a major intervention strategy of the GEF SGP Nigeria. Protected Areas including the 10 newly established National Parks, Key Biodiversity Areas (KBAs), major watersheds, identified Marine protected areas and wildlife corridors are among the critical landscapes which will receive the attention of the Programme. GEF SGP Nigeria identifies Participatory



Action on Conservation in Critical Environment (PACCE) as an intervention approach. PACCE involves support to communities to establish community protected forests and develop mechanism for effective management; promote community collaboration with government established protected areas on conflict management; promote biodiversity enterprise and partnership development for wildlife protection and ecotourism development.

In line with national priorities of Nigeria's National Council on Environment, the country programme will support activities to establish Marine Protected Areas by supporting government's efforts and promoting community initiatives to achieve this goal

- **Sustainable agriculture and fisheries, and food security**

Community Action for Resource Development through Innovation on Nature and Agricultural Land Use (CARDINAL) will address land degradation and deforestation which both constitutes a major threat to agro-ecological integrity and functioning of agro-ecosystems. CARDINAL also supports activities that build resilience against climate change effects mainly on agricultural production.

Nigerian CARDINAL is the SGP OP8 Initiative to provide support for communities on resource development innovation on natural ecosystems, agriculture and capacity building for communities on resource management. CARDINAL will focus on resource development activities such as Community woodlot development for amenity and sustainable harvesting, integrated Land Use including ecotourism, Non-Timber Forest Resource, Bee Farming, Snail Farming; wetlands and watershed on and off-season agriculture.

- **Low-carbon energy access co-benefits**

The Programme will support community initiatives that promote compliance procedures in energy production, sustainable harvesting and value chain promotion of non-wood forest products, recyclable material sourcing and use of agriculturally based residues such as smoke free briquettes. GEF-SGP Nigeria will support promotion of energy efficient low carbon production and processing systems transport especially among rural farmers to aid transportation of farm produce and other sustainably explored forest resources from farms to markets to reduce carbon emission. The programme will target the reduction in charcoal production across the north central and any other areas within the nation as the practice escalates deforestation, degradation and wind damage.

d) Grantmaking outside the priority landscapes/seascapes

SGP Nigeria will continue to identify strategic and iconic initiatives that will support the achievement of SGP global mandate. Hence, projects that fall under the focal areas of SGP but with added advantage of being iconic will be supported to address conservation chemicals and waste, climate change, international water and land degradation, and especially if it can address cross cutting issues such as policy advocacy, youth, gender, and private sector.

The GEF-SGP will continue to support community activities that demonstrate optimum and rational use of chemicals. The principle of sound management of chemicals (SMC) will be integrated into all GEF-SGP community projects on agriculture, watershed and biodiversity protection.



The protection of international waters through climate resilience and community-based actions is very pertinent. The relevance lies on the connectivity of Nigeria's drainage system within the context of a network of International waters, including marine and freshwater ecosystems. The GEF-SGP focal landscapes transverse major International waters such as the River Niger, West Africa's longest river that flows across five countries with its extensive Delta in Nigeria and the Gulf of Guinea large marine ecosystem that includes the 857km stretch of Atlantic coast in Nigeria. Outside the GEF-SGP landscape focal areas; there is also the Lake Chad which is shared between four countries including Nigeria.

4.2 CSO-government-private sector dialogue platforms

SGP Nigeria has worked with over 150 CSOs, built capacity and supported the enhancement of delivery of their mandate in line with SGP global goals. Thus, the country programme has established an effective working relationship with a network of CSOs, created the GEF SGP NGO Network, which is growing and enabling sharing of ideas and innovations.

In line with the GEF-SGP OP8 initiatives, the country programme will strengthen the regional Policy and Action Interactive Forum of the GEF SGP Grantees Network. The forum will continue to hold periodically to consider and provide common ground measures on policy issues regarding the environment and management of natural resources as well as cross cutting issues.

The Country programme will continue to collaborate with relevant civil society groups, government agencies, private-sector practitioners and the media to form the Landscape Level Policy and Action Interactive Forum. The country programme in alliance with the Forum will develop relevant Terms of Reference, dialogue on major sustainable development policy issues and prepare Forum report as advisory papers and/or submission for the attention of relevant institutions and or groups for integration.

