STRATEGIC ROADMAP ON AGEING

2022-2032

...Improving quality of life of Senior Citizens

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Acronyms

AIDS	Acquired Immune Deficiency Syndrome
CACOVID	Coalition Against COVID-9
CBHIS	Community-Based Health Insurance Scheme
CBN	Central Bank of Nigeria
CBO	Community Based Organization
CHEWS	Community Health Extension Workers
CLRFSC	Community Livelihood Revolving Fund for Senior Citizens
CSOs	Civil Society Organizations
CTP	Cash Transfer Program
DISD	Division of Inclusive Social Development
ESPID	Expanded Social Protection for Inclusive Development
FBO	Faith-Based Organization
FMHADMSD	Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development
FMoH	Federal Ministry of Health
HIV	Human Immunodeficiency Virus
ICD	International Conference and Development
ICOPE	Integrated Care for Older People
ICT	Information and Communication Technology
IDOP	International Day for Older Persons
IDPs	Internally Displaced Persons
IEC	Information, Education and Communication
KPI	Key Performance Indicators
LGA	Local Government Areas
MDAs	Ministries Department and Agencies
MDCN	Medical and Dental Council of Nigeria
MDT	Multi-Disciplinary Team
M&E	Monitoring and Evaluation
MIPAA	Madrid International Plan of Action on Ageing
MIS	Management Information System
NASRDA	Space Research and Development Agency
NAPTIP	National Agency for the Prohibition of Trafficking in Persons
NASSCO	National Social Safety-net Coordinating Office
NBS	National Bureau of Statistics

NBSDI	National Business Skills Development Initiative
NCTP	National Cash Transfer programme
NDE	National Directorate of Employment
NDOP	National Day of Older Persons
NECA	Nigeria Employers Consultative Association
NHIS	National Health Insurance Scheme
NIDE	National Integrated Data of Establishment
NIMC	National Identity Card Management Commission
NISH	National Integrated Survey Household
NISP	Nigerian Institute of Safety Professionals
NOA	National Orientation Agency
NPHCDA	National Primary Health Care Development Agency
NSCC	National Senior Citizens Centre
NSR	National Social Register
NUP	Nigeria Union of Pensioners
NYSC	National Youth Service Corps
PHC	Primary Healthcare
PoA	Plan of Action
PPD	Partners in Population and Development
SAS	System of Administrative Survey
SCI	Save the Children International
SDGs	Sustainable Development Goals
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SOCUs	State Operations Coordinating Unit
SPROV	Summary of Project Overview
SSR	State Social Register
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNCHR	United Nations High Commissioner for Refuges
UNDESA	United Nations Department of Social and Economic Affairs
VNT	Voluntary National Reporting

Foreword

As a newly established Agency, under the purview of the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, with a mandate to identify and cater for myriad needs and challenges of older persons, it is critical for the National Senior Citizens Centre (NSCC) to develop a context-specific Strategic Roadmap towards delivering its mandate. It is also necessary to articulate the change it aspires to be and to bring the Federal Government's efforts to accelerate social inclusion and improve the overall quality of life of its citizens, as encapsulated in the National Development Plan 2021-2025.

The enormity of the challenges facing a newly established agency like the National Senior Citizens Centre, coupled with the reality of limited resources, are obvious. It makes it imperative that leadership thinks, acts and learns strategically.

Based on the framework of the National Senior Citizens Centre Act 2017 and the National Policy on Ageing, also guided by the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development Roadmap, this strategic document has articulated, meaningfully, the most crucial issues and the challenges the Agency faces. It has summarized the ideas, approaches, processes and operational methodology that are needed to meet the multi-sectoral challenges and achieve its goal.

The document addresses the why and the how to evolve inclusion and participation of all stakeholders, actualize partnerships and strengthen capacities of actors and systems to respond consistently, sustainably and comprehensively to socio-economic poverty and vulnerability of the increasing ageing population in Nigeria, and in a coordinated manner. Finally, the Strategic Roadmap on Ageing provides a framework for assessing the effectiveness of actions taken to effect change.

The earnest expectation is that, being a pioneering effort, this strategic framework will provide the needed multi-sectoral foundational thrust for the robust implementation of the strategic objectives of both the National Senior Citizens Centre Act 2017 and the National Policy on Ageing, aligned with the tenets of the SDG goals. This strategy should deliver the necessary positive transformational changes needed to promote and protect older persons' rights to

dignity, security, health and wellbeing, happiness, independence and continued participation in what they have reasons to value. It should set the institutional precedent for sector-wide efforts to improve the quality of lives and wellbeing of older persons in Nigeria.

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Disaster Management & Social Development

Acknowledgements

According to National Bureau of Statistics, in 2019, 14.8 million Nigerians were 60 years and above, growing from the 9.7 million projected in 2015.

Executive Summary

The needs of people become more chronic and complex as they age. Catering for the multi-dimensional needs of the heterogeneous population of older persons has become increasingly challenging. In Nigeria, as in most African countries, globalization, migration, urbanization, insurgencies and pandemics, and the evolving digital technology which increasingly liberates traditional face-to-face interactions and services, are systemic drivers of social isolation and exclusion of older persons.

These global trends have had diminishing impacts on family care with older persons experiencing significant deficits in the quality of life and their wellbeing in spite of Nigeria's multi-ethnic traditional values of extended family care based on respect and reciprocal obligations.

Data disaggregated by the National Bureau of Statistics from the Nigeria Living Standard Survey, indicate that, in 2019, 14.8 million Nigerians were 60 years and above (NLSS 2018-2019 NBS), growing from the 9.7 million projected in 2015. With the rapidly increasing proportion and absolute number of older persons, in spite of Nigeria's youthful population, the stakes for the provision of leadership and commitment at the national and sub-national levels to find the path to the specificity that articulates how development goals and targets will address these challenges and the prospects in ageing, and enable sustainable inclusion of older persons, become high.

The National Senior Citizens Centre was established, pursuant to the National Senior Citizens Centre (NSCC) Act 2017, under the purview of the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, with the National Policy on Ageing, approved by the Federal Executive Council in 2021, strengthening its operational framework. These two instruments provide the institutional foundations and mechanisms for concerted actions towards sustainable social inclusion of older persons in development. This Roadmap stems from the demands of the National Senior Citizens Centre Act 2017, the National Policy on Ageing 2021, the National Social Protection Policy, the Sustainable Development Goals' Agenda 2030 and WHO Healthy Ageing Framework 2020-2030. It also aligns with those of the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development Strategic Roadmap (2021-2025) and the National Development Plan 2021-2025.

The objective of this Roadmap is to galvanize sub-national, national and international stakeholders to collaboratively seek sustainable pathways to improve the quality of life and wellbeing of older persons. It gives a clear and realistic direction which transcends political cycles and jurisdictions on how to accelerate inclusion of older persons in development. The document presents a framework for coordinated national action towards reversing many years of exclusion of older persons by clarifying the mandate, vision, mission, priority areas and

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Overarching Objective

The objective of this roadmap is to galvanize subnational, national and international stakeholders to collaboratively seek sustainable pathways to improving the quality of life and wellbeing of older persons.

strategic pathways. It lays out the organizational strategy as guide and the context for its integral part: the Action Plan on Ageing.

The strategy development process involved extensive national consultations with multi-sector stakeholders including state and federal government representatives, older persons' associations, pension union, civil society organizations, traditional institutions, and research and academia. Included also were experts in gerontology and geriatrics from the private sector, representatives from international non-governmental organizations, the United Nations departments and agencies, including WHO Nigeria.

Stakeholders in these categories converged to define NSCC's purpose and to consider what NSCC needed to do and how it could do them well and what should be its profitable direction of travel, as well as what was needed to make the journey as penetrable and impactful as it could be. NSCC National Technical Working Group identified the challenges of older persons from the National Diagnostic Report and headline results from the Northern and Southern zonal consultations and was able to fashion how NSCC could carter for them, culminating in setting forth core strategic segments of the Strategic Plan.