4.3 Promoting social inclusion, including gender equality and women's empowerment

In accordance with National development priorities, GEF-SGP will continue to deploy its established mechanisms to promote gender and youth representation in all committees and working groups that are playing roles in its activities.

The country programme will continue to recognize and respect the role of traditional authorities on community development and indigenous knowledge sharing and development. Mechanisms to further strengthen the rights and coalition of indigenous people to development planning will be embraced by the Country programme for the implementation of the GEF-SGP OP8. SGP Nigeria will contribute to implement the GEF Policy on Gender Equality within the context of GEF-8 programming with a specific focus on improving the participation and decision-making of women in natural resource governance, targeting socio-economic benefits and services for women, and investing in women's skills and capacity within the limit of environment's carrying capacity.

Activities to promote youth and women empowerment will continue to focus on capacity building including technical training, increasing financial access, ownership and control over natural resources, and improved



livelihoods. SGP Nigeria will continue to promote youth and women-led projects and the inclusion of youth and women in the leadership teams of the projects and organizations.

In addition to the traditional strategy of gender mainstreaming, the country programme will emphasise the strengthening of youth participation and youth-led innovative programme that fall under any of SGP focal areas within the focal landscapes. The country programme will also continue with the conventional effort to promote the active and equal participation of both men and women in the project design and all throughout the project cycle. SGP Nigeria will be enhancing youth and women's participation in natural resources decision making and management process by (i) promoting youth and women's equal engagement in community, rural and urban planning processes; (ii) promoting youth and women's voice in decision-making and policy in global and national planning and decision-making bodies; (iii) supporting youth and women's engagement in producer organizations, cooperatives, labor unions, outgrow schemes etc.; (vi) promoting youth and women's voice (including indigenous peoples and local community groups) in partnerships and alliances with regional and national networks; and (v) providing policy level training opportunities to help youth and women participate in decision-making forums.

The relatively high literacy level will be adequately deployed to improve the participation of youth and women. SGP Nigeria will be approving at least 50% of its entire project for OP8 to youth and women led projects that have direct impact on the number of youth and women making decisions with regards to access to natural resources.

4.4 Knowledge Management

SGP Nigeria will continue to build the capacity of Civil Society Organizations for Knowledge Management (KM) to synthesize, analyse and communicate their objectives, efforts, results and achievements. The country programme will continue to deploy varied Knowledge Management (KM) strategies to support and enhance her grantees and community beneficiaries to address the challenges of knowledge management.

The country programme will intensify its effort for capacity building workshops on project conceptualization and proposal development; project inception; resource mobilization; group monitoring and evaluation; knowledge exchange and end of project lessons learnt. Other strategies include establishment of a volunteer technical advisory team; mentorship programme; facilitating CSO-Government engagement and supporting CSO contribution to relevant national and international discussions. SGP will continue to organise nationwide capacity building programmes for her grantees to help contribute to bilateral and multilateral environmental discussions using their experiences and results of projects. SGP will also continue to organize regional and national knowledge fairs to showcase achievements to stakeholders and the establishment of SGP Nigeria Grantees Network. In line with SGP global technical guidance on knowledge management, the aims of these efforts are to support knowledge capturing; leveraging expertise; give voice to civil society, identify new approaches and ways of learning, improve effectiveness, improve capacities of staff and grantees, promote and encourage innovation, address operational and programmatic challenges effectively, influence policy and scale up good practices.

Our strategic initiative on knowledge management will continue to be based on the four pillars of People, Products and Services, Process and technology.



With the country programme mission statement: ***“to become the rallying point for community conservation, climate change mitigation and adaptation and the source for environmental information for policy development.”*** SGP Nigeria will develop a robust database of information as a repository for community environmental initiatives and livelihood enhancement where stakeholders will refer to for relevant information for projects, programmes, and national policy development. SGP will also continue to provide guidance and develop capacity of local communities as appropriate and include knowledge management as a major component of our capacity building and training during workshops to teach grantees on capturing, creating, distilling and sharing information.