The document presents within these core strategic segments, NSCC's vision, mission, commitment and core values. Also contained within the core segments are NSCC's two Strategic Goals, otherwise called strategic pathways and the seven priority areas. The two strategic pathways are mainstreaming ageing in existing multi-sector policy programmes, services, implementation plan, budget lines initiating, and piloting and replicating new opportunities.

Each pathway has key strategic actions consisting of steps aimed at breaking age-long paradigms and myths about older persons' rights to inclusion and their active participation in development. These key strategic actions are dependent on eight drivers and eight enablers aimed at yielding transformative and sustainable dividends for older persons indicated by a new order for their dignity, security, health and wellbeing.

A core component of the National Strategy of NSCC is its structure and operational methodology indicated by the organogram which visualizes reporting relationships and expresses the roles and responsibilities for the management of NSCC as an organization. The organogram reflects the problem-solving and decision-taking techniques with core challenges and priority domains, compartmentalized into departments and units with strategic descriptions of actions to be taken, and strategic methods of communications. NSCC's mission is led by a well-trained staff with core competences in specialized departments.

NSCC's mission is to ensure that these interventions take place through multi-sector partnerships and coordination, application of researched evidence, and advocacy to change perception of ageing and older persons, while promoting intergenerational synergies and economic growth opportunities in meeting the challenges.

The nature of ageing and challenges of diverse population of older persons in urban, rural and remote places, are intersecting and multi-sectoral. Therefore, NSCC's thematic concerns are situated as statutory mandates of the diverse state and federal MDAs making it daunting and demanding for NSCC's programmes and services.

Programme design, planning, implementation, monitoring and evaluation, and reporting, are anchored on partnerships and timely, reliable and comprehensive data obtained from periodic national multi-indicator

surveys, multi-sectoral administrative records and statistics progressively obtained from registrations of older persons.

To ensure that operational platforms for effective multi-sectoral actions, collaborations and coordination, exist with clarity and consistency, the national strategy provides the framework for multi-sector coordinated national action on ageing and for building sector-wide capacities in ageing policy, planning and implementation, as well as synthesizing sector-wide multi-indicator data on ageing.

The Strategic Plan sets forth the framework for targeting jurisdictions, cultivating positive relationships and for capitalizing on opportunities and sustainable engage-ments for realistic outcomes. The Strategic Framework presents sector-wide approach, data, partnerships and multi-stakeholder coordination as absolute necessities.

The core values governing NSCC's mission and operations are derived from fundamental and unyielding principles that serve as foundation for the system of belief, management and staff's rule of conduct. NSCC's vision, mandate and mission place the demand of excellence on the staff, who are positioned to be proactive, friendly, interactive and uncompromising in deploying best practices in planning, implementing, reporting, monitoring and evaluation, through excellent methodology, deployment of research, information technology and enhanced human and institutional resource capacities.

NSCC received Technical support for its strategy development through the Expanded Social Inclusion Program (ESPID) from Save the Children International with funding from UK aid from the UK government. We express our sincere gratitude to all the participating stakeholders and international development partners for their support.

Emem Omokaro, Ph.D.
Director-General,
National Senior Citizens Centre

Introduction

Recognizing that the next ten years are crucial to its success, NSCC embarked on identifying its vision, mission and priority areas of focus with clarity, and also on developing its operational methodology towards their actualization.

Introduction

The National Senior Citizens Centre (NSCC) was established pursuant to the National Senior Citizens Centre Act 2017, as an Agency of the Federal Government of Nigeria charged with the responsibility to cater for the needs of senior citizens of Nigeria. It is a body corporate with perpetual succession with the legal mandates to identify needs, conduct trainings and create opportunities for older persons in Nigeria. It is to provide educational, health, recreational and social programmes designed to promote the psycho-social and economic wellbeing of older persons in all its ramifications. NSCC is responsible for initiating, developing and implementing productive activities and work schemes for older persons in order to provide sustainable income for them. NSCC is also required to keep records and statistics of older persons in Nigeria, and promote and maintain linkages with state and local governments in order to ensure that services and programmes for older persons are operationalized and sustained at the grassroots level. It is also required to liaise with national, regional and international agencies involved in providing services and programmes that promote the quality of life and wellbeing of older persons.

Recognizing that the next ten years are crucial to its success, the Centre embarked on identifying its vision, mission and priority areas of focus with clarity, and also on developing its operational methodology towards their actualization. The Strategic Plan provides the roadmap for the future and outlines the goals and strategies that will help achieve the mission and vision of the Centre. It designs the framework to respond and address the enormity of the challenges facing NSCC and the unique nature of its mandate. It dictates how leadership must act, think and learn strategically to address current and emerging needs, and to build organizational capacity to support and sustain the Centre's inevitable growth. The aim is to guide NSCC's planning efforts to cater for the myriad of issues affecting older persons in Nigeria.

The process of developing the Strategic Plan involved extensive stakeholders' consultations with participants drawn from nine categories. These stakeholders consisted of relevant federal and state MDAs, Nigerian Union of Pensioners, older persons' associations, professional bodies and subject matter experts, the academia and researchers. They also include those in the private sector, traditional institutions, religious and civil society organizations, development partners and the media. The zonal stakeholders' engagements were

organized both in the Northern and Southern geo-political zones. Kano hosted the nineteen 19 states and the FCT, while Lagos hosted the 17 southern states. The major objectives of the stakeholders' engagement were to understand issues and challenges affecting older persons in Nigeria that prevent them from living independent and fulfilled life. The consultations showed that older persons in Nigeria have peculiar challenges, the bedrock of which is the poor understanding of ageing issues across the relevant sectors (MDAs) that have mandates concerning older persons, and amongst the older persons themselves. It also brought out other issues such as health and long-term care needs, mental health (particularly, the growing incidence of dementia), nutritional needs, social care, access to justice, income security, disabilities, unfriendly age environments and data gaps.

On the one hand, provision of services across the above mentioned domains is vested in the mandates of several MDAs at the federal, state and local government levels, making it imperative that the NSCC's strategy must recognize the need to partner, advocate, facilitate and influence across different sectors (MDAs) for improved access to services by Older persons in Nigeria. In addition to this, NSCC has the mandate to initiate its own programmes for the benefit of older persons as prescribed in the National Ageing Policy 2020. As a result, this strategy will adopt a two-pronged approach that demonstrates the need to effectively collaborate to mainstream ageing in existing multi-sectoral policies and programmes as well as a mandate to initiate and market flagship/pilot programmes for scale up. This means that NSCC must aspire to evolve skills, systems and structures sophisticated enough to take advantage of the various opportunities.

Commitment
To drive the national agenda of addressing social and material deprivation and other barriers to older persons' physical, social, psychological and financial wellbeing in order to ensure that they can live life to the fullest.

Vision
An inclusive society where every older person can live a dignified, healthy, happy and secure life to the fullest with opportunity to continue to participate in what they value and to access appropriate care in a place of their choice.

Overall Goal
To improve the quality of life and wellbeing of older persons in Nigeria for enhanced self-fulfilment.

Mision
• To engage strategic multi-sectoral partnerships and data application to identify needs of older persons.
• To initiate, facilitate and effectively coordinate programmes and services to carter for the needs of older persons
• To improve the quality of life and wellbeing of older persons while promoting intergenerational synergies and economic growth opportunities.

NSCC...Improving quality of life of Senior Citizens...

The core values of NSCC are derivable from the Centre's unyielding and binding rules of service delivery.

Human Rights

NSCC considers the promotion and protection of the fundamental human rights of older persons as the centre of all its responses. The Centre ensures that older persons are viewed and treated in all circumstances, majorly as rights holders as enshrined in the Constitution of the Federal Republic of Nigeria 1999. The Centre translates this to its duty to ensure the inclusion of older persons and their active participation in development.

Empathy

NSCC makes conscious decision to connect with older persons and the entire community. It holds attentiveness to emotions as core. NSCC listens actively, affirms feelings, reinstates the problem and finds solutions. For NSCC, older persons' emotions are contagious.

Respect and Dignity

NSCC acknowledges the inherent dignity and self-worth of all Nigerians regardless of age. Therefore, its services to older persons and, indeed, within all communities, are with the traditional values of respect for elders and to restore their self-worth within their individual selves, their families, communities and the country at large, through the Centre's commitment to changing the narrative while ensuring gender sensitivity.