SGP Nigeria will further enhance its creative engagement with media, its communication effort will be improved upon taking into consideration the current global realities. A WhatsApp group of grantees, SGP on twitter, Facebook and SGP Nigeria website will be enhanced for effective information gathering and exchange of ideas and provide opportunity to share project reports. Periodic projects follow up meeting will be organised with grantees physically for those in the same region and virtually as necessary for larger audience. The country programme started and will continue the regular information sharing series called **“Community Environment and Development Dialogue”** and the periodic publication of SGP Factsheet, informational brochures and case studies, which are shared at every opportunity and at workshops and gatherings; regular publication of SGP stories by the New Agency of Nigeria from where many other media houses, including foreign media may pick the news for publication. Continuous advocacy visits and meetings with key high-profile national leaders and groups, leveraging on past successful advocacy visits.

The Country Programme will continue to maximize the use of the KM Grants to organize regional and national Knowledge fairs, enhancing the activities of SGP Nigeria Grantees Network, Stakeholder workshops, portfolio level, KM products and south-south exchanges within the acceptable limit of the total country allocation. Our **grantmaker+** activities will also be intensified.

5. COMMUNICATION PLAN

The country programme has identified a number of multilateral, bilateral and local institutions to build partnership with, based on identified areas of possible collaboration. The Country programme will continue to use its established relationship framework with relevant and major stakeholders and consultation will continue with relevant Regional Development agencies that are springing up in Nigeria. The country website and social medial handles will be enhanced and utilized to ensure effective communication.

The country programme’s on-line communication framework will be enhanced to enable access by varied groups. There will be a comprehensive review of partners and potential collaborators and the best means of reaching them. All relevant workshops seminars and conferences will be adequately utilised to share SGP information materials. This would be reviewed and updated during OP8 in line with our strategic focus and continued to be shared at all relevant fora.

The country programme will also collaborate with and utilise all GEF related programmes and projects to communicate the achievements of SGP in the country and how these can feed into the country-wide reporting, to provide information on how the country is addressing and meeting ts national and internation environmental obligations.

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

GEF-SGP Nigeria will continue to explore collaboration with relevant government, donors and private sector to obtain more support both in-kind and cash in line with OP8 co-financing goals. The country programme and grantees will ensure adequate capture of in-kind contributions of all the support received on programme and project level. The programme will also seek to use its experience to deliver for other relevant donors and projects based on its established efficient and effective delivery mechanism in order to enhance and increase co-financing in line with OP8 requirements.

The country programme has always enjoyed the support of the federal government, especially for in-kind assistance. This will be explored further to secure more support as necessary. There has been an increase of interest of private sector in conservation and environmental issues. This will be explored to secure collaboration of the private sector. International Non-Governmental Organizations e.g. the IUCN, BirdLife International, RSPB, FFI are also available for the GEF-SGP Country Office to seek collaboration.

a) Secured and planned cash and in-kind co-financing

Using the established reputation of SGP Nigeria, established collaboration with some private sector partners especially with the media will be enhanced and expanded.

The NSC and TAG members have remained a great support to the country programme, providing free services to the country. This will continue to be explored and enhanced for better programme delivery.

SGP will continue to seek the actualisation of the pledge of the Federal Ministry of Environment to ensure the release of the promised annual support to SGP.

SGP will also make deliberate effort to seek in kind contributions to programmes in terms of volunteer services, working tools, venue for meetings and provision of travel facilities.

b) Co-financing opportunities

Awareness on in-kind contribution is growing among communities and CSOs in Nigeria. GEF-SGP will continue to emphasize the role of in-kind co-financing in its OP8 implementation. Co-financing is expected to be more than 50% of total project cost.

Resources will be mobilized at regional level to support major landscape initiatives. States and Local Government agencies and research institutions are key stakeholders for resource support. Linkages and partnership with relevant on-going UN projects also provide a major opportunity for resource mobilization to support GEF SGP initiatives.

The Country programme has supported scale up of successful projects to GEF MSP, and other non-GEF resources, including bilateral donors and foundations before. This opportunity will continue to be explored to create more robust portfolio of scaled up projects to address the UN 2030 Sustainable Development Goals.



In implementing the CPS strategic initiatives, SGP will also use the opportunities of the SGP 2.0 to explore co-financing for SGP Country Programme from UNDP resources, government contributions, and bilateral donors.

The Country Programme will explore opportunities for SGP to serve as a delivery mechanism of other projects and programmes; and potential private sector funding (e.g. in support of successful sustainable enterprises for scaling up).

7. PARTNERSHIP OPPORTUNITIES

Since after covid-19, the country programme has rebuilt its cordial and robust relationship with the NSC and TAG members. The NSC and TAG members have more than ever before supported the review of proposals. This established relationship will be leveraged to get them more involved in supporting project implementation, facilitating meetings and workshops, providing guidance to grantees to ensure quality delivery of projects. Their expertise will also be deployed to support grant making+ initiative of SGP to support grantees in accessing other relevant opportunities, including resource mobilisation and partnership development. The NSC and TAG members' expertise will continue to be deployed to provide training that will enhance the capacity of grantees as necessary. They will support a robust stakeholders' analysis and review in terms of the goals and objectives of the parties for possible alignment to scale up or replicate successful projects.

The country programme will continue to support to build the capacity of its grantees who approach other donors for support. SGP's extensive concept note guideline provides capacity building components in proposal writing for support from other donors. Also, a line of communication with project proponents would be established throughout the proposal development process in order to ensure that eventual SGP grantees get a full grasp of proposal writing.

Already some of the CSO Projects supported by GEF SGP have received scale up support from bilateral institutions through synergy of initiatives. More of these opportunities will be developed through the efforts and partnership development efforts of the GEF SGP Nigeria.

8. RISK MANAGEMENT PLAN

At the proposal development level, all projects are expected to provide all information on risk assessment and management. SGP emphasizes thorough analysis of all possible risks to reduce project failure rate to the barest minimum. One of the strong cautions to proponents is not to make any government support a factor of project success because experience has shown that this does not always work. While government support is desirable, it should not be made a factor of success so that the project does not suffer any setback should the government not be able to redeem its pledge. At project level, all progress reports are mandated to submit all risk issues for review and NSC decision in order to continuously monitor the probability of success of the project and make informed decisions well before things could get bad.

At programme level, there is constant review of risk issues with regards to proposal approval and project management. General and continuous reviews of political and climatic issues are carried out at all strategic meetings and decisions are taken based on reports and perceived situation of identified issues. Overall, SG is committed to applying the principles of Social and Environmental Standards (SES) as well as Social and Environmental Safeguards (SES) as necessary. There is a formal response mechanism to address risk issues that may arise in the course of programme or project management. The UNDP country Office has also been very supportive and SGP will continue to leverage on this goodwill to secure the support of the CO as necessary. Protection from Sexual Exploitation and Abuse (PSEA) is another instrument that SGP will continually review to address any related issue, using the expertise of the country office. Training will be conducted by the UNDP experts on this issue for grantees during inception workshop and regularly as necessary.

Table 6. Description of risks identified in OP8

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Peace and Security	Medium	High	The NCS had decided that core activities of SGP projects should not be focused on crisis prone areas except where the possibility of monitoring and evaluation could be addressed without exposure.
Climate Change risks(Drought and Flooding)	Medium	High	Depending on the magnitude, SGP may be able to provide needed support and or mobilize technical and resource support from all relevant stakeholders. Project delivery and timeline may also be adjusted if necessary to ensure quality outcomes.
Political Instability			Early warning information sharing with CSOs on observed political crisis in specific areas of Nigeria
Natural Disasters			Depending on the magnitude, SGP may be able to provide needed support and or mobilize technical and resource support from all relevant stakeholders.

9. MONITORING AND EVALUATION PLAN

Strengthening results management, monitoring and evaluation (M&E) is a key priority for the Small Grants Programme (SGP) during its Eighth Operational Phase. The GEF-SGP Nigeria programme already has a robust M&E framework incorporated into the Full Proposal Guideline and Template which is mandatory for all proposals to complete before approval.

The project level indicators are incorporated at the preparation of the Memorandum of Agreement to ensure the proponents agree with the required deliverables. This information will continue to be emphasised to grantees to ensure their reports capture the indicators appropriately. The process enables active



participation of major stakeholders including implementing NGOs, the community participants and beneficiaries as well as the GEF-SGP Programme Office.

During project implementation, all the stages of the project cycle (the beginning, middle-term and end-of-project evaluation) have been prepared with specific questionnaires to administer during field visits to capture progress, results, challenges and other opportunities. Grantees are trained and will continue to be trained during inception workshop and continuously as necessary.