Inclusion and Active Participation

The Centre acknowledges the diversity of the older population and their social inclusion as NSCC's cardinal focus. NCSS is unyielding in its determination to reach all urban, riverine, sub-urban, rural and hard-to-reach places, and to remove every barrier to equitable participation of all stakeholders in ageing matters in order to ensure equitable service delivery to all including the population of special needs persons.

Innovation

The NSCC engages in innovative and out-of-the-box methods to find and develop new ways and new ideas, as well as invent devices and approaches, processes and incentives, for optimal social interventions for better outcomes for older persons in the society.

Transformation

NSCC believes that the twin sister of innovation is the much desired transformation which involves the sustainable conversion of accumulated negative outcomes for older persons from years of systemic neglect, discrimination, abuse and exclusion, into dignified, secure, happy and fulfilled lives. This possibility is NSCC's motivation to pursue innovation towards a new lease of life for older persons.

Integrity and Transparency

In NSCC, there is no justification for compromise of integrity and no cover for unethical and immoral activities. The Centre pledges to incorruptibly provide unimpaired, undivided and sound service, being consciously aware of the duty to remedy, rescue and restore the dignity of the ageing and older persons in the society.

Excellent Service Delivery

NCSS's vision and mandate demands excellence in its service delivery to older persons. The Centre is positioned to be strategic and uncompromising in deploying best practices in planning, implementing, monitoring and evaluation, and reporting its activities. The Centre's excellent methodology deploys advocacy, research, technology and enhanced human and institutional resource capacities as well as effective partnerships to serve the older population.

Section One

The Context of the Strategic Roadmap

In 2019, the population of Nigerians who were 60 years and above was 14.8 million, up from 9.7 million in 2015. The continuing increase presents challenges and prospects in ageing that must be addressed in a manner that enables sustainable inclusion of older persons.

The challenges of older persons and how NSCC could cater for them were fashioned out through extensive national consultations with multi-sector stakeholders, yielding NSCC's

- 10 + 1 Policy goals

- 7 priority areas

- 2 strategic pathways.
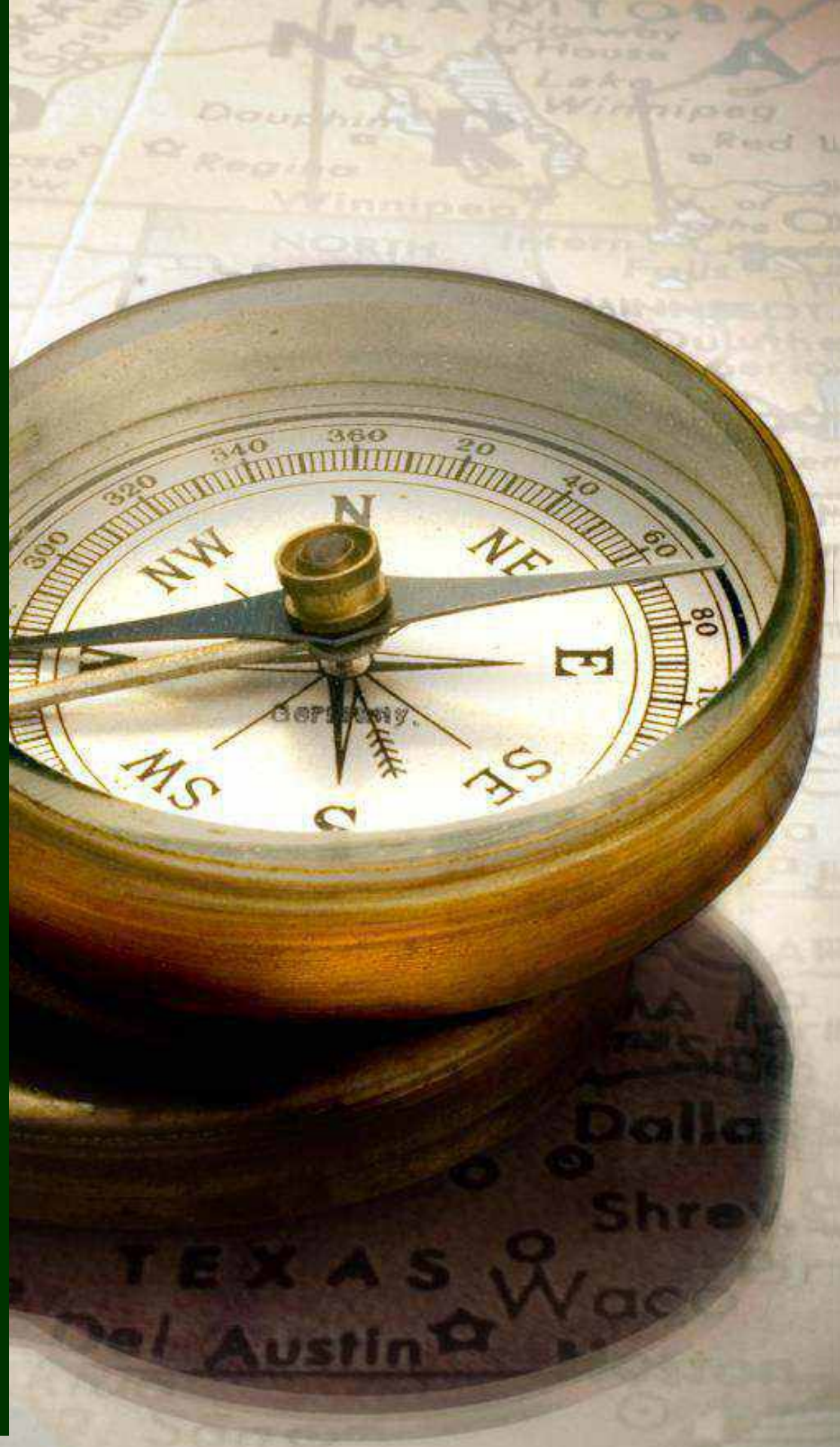
The Context

Ageing in Nigeria

Ageing is the process of growing old by all living things, including human beings. It is a continuous, dynamic and complex function of multi-dimensional processes of physiological, psychological and sociological changes. The changing process in ageing has consequences not just for individuals but also for families, immediate, national and international communities (Help Age International, 2012). The phenomenon of ageing has gained global focus, particularly for its economic, political, social, scientific, as well as human rights dimensions. Global perception of ageing has shifted with the realization that older persons are not homogenous.

Ageing is a spectrum, with some individuals being healthy, economically secure, and with skills that could be harnessed for national development. At the other end of the spectrum are those who are dependent, particularly when they live with disability including cognitive impairment. Many sociological trends like ageism, urbanization, migration, insurgencies, environmental change and humanitarian crises, have affected the socio-economic and health situations of older persons in Nigeria.

The population of older persons is increasing, both nationally and globally. Nigeria, with a population of about 206 million, has increasing life expectancy which is currently put at an average of 54 (WHO, 2021). These values are, however, below the average of 63 years for males and 66 years for females, in Africa. With increasing ageing population, there is an opportunity to tap into the profit of having an experienced corps of

9 Challenges of Ageing in Nigeria

1. *Ageism*
2. *Lack of Income Security*
3. *Lack of Appropriate Healthcare*
4. *Poor Psycho-Social Wellbeing*
5. *Increasing and Untreated Dementia and Memory Loss*
6. *Unfriendly Environments for Older Persons*
7. *Poor Access to Data/Dearth of Data on Older Persons*
8. *Impact of COVID-19 and Other Pandemics on Ageing*
9. *Lack of Humanitarian Emergencies for Older Persons*

older persons who can transfer knowledge and skills to the younger generations.

On the other hand, there are certain concerns of ageing challenges such as huge disease burden, isolation, loneliness and disability, particularly where the society is not inclusive and not specifically addressing the rights and needs of these older persons. This has enormous implications for the ever-increasing number of older persons which consequently puts a burden on social services, health systems, pension infrastructure, social security, as well as emergency-related services.

However, these challenges become opportunities with optimistic and positive perception of ageing and aged persons, and a strategic positioning of programmes, services and interventions such as investments in enhancing healthy ageing, and job creation opportunities for economic growth.

Challenges of Ageing in Nigeria

Ageism

Older persons have peculiar challenges, the bedrock of which is ageism, negative form of stereotypes, prejudices and discrimination expressed at the micro, macro, institutional and social levels, indicated by non-inclusion of the older persons in strategic plans, programme designs, planning, implementation and budget lines. Ageism stems from the poor understanding of ageing issues across the relevant sectors that have mandates concerning older persons, as well as amongst the older persons themselves, their family members and their communities. This gap hinders age-centred service delivery and inclusiveness of older persons in development and social services plans. It brings about marginalization, neglect, abuse and violence against older persons resulting in negative health impacts. The other challenges can be broadly categorized into income security, health and wellbeing, psycho-social factors, humanitarian emergencies, unfriendly age environments and data gaps.

Lack of Income Security

Income insecurity, due to extended income gaps after retirement from work, poses a very critical challenge. This is indicated by low coverage of the formal and social pension population of older persons. It is also indicated by insufficiency of pension sum when indexed against inflation as well as the poor and irregular payment of pensions, especially at the sub-national level. Pensions programme is contributory and covers only those in the formal sector. For most of the poor rural dwellers, who are not eligible for the formal pension schemes, they rely heavily on their ability to generate their own income even in later life. While there is a social safety-net programme (old age social pension), this is inadequate as it is operational in only a few states and with very limited coverage.

Income insecurity is also indicated by the level of poverty due to lack of employment opportunities for older persons after retirement. There are serious constraints for them due to financial exclusion, even where they possess expertise and entrepreneurial ideas that can be transformed into business opportunities and enterprises. Opportunities for older persons to contribution to society, with potential employment opportunities for the youth, are truncated as they are, for example, often discriminated against when applying for loan facilities.

Older persons in Nigeria also suffer discrimination in the labour market in both the public and private sectors

because of stereotypes and prejudices about ageing and old age. They are generally perceived as lacking in energy, vigour and capacity to carry out activities, compared to the youths.

Generally, women, as a sub-group of the older population, experience greater poverty than their male counterparts. Systemic drivers of poverty are embedded throughout the trajectory of life of the woman, and the lack of or delayed strategic interventions along the life course lead to accumulated disadvantages. Discriminatory social norms, gender roles and traumatic events marginalize women in the areas of education, access to job opportunities, land rights and family inheritance, and single-head family structures.

Older women firstly experience poverty as females and then as widows and older women. The experience of poverty is largely determined by gender perception and roles which are enforced by peculiar structural context and systemic drivers through life course. The challenges of older women are complex and often under-explored issues within the field of development in Nigeria, especially given the challenges of lack of comprehensive and disaggregated data, and faced with multi-faceted patterns of poverty. In Nigeria, data on women are capped within the 15-49 age bracket or presented as national aggregates.

Lack of Appropriate Healthcare

Geriatric health conditions such as hypertension, diabetes, stroke (cerebra-vascular accident), arthritis, cancers and dementia, occur more commonly in older persons. They contribute to morbidity, poor wellbeing and, sometimes, to high mortality when not appropriately managed. It is imperative that as people age, they are assessed for these common conditions. Diagnosis needs to be made promptly and constantly, and appropriate treatment effectively

provided. The lack of geriatric services, trained geriatricians and age-centred facilities, makes the life course approach for healthy ageing services a challenge. There is inadequate capacity to care for the older persons, with less than a dozen geriatricians in the country to lead the multi-disciplinary team (MDT) that would provide the care they need. There is, thus, a dearth of trained expertise that would constitute this MDT, such as social workers, nurses, pharmacists, physiotherapists, occupational therapists, psychiatric nurses, dementia nurses, neurologists and gerontologists. The curricula of healthcare training institutions in the country do not usually include clinical gerontology, gerontology nursing and social gerontology.

Older persons seek healthcare in facilities where they are not prioritized. They are confronted with long waiting time. There is no respect provided by staff and the quality of care is poor due to lack of skills and knowledge on the side of the staff. There is absence of awareness and training to provide primary healthcare (PHC) facilities and make them accessible for the care of the aged. Bedridden and dependent older adults often make do with unprofessional healthcare from family members or untrained home health aides.

The lack of health insurance coverage poses additional challenge for older persons in seeking healthcare. Many wait until they can no more hold it off, and end up at the hospital when the disease condition has deteriorated to a near fatal state. Healthcare facilities across the three tiers of government in Nigeria do not typically and adequately accommodate the needs of older adults, especially those with disability. Ramps, rails, bold and readable signs, provision of wheelchairs and adequate lighting, are all marks of an age-friendly health facility. Sadly, these are rare healthcare facilities for older persons in Nigeria. High healthcare quality, access and

affordability concerns, are even more burdensome for those in the rural areas where they depend on services provided at the PHC level which often do not focus on their needs.

The poor rural road network in the rural areas also constitute another layer of constraints for access to good quality healthcare, as travelling to the secondary level healthcare facilities in the urban areas is often a herculean feat. Older persons in both urban and rural communities have had difficulty accessing free healthcare during medical outreaches organized by well-meaning Nigerians, both locally and in the Diaspora, and also by NGOs. These sometimes would include medications, food, surgeries for eye conditions such as cataract, and provision of hearing, visual and walking aids.

Poor Psycho-Social Wellbeing

As persons age, there is increased tendency for dependence on other people, for example, family, for various reasons, especially for those with declining capacity (chronic health challenges with disability such as vision and hearing loss, and mobility constraints from disabling joint diseases). This dependence is worse for those who are poor or have very little income or savings, or who live in rural areas or have no meaningful social support (no children or wards). Such individuals are at risk of psychological stress such as depression, anxiety, social issues of neglect, abuse and loneliness. These all contribute to poor quality of life and sub-optimal wellbeing. The erosion of family and societal beliefs and systems also impact on the extent of social support for older persons, and increases the risks of neglect and abuse. The twin malaise of rural-urban migration and the increasing trend of overseas migration by younger adults in search of greener pastures, worsen the situation for

rural dwellers. This is in addition to ignorance about how to care for the mental and physical needs of older persons, as well as the general poor perception or understanding of dementia/Alzheimer and the other challenges of ageing in Nigeria.

Increasing and Untreated Dementia and Memory Loss

While dementia and memory loss are not part of normal ageing, age is a great risk factor for developing the conditions. It is important to acknowledge their health and socio-economic impacts on the aged population and the necessary interventions (through the provision of adequate orientation that it is not witchcraft), as well as care and support for those living with dementia, and their families.

Older persons living with dementia within communities
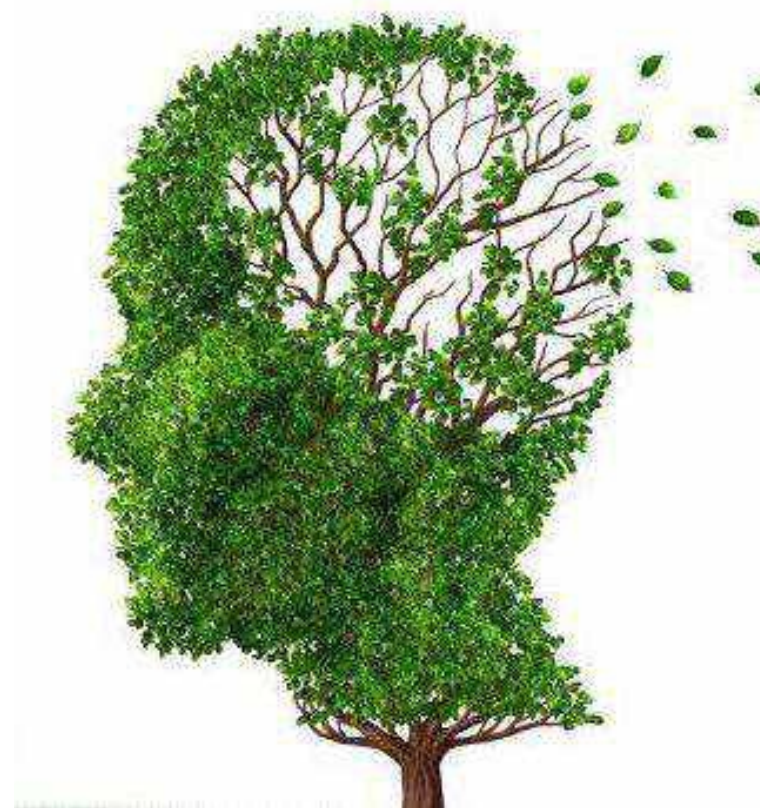
face many forms of accusations and abuse, especially older women. The abuses are mostly unidentified and under-reported, leaving them increasingly vulnerable. There are no concrete procedures or mechanisms for addressing the myths and misperceptions about memory loss and the abuse, including access to justice for remedy and redress. Family and community members are poorly informed about what dementia is and what constitutes abuse and how to respond. Currently, there are about 300,000 people living with dementia in Nigeria, a number projected to increase almost five times to about 1.4 million people by 2050. This is a national aggregate estimate, with a dearth of data on older persons living with dementia.