In OP8, grantees will be expected to earmark between 4-6% of grant amount to M&E to ensure effectiveness and quality outcomes and reports.

Country programme will leverage on the GEF SGP Grantees network to support project level, regional and national level M&E during the operational phase.

9.1 Monitoring approaches at project and country levels

- **Monitoring Approaches at Project and Country Levels**

- Data will be collected at the project level, with each of the SGP projects picking from a roster of indicators to report on;
- The reports and date will be uploaded onto the global database and to SGP Nigeria website and the relevant social medial channels.
- Periodic reports will be obtained and reviewed before tranches are processed and paid to grantees.
- A given project can be linked to at a minimum one of the GEF-8 Global Environmental Indicators and at most three.
- The two socio-economic benefit mandatory indicators are tracked at the project level.
- Strong emphasis will be paid to issues of SES and PSEA to ensure potential risk issues are addressed immediately.
- SGP will continue to emphasise ethical procedures for project implementation and ensure grantees administer all activities with a “Do-no-harm” approach.
- Emphasis will be placed on the principle of free, prior and informed consent to ensure beliefs, welfare, social and customs will be adequately addressed.
- The NSC and TAG members will continue to provide support for M&E a necessary. Third party agency may be invited to support M&E if resources are available, with guidance from CPMT.

These indicators will be tracked as a two-step process:

- **At Project Commitment level:** As part of the Memorandum of Agreement process between SGP and CSO/ CBO Grantee, the grantees select from the indicator roster and provide a projection for the project life cycle, and commit to their tracking as part of planned project monitoring and reporting.
- **At Project Conclusion level:** These indicators would there upon be reported in SGP project mid-term and final progress reports.

To ensure that the quality of data collected and report a reflection of truth on the ground SGP Nigeria will have multiple modalities of quality assuring data. These include:

- Site visits (COB guidance will be followed in this regard);

- Use of third-party monitoring entities. This will be used on occasions of building capacities on grantee end.

All SGP Nigeria-supported projects will continue to include capacity development elements. In terms of grantee M&E capacity, GEF-SGP Nigeria will engage third party monitoring entities such as past SGP grantee to build the capacity of current grantee in reporting and collection of relevant project implementation indicators.

Table 7. M&E Plan at the Country Programme level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects	NC, NSC, country stakeholders, grantees	A SGP planning grant to engage consultants may be used to update OP8 CPS	At start of OP8
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review	Assess effectiveness of projects, country portfolio; learning; adaptive management	NC, NSC, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues	Staff time, Country Operating Budget	At least one annual CPS review to ensure OP8 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ²
Annual Monitoring Report Survey ³	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action	Staff time	Once per year in June- July

² It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July). Note that OP8 CPS will be regarded as a dynamic document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact.

³ Timely and quality country level submissions to Annual Monitoring Process are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP8 CPS development and its implementation Global technical M&E support can be expected	Once per operational phase
SGP Database	Ensure recording of all Project and Country Programme inputs in SGP database	NCs, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May- June of every year)
Audit	Ensure compliance with project implementation/ management standards and norms	External/independent auditors. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

9.2 CPS Results Framework

Table 8: Results Framework of SGP OP8 Country Programme Strategy

Alignment with SDGs SGP Country Programme will align with Sustainable Development Goals (SDGs) 1-17 but specifically to SDGs 1, 2, 5, 6, 7, 13, 14 and 15
Synergy with UNDP Country Programme Document (CPD): Goal 1: Governance, Peace and Security: Outputs 1.2 & 1.5 Goal 2: Restoring Growth – Economic Diversification: Outputs 2.2 & 2.4 Goal 3: Environmental sustainability: Outputs 3.1, 3.2 & 3.3

OP8 SGP Programme Goal: Engage local CSOs/CBOs in landscape-seascape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.

1 OP8 SGP CPS Strategic Initiatives	2 CPS Indicators and Targets	3 Means of Verification
<u>Strategic Initiative 1:</u> Community-based conservation of threatened ecosystems and species Identify, support and strengthen community forests management and transformation into ICCA. Support conservation and management of protected areas and explore collaboration with private sector and government.	1,000 hectares of landscapes under improved practices (excluding protected areas) (GEF core indicator 4.1 and 4.3) 1,000 hectares of marine protected areas created or under improved management (GEF core indicator 2) 1,000 hectares of marine habitat under improved practices (GEF core indicator 5)	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) Annual Monitoring Report (AMR), SGP global database Country Programme Review
<u>Strategic Initiative 2:</u> Sustainable agriculture and fisheries, and food security Promote Agroforestry and Community based Forest Management.	3,000 hectares of land and ecosystems under restoration (GEF core indicator 3.1) 5 partnerships to advance sustainable agriculture and fisheries and/or food security (such as diversification, sustainable intensification, sustainable fisheries management, agroecological farming practices, climate-smart agriculture, certification programmes, local sourcing initiatives, waste reduction and circular economy, etc.)	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Annual Monitoring Report (AMR), SGP global database Country Programme Review Socio-ecological resilience indicators for production landscapes (SEPLs)
<u>Strategic Initiative 3:</u> Low-carbon energy access co-benefits 1. Promote renewable and energy efficient technologies providing socio-economic benefits	80 tons of greenhouse gas emissions mitigated/avoided (GEF core indicator 6) 10 kW increase in installed renewable energy capacity from community-scale systems (e.g., biomass, micro-hydro, solar, etc.) 3 locally adapted solutions promoting low-carbon technologies (such as new/modified biogas	Individual project reporting by SGP country teams (as part of midterm and final Progress reports)

and improving livelihoods.	technology, locally developed energy-efficient stoves, innovative uses of solar/wind energy, etc.) Additional country specific indicators and targets based on landscape/seascape baseline assessment (TBD)	Annual Monitoring Report (AMR), SGP global database Country Programme Strategy Review (NSC inputs)
<u>Strategic Initiative 7:</u> Enhancing social inclusion Mainstream social inclusion in all projects.	400 people benefitting from GEF-financed investments disaggregated by sex (GEF core indicator 11) 10 projects with focused interventions promoting gender equality and women's empowerment 50 projects that demonstrate models of engaging (a) Indigenous Peoples, (b) youth, and (c) persons with disabilities. 50 grants with targeted support for 1) women or women groups; 2) youth or youth-led groups; 3) Indigenous Peoples' groups \$300,000 of total grant portfolio accessed by 1) women or women groups; 2) youth or youth-led groups; 3) indigenous peoples' groups	Individual project reporting by SGP country teams Annual Monitoring Report (AMR), SGP global database Country Programme Review
Strategic Initiative 8: Monitoring and Evaluation and Knowledge Management Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	0 projects with meetings involving local CSOs/CBOs or communities to monitor project results, assess impacts, and identify lessons learned 10 knowledge exchange/sharing events with participation of local communities 5 online knowledge repository developed as a result of SGP project 5 country/cross-country impact reviews conducted with evidence of SGP impact and lessons learned. 5 South-South exchanges between communities, NGOs/CSOs, or other partners within or across countries to transfer knowledge, replicate technology, tools or approaches on global environmental issues	Individual project reporting by SGP country teams Annual Monitoring Report (AMR), SGP global database Country Programme Review



10. NATIONAL STEERING COMMITTEE ENDORSEMENT

NSC members involved in OP8 CPS development, review and endorsement	Signatures
1. Ms. Asma'u Joda	ENDORSED DocuSigned by: Asma'u Joda 57C5CCA0C8D4465...
2. Mr. Thomas Odemwingie	ENDORSED DocuSigned by: Thomas Odemwingie ADP68AF319564AD...
3. Ms. Ayoola Kassim	ENDORSED Signed by: AYO DF59F02119654E8...
4. Mr. Olumide Idowu	ENDORSED DocuSigned by: Olumide Idowu D0E52F519332406...
5. Ms. Ruth Akagu	ENDORSED Signed by: [Signature] 281C0D039E35426...
6. Ms. Plangnan Samson	ENDORSED DocuSigned by: [Signature] 5DEC307663294FF...
7. Mr Kabiru Jeddah	ENDORSED DocuSigned by: [Signature] E3F003BBD3F44D3...
8. Prof. Johnson Onyibe	DocuSigned by: Onyibe 6AD35754730E4E1...
9. Dr. Adetoun Mustapha	Signed by: Adetoun Mustapha 9A2E89B6BF974E5...