The inclusion of those living with dementia within the National Senior Citizens Centre strategic plan is important in light of the commitment made by Nigeria at the World Health Organization's 70th World Health Assembly in 2017. Nigeria, along with all 194 WHO member-states, unanimously adopted the World Health Organization's (WHO) Global Action Plan on the Public Health Response to Dementia with the primary objective of creating and implementing the National Dementia Plans and Strategies.

Recent research has shown that the COVID-19 disease is associated with long-term cognitive dysfunction and an acceleration of Alzheimer's disease symptoms in some individuals. This means that many more may develop the condition over the coming years than previously anticipated. Inadequacy in the current diagnosis process of the condition also means that these projections may grossly underestimate the true scale of the problem.

Unfriendly Environments for Older Persons
Older persons are particularly vulnerable to disability due to their susceptibility to disease. The effect of the impairment is often exacerbated by ageism, negative stereotypes, prejudices and discrimination and low expectations of their abilities, which inform their exclusion from participation in what they value. It also negates their wellbeing and their ability to reach their full potentials.

Ageing is taking place in the context of increasing urbanization. A growing number of older persons who reside in urban areas lack access to appropriate age-related and friendly services in a supporting and enabling environment. Older persons with declining functional capacities lose independence and autonomy when trying, with declining functional capacity, to access the physical environment, unfriendly social environment and service delivery.

There is global trend and standard codes for age-friendly environments. These include adequate and appropriate housing, public and private spaces that provide access to older persons with disability, communities where older persons have opportunities for continued participation, intergenerational synergy and contribution, and facilities for long-term care. These are far from being attained in Nigeria. Public and private buildings as well as the general environment are not designed to facilitate older persons' participation in the society in Nigeria. This situation limits the ability of older persons to have access to public buildings such as banks, libraries, government offices and hotels.

Poor Access to Data/Dearth of Data on Older Persons

Older persons have long been left out of periodic national multi-indicator surveys and are not fully accounted for in administrative data. It is critical to capture multi-dimensional and intersecting variables needed for proper planning, implementation, monitoring and reporting.

Insufficient data available to them become a major challenge. It makes inclusivity in programme planning difficult and creates fault lines for leaving such persons behind.

In Nigeria, statistical reporting is most often by national aggregate. Capping date leaves out the older population, who, for instance, are left out of data on violence, reproductive health, HIV/AIDS and livelihood programmes due to ageism. So far, two voluntary national reporting (VNR) undertaken by Nigeria on SDGs had no mention of older persons. The National Integrated Survey of Households (NISH), the National Integrated Data of Establishment (NISE) and the System of Administrative Surveying (SAS), have very scanty indicators on ageing.

Timely, accurate and appropriate information on demographic characteristics, common health conditions, service utilization, livelihoods, assets ownership, food insecurity, disability, care giving, abuse and prevalence of violence, housing and living environment, etc., are indispensable to programme design, planning, implementation, monitoring and evaluation. Data aggregation and analyses provide the baseline for interventions.

Another major ageing challenge is data gap. Disaggregated data are often unavailable, making it difficult to specifically plan for the older population. There is need to know for certain how many they are, where they are, those with dwindling capacity, those with high stable capacity and those with declined capacity in the communities. The inability to access and integrate diverse databases to create an integrated old persons' register, makes the task challenging, especially as data is very essential for planning, monitoring and evaluation.

Besides, the non-existence of reliable management information system (MIS) in Nigeria makes effective coordination of interventions in matters relating to older persons challenging. There is the need for such interventions to be supported by an MIS unit which will provide support to NSCC in performing its roles of coordination, monitoring and evaluation of key interventions either initiated by the NSCC or those implemented by other MDAs. The MIS should be designed to provide a dashboard on all activities, outputs and key performance indicators (KPIs) of interventions and programmes at the federal and state levels. Activities of the unit should be focused on increasing the operational efficiency of intervention and increase the transparency and accountability in the use of public spending for older persons in Nigeria.

Impact of COVID-19 and Other Pandemics on Ageing

Comparable international data confirm that the COVID-19 pandemic has overwhelming disproportionate morbidity, mortality, social, economic and mental health impacts on the older population. The data on COVID-19 cases in Nigeria, disaggregated by gender and age, show that although the percentage of older persons infected is small compared to other demographics, the mortality rate within the category is disproportionately high. Very high rate of mortality is recorded for ages 51-60, 61-70 and the highest among 70+, due to pre-existing fragility and compromised immune systems.
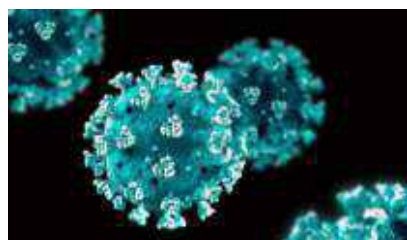
The COVID-19 disease has exposed and deepened inequalities and discrimination, and has shown the inadequacy of systems, programmes and policy actions to safeguard the wellbeing and dignity of older persons and persons living with disability. The pandemic has increased the visibility of those at most risk and reinforces the need for inclusive public policies that address the rights of people for all ages in line with SDGs policy to "leave no one behind". The severe containment and mitigation strategies introduced by governments to slow down community transmission of the virus in order to save lives, magnified the vulnerability of older persons and exposed the increasing risks of discrimination, abuse, violence and neglect.

Considering the higher risks confronted by older persons in the COVID-19 pandemic, development and humanitarian strategies must explicitly identify and consider their needs, challenges and strengths at all levels and in all settings in Nigeria. The promotion and protection of the human rights of older persons have to be effectively mainstreamed in the broad human rights discussions in Nigeria, including the fundamental principle of equality and comprehensive inclusion in the implementation of Agenda 2030 and the new Economic Sustainability Plan of the federal government.

Lack of Humanitarian Emergencies for Older Persons

Although older persons are considered as a vulnerable group, very little is done to meet their specific needs, or to recognize their unique capacities and contributions in the society. Specific targeting and inclusion of older people in aid delivery has been very difficult. Lack of accurate data disaggregated by age is one of the greatest impediments to assessing the needs of older persons and ensuring their inclusion during emergencies, in-camp management, distributions and daily camp life. Lack of precise analysis of their responsibilities is also an impediment. Most often, their social support system is not properly mapped or poorly examined to see if it still functions. However, to protect and meet the needs of older persons, national frameworks should promote inclusion and respect for the principle of non-discrimination.

Separation during displacement leaves older people further disadvantaged as family members usually abandon their aged relatives during emergencies such as natural disasters for this reason because they may be unable to travel over long distances or to move as easily as others may from area to area. During displacement, all concerned are psychologically affected. Specifically, older persons have reported how large-scale population movements and "camp life" have eroded their integrity, respect and authority. The destruction of communities and loss of assets can leave older persons feeling that they are no longer able to contribute to their families and communities, both economically and socially.

Strategic Positioning

NSCC has a unique mandate to work/partner with other institutions either as an initiator or as facilitator of initiatives, leveraging on existing programmes and policies. Because of this, NSCC is strategically positioned, in the public sector, to operate in the following ways:

Coordinating Centre

The National Centre works with all relevant MDAs to ensure mainstreaming of ageing and issues of older persons in all sector policies, strategic implementation plans, programmes, activities and budget lines.

Collaborating Centre

The Centre works with MDAs, the private sector, community groups and non-governmental organizations, to supply quality programmes, valuable guides, publications, timely information and national orientation on issues that affect Nigeria's older persons.

Initiating Centre

The Centre creates opportunities and solutions to advance active healthy life-styles, income security, enabling environment, life-long education opportunities, intergenerational community livelihood programmes, generation-to-generation campaigns, etc.

Advocacy Centre

The Centre sensitizes, informs, educates and mobilizes the public and relevant stakeholders to influence attitude, shift policies and engender legislative reforms in affirmation of older persons.

Resource Mobilization Centre

The Centre monitors and responds to sector policy and legislative issues that affect older persons at government/private institutions, community, traditional and faith-based institutions, in the interest of older persons through creating special purpose vehicles to mobilize needed resources and provide facilities and platforms to deliver solutions.

Theory of Change

An analysis of NSCC shows an organization positioned to have an unparalleled impact in the lives of older persons in Nigeria. NSCC seeks a long-term goal of improved quality of life and wellbeing of older persons in Nigeria for enhanced self-fulfilment. Within this context, and for this change to take place, NSCC positions itself to play the role of an effective negotiator, facilitator, advocate and catalyst, to bring together all stakeholders and programmes for the benefit and wellbeing of older persons. Its desired change requires that the society's attitude towards older persons must positively change to prevent ageism. Also, older persons themselves must understand their own roles in perpetuating ageism and are empowered to actively embrace opportunities created for their benefit. Government institutions understand the rights of older persons and are actively prioritizing ageing in their policies and programmes.

In summary, to achieve the desired change, support to older persons must shift from charity-based approach to rights and economic-based approaches. However, for that to take place, NSCC needs to be strategic in engaging with MDAs and other stakeholders that have direct mandate to implement developmental initiatives for the benefit of older persons, while strengthening its own capacity to initiate flagship programmes on its own or in partnership with other stakeholders. NSCC theory of change is further visualized in the presentation on page 35.

Policy Goals and Areas of Focus

In the run-up to the development of this strategic document, NSCC conducted sector and context analyses through a number of stakeholders' consultations held in both the southern and northern regions of the country. Discussions with critical stakeholders and context analyses using the PESTLE framework as well as SWOT analysis, show key information on social ageing that shaped the choice of NSCC strategic focus/priority. The following goals and priority areas were selected as representatives of areas of intervention critical to giving older persons a life of dignity. The overall goal is improved quality of life and wellbeing for enhanced self-fulfilment for older persons in Nigeria.

Ten Plus One (10+1) Policy Goals

	POLICY GOAL 1	Promote positive changes in perception, attitude and paradigm about ageing and the aged, and the economic development opportunities derivable from investments in enhanced capacities of older persons.
	POLICY GOAL 2	Reduce poverty among older persons through technical support to access social protection, human development services and micro-finance for livelihood development and social programmes.
	Policy Goal 3	Promote and facilitate accessibility to inclusive and person-centred primary and quality geriatric care and rehabilitation systems for older persons to maintain intrinsic capacity and a more meaningful and productive ageing.
	Policy Goal 4	Facilitate care quality assurance and regulatory frameworks for certification for domiciliary care, care homes and day centres for older persons and to establish career growth path for care givers.

	Policy Goal 5	Empower and facilitate accessibility of older persons to healthy ageing lifestyle programmes and infrastructure including recreation and sports.
	Policy Goal 6	Initiate training and engagement opportunities, and empower and facilitate the transfer of the latent transformative assets of older persons into intergenerational productive ventures and volunteer programmes.
	Policy Goal 7	Facilitate the establishment of inclusive age-friendly response systems for the inclusion of older persons and their active participation in all spheres.
	Policy Goal 8	Adapt and/or build model older persons' centres with standard programmes and services and operational, monitoring and evaluation frameworks.
	Policy Goal 9	Recognize the significant role of MDAs and other stakeholders and actively seek their partnerships and multi-sector implementation, and monitoring and evaluation framework.
	Policy Goal 10	Develop state and local government linkages and partnerships, including regional and international collaborations, to ensure support for, and ratification of, relevant treaties and protocols in ageing and social development.
	Policy Goal 11	Facilitate the production of comprehensive and disaggregated data.

Priority Areas

Income Security through Poverty Reduction

- Create opportunities and enhance capacities of older persons to engage in livelihood programmes and public work schemes
- Enhance national and state inclusion of poor and vulnerable older persons in social assistance and safety-net programmes
- Enhance inclusion of older persons in national and states social investment programmes
- Accelerate advocacy for timely payment of pensions.

Good Health and Wellbeing

- Promote education of older persons, their communities and their caregivers on healthy ageing
- Engage stakeholders to facilitate increased access to quality, appropriate, affordable and integrated health and social care at all levels
- Enhance social inclusion, participation and social connections by promoting social programmes for older persons with disabilities, older widows as IDPs and older refugees
- Initiate and collaborate on sports and building and establishing standards for physically active older persons' centres
- Accelerate advocacy for mental health of the ageing with action on dementia and depression through a multi-sectoral community-based older abuse prevention and rapid response mechanism.

Engage the Capacities of Older Persons

Enhance social inclusion of retirees and other older persons by providing platforms for incubating and utilizing their skills, talents, experience and resources for national and community development through volunteerism or paid employment.

Facilitate the Production of Comprehensive and Disaggregated Data

- Engage stakeholders to conduct periodic multi-indicator survey on ageing and mainstream ageing indicators in periodic national demographic and health surveys
- Develop a database of aged care professionals and care providers, aged care agencies, and aged care facilities, to promote access, planning, standard setting and quality maintenance.

Accelerate High Level Advocacy

- Accelerate high-level advocacy and public sensitization for positive change in perception of ageing and older persons.
- Decrease discrimination against older persons and enhance understanding of ageing, engendering compelling and cohesive positive perception of older persons and the value of their contribution

Promote Age-Friendly Environment

- Promote age-friendly environment and facilitate progressive registration of older persons with identity cards to enable access to age-friendly services, supportive public spaces, discounts, courtesies and concessions.

Strengthen Partnerships

- Strengthen partnerships and coordination among federal and state government agencies, development partners, non-government organization and other stakeholders in the design, implementation, monitoring and evaluation of programmes for older persons.

Strategic Pathway 1:
Mainstreaming in Existing National and Sub-National Programmes

The concept of inclusion in the context of sustainable development refers to a process that ensures equal opportunity for all citizens to achieve their potentials in life regardless of background, including full and active participation in civic, social, economic and political aspects of the decision-making processes. Inclusion underpins the global agenda for the Sustainable Development Goals founded on the principle that unless it is inclusive, development will not be sustainable.

The National Senior Citizens Centre Act 2017 is a landmark legislation, providing the legal foundation for a transformational shift from considerable lack of attention to inclusion of older persons' needs in sector plans, and lack of recognition of the rights of older persons to inclusion in the sustainable development agenda. It mandates the establishment of the National Senior Citizens Centre as an agency of government with defined governance and functions. It enables the domestication and establishment of the Centre at sub-national levels, empowered to provide for the dignity, security and wellbeing of older persons in a wide range of areas. These include positive reorientation of the citizenry to change perceptions and attitude about ageing and older persons which result from discrimination and abuse. It will promote the potentials and opportunities for investments in older persons. It will also provide for healthcare and support services, social programmes, access to the labour market and financial services, occupational opportunities, education, training and lifelong learning opportunities, building national capacities in ageing in human resource, research and disaggregated data, as well as sports and recreation.
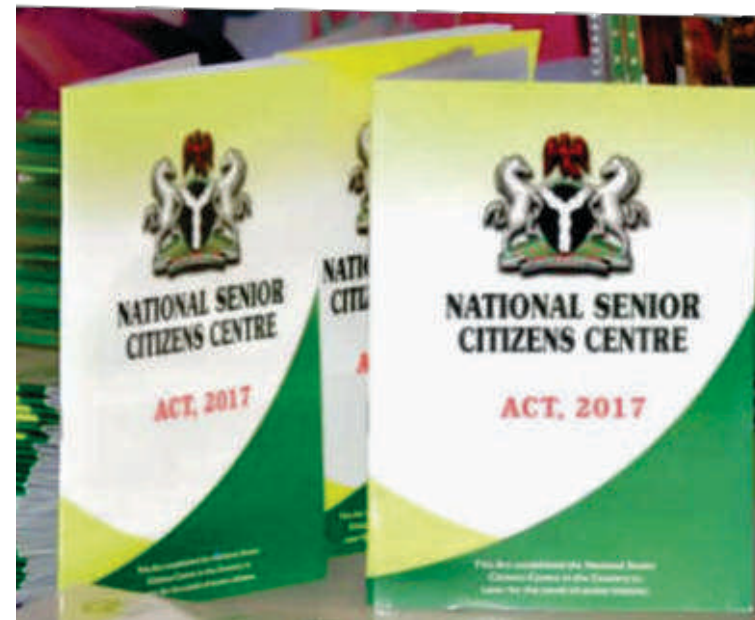
Inclusion of older persons in the implementation of development agendas has been marginal and regarded mostly as a distraction from core development priorities in spite of the SDGs mantra of "leave no one behind"

and the fundamental principles of universality and a life course approach.

It is very critical to understand the essence of the NCSS 2017 Act, and the perspective and interpretation which aim to enhance institutional capacity to accelerate social inclusion and to yield transformative and sustainable dividends for Nigeria's older persons. Policy and programme interventions which address the diversity and intersecting challenges of older persons within the statutory mandates of different MDAs are presently marginalized and uncoordinated, making older persons invisible and structurally excluded in national and sub-national development schemes.

Mainstreaming ageing and issues of older persons into relevant sector policy, strategic implementation plan, programmes, services and budget lines, for effective delivery programmes, therefore, forms the core objective of the NSCC Strategic Plan. Mapping of relevant responsibilities of the MDAs and the creation and expansion of multi-sectoral and cross-sectoral mechanisms for the execution of programmes and schemes to strengthen older persons' rights to inclusion in national and sub-national programmes, as well as those services delivered at the various tiers of government, are core. The development of human resource in this regard across the three tiers of government to equip personnel with understanding of the diversities and intersections of the challenges of older persons, become paramount. A key strategic pillar would be to strengthen collaboration and coordination frameworks among government agencies.

Key Actions for Ageing Mainstreaming

- Map sector mandate, policy or sub-policy and strategic implementation plans that are in line with NSCC's mandate and domains
- Map existing concrete programmes and services of MDAs to address ageing and the needs of older persons
- Map existing structures, systems, procedures and mechanisms, for inclusion and participation of older persons in civic, social, economic and political aspects of decision-making processes
- Engender high level advocacy to MDAs with allied mandates and existing structures and processes for buy-ins and structured memorandums of understanding
- Actively involve relevant MDAs in programming and design indicators and monitoring and evaluation frameworks
- Collaborate with MDAs to set up ageing desks and focal persons to liaise with NSCC
- Build capacities of focal persons and set up technical workbench for inter/multi-agency coordination, monitoring and evaluation, and reporting frameworks.

Strategic Pathway 2:
Creating New Opportunities

NSCC will accelerate inclusion of older persons in the development agenda by initiating innovative programmes and services, and creating opportunities, building institutional and human resource capacities to pilot and replicate such programmes and services as flagship programmes with community and intergenerational focus. This would be core strategic pathway to advance healthy life-styles, lifelong learning opportunities, continuing engagement corps, inter-generational livelihood programmes and work schemes for older persons.

Key Actions for New Opportunities

- Conduct needs assessment to identify gaps and inform needs and services to be developed
- Set up a technical work bench, generate and translate ideas to a start-up plan
- Map all categories of stakeholders and engage consultations with expert groups
- Generate programme content, design indicators and involve monitoring and evaluation processes
- Identify MDAs operating in the domain and already existing structures for collaboration
- Establish and empower technical working group to identify policy areas, concrete operation and polices
- Identify entry points to reach the target population
- Engender high-level advocacy to facilitate buy-in and partnerships
- Conduct capacity building workshops to learn and integrate actions.

Summary of Strategic Pathways 1 & 2

Strategic Pathway 1: Ageing Mainstreaming

a) Map sector mandate, policy or sub-policy and strategic implementation plans that are in line with NSCC mandate and domains.

b) Map existing concrete programs and services of MDAs that could address ageing and needs of older persons.

c) Map existing structures, systems, procedures and mechanisms for older persons' inclusion and participation in civic, social, economic and political aspect of decision-making processes.

d) High Level Advocacy to MDAs with allied mandates and existing structures and process for Buy-Ins and structured Memorandums of Understanding.

e) Actively involve relevant MDAs in programming and designing indicators and monitoring and evaluation frameworks.

f) Collaborate with MDAs to set up Ageing Desks and Focal Persons to liaise with NSCC.

g) Build capacities of Focal persons and set up Technical workbench for Inter /multi-agency coordination, monitoring, evaluation and Reporting frameworks

Strategic Pathway 2: Creating new opportunities

a) Conduct needs assessment to identify gaps and inform needs and services to be developed.

b) Set up a Technical Work Bench, generate and translate ideas to a start-up plan.

c) Map all categories of stakeholders and engage consultations with expert group.

d) Generate program content, design indicators, and involve monitoring and evaluation process.

e) Identify MDAs operating in the domain and already existing structures for collaborations.

f) Technical working group to identify policy areas, concrete operation and polices.

g) Identify entry points to reach the target population.

h) High-level advocacy to facilitate buy-in and partnerships.

i) Capacity building workshops to learn, integrate actions.

NSCC Theory of Change

Long Term	**Improved Quality of Life and Wellbeing for Enhanced Self-fulfilment for Senior Citizens in Nigeria**

Medium Term outcomes	Attitude of people (especially young people) and older persons changed to combat Ageism	NSCC has the capacity to effectively coordinate and facilitate partnerships and stakeholders engagements	Ageing effectively mainstreamed in government and private sector policies and programmes	Older persons live above poverty line

| Key Interventions | Awareness creation and Sensitization of older persons, private sector, young people

Construction of senior citizens Model centres | Partner mapping and identification

Advocacy to relevant stakeholders | Advocacy to relevant stakeholders

Establish stakeholder engagement platforms at National and State level | Partner with private sector to engage older persons
Build capacity of older persons on livelihood activities
Implement social protection programmes for older persons |
|---|---|---|---|---|

Assumptions	Political will maintained at National and State levels; NSCC able and willing to collaborate and work with diverse stakeholders; funding for older person will be prioritized by public and private sector, and development Partners.

Section Two

The Strategic Framework

The Strategic Framework presents the elements, ecosystem and environment for synergies for NSCC's mandate, vision, mission, priority areas and strategic pathways.

The strategic framework also presents a sector-wide approach, data, as well as highlights the drivers, enablers, partnerships, and multi-stakeholders as the robust bulwark of coordination mechanisms

The Elements of the Strategic Framework

Overall Goal: Improved quality of life and wellbeing for enhanced self-fulfilment for older persons in Nigeria

Strategic Goals	To mainstream ageing in policies and programmes of public and private institutions		To Design and implement flagship programmes and market best practice for scale-up	
Strategic Objectives	Advocate for increased mainstreaming of ageing in health sector policies or programmes	Collaborate with public and private institutions to mainstream ageing in livelihood and social protection programmes	Improve social connection, participation and inclusion of Older persons	Promote positive change in perception, attitude, paradigm in ageing.
Output/ Deliverables	1. Ageing clearly mainstreamed in health policies and programs 2. Mainstreaming geriatric care in all tiers of healthcare systems 3. Health insurance for older persons implemented 4. Training of geriatricians and other support health and social service workers 5. Geriatric centres established in 36 states and FCT Abuja 6. Establishment of ageing desk at all levels 7. Care quality assurance and regulatory framework instituted and implemented regulatory	1. Older persons mainstreamed in social safety net and new schemes established 2. Pension paid regularly and expanded to cover the informal sector 3. Ageing mainstreamed in livelihood programmes and new opportunities created 4. Private sector actively creating livelihood opportunities for older persons. 5. Capacity building to enhanced skills of elderly persons undertaken. 6. Opportunities for financial inclusion of Older person's facilitated (Health)Care quality assurance and regulatory framework instituted and implemented	1. Models (prototypes and programmes) designed for older persons' centres and domesticated in 36 states and FCT Abuja 2.. Design and implementation of healthy ageing programmes 4. Benchmark and minimum standard for age friendly services and environment established by sectors 5. Experience corps established and intergenerational programmes implemented 6. Data management system for older persons established	1. Carry out campaigns against ageism 2. Network support for older persons established 3. Active ageing programmes implemented 4. Elder abuse prevention and response model and mechanism develop and implemented. 5. Awareness campaign on dementia undertaken

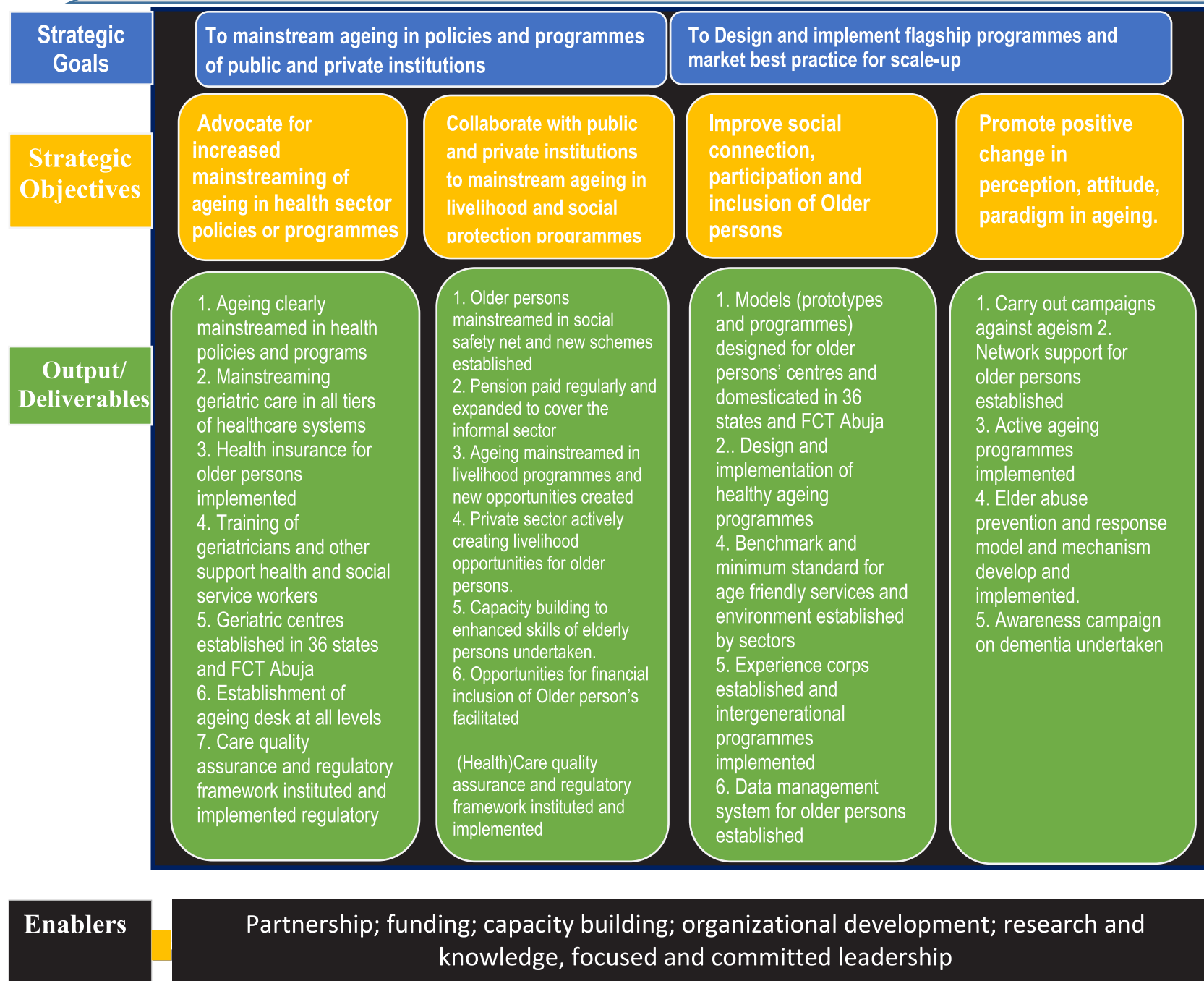| **Enablers**	Partnership; funding; capacity building; organizational development; research and knowledge, focused and committed leadership

Fig. 2: The schematic representation of the framework

Key Drivers

NSCC realizes the daunting tasks of achieving its strategic objectives. It has, therefore, identified key factors or functions that are essential to direct and control operational success outcomes. These are:

- Strong national and subnational policy frameworks and institutional capacities
- Strong multi-disciplinary research capacities and incentives for innovation
- Reliable data management system and synthesized evidence for planning, monitoring and evaluation
- Regulatory mechanisms for establishing standards in healthcare programmes and services delivery to older persons
- Multi-sectoral partnerships and coordination through collaborative technical team for accelerated design and delivery of initiatives
- Development of key performance indicators, implementation, monitoring and evaluation framework
- Intergenerational synergies in programme development and execution
- Integration of job creation and investment opportunities in programme planning and execution
- Available and sufficient funds.
- Human Capital Development

Enablers

These are facilitators of successes, some with functional overlaps with the identified drivers. They will ensure:

- purposeful leadership and commitment to action
- strategic communication of vision and programmes of NSCC
- combating ageism and promoting positive images and contributions of older persons
- technology and enhanced staff efficiency and productivity
- sustainable funding opportunities and optimal resource management
- engagement of relevant clusters of stakeholders
- private sector participation
- strengthened international and regional linkages.

Partnerships

Through careful analysis, partnerships are categorized as key drivers and very crucial to the success of NSCC. Based on stakeholders' mapping of potential partners that can help achieve the strategic goal, NSCC will enter into partnership with these broad range of partners as listed below. However, partnerships will be mapped for specific programmes/projects as required. NSCC ensures critical identification and selection of partners and focuses on engaging with stakeholders that align with its objectives.

Partnerships with federal level MDAs, state and local governments will be explored to maximize impact and benefit to older persons. Below are the broad categories of institutions that NSCC will seek to partner with and the broad types of partnerships:

- MDAs at federal, State and LGA levels
- Donor agencies
- Development partners
- Civil society organizations (CSOs)
- International non-government organizations
- Research institutions
- Private sector
- Religious and traditional bodies
- Unions and professional associations
- Communities
- Media .

NSCC's Multi-Sector Partnerships Synergies

Types of Partner	Description	Key actors	Link to Strategy Goal
Allies/ Strategic partnerships	Strategic partners are those with whom NSCC shares common vision and goal. These are partners that have existing programmes, policies or resources NSCC can leverage on to improve the wellbeing of older persons in Nigeria. NSCC will collaborate with these institutions to mainstream ageing in their existing programmes. The goals of strategic partners/allies complementary to the work of NSCC. Strategic partners are critical to the success of NSCC in achieving its strategic goals	Federal Ministry of Health National Primary Healthcare Development Agency National Health Insurance Scheme State Ministry of Health	To mainstream ageing in policies and programmes of public and private institutions
	Strategic partners are typically government MDAs at all levels of governance, international NGOs, bilateral and multilateral agencies and the private sector	State Primary Healthcare Board State Health insurance schemes National Directorate of Employment National Bureau of Statistics International development agencies Private Sector Federal Ministry of Labour State Ministry of Labour NASSCO Bank of Industry SMEDAN Other state level social safety-net agencies Ministry of Women Affairs National Orientation Agency	
Programme/ Technical partnership	These categories of partnerships are entered into for the sole purpose of delivering technical support to NSCC. These partnerships will contribute to the implantation of NSCC's flagship programmes. Focus of these partnership will include funding, capacity building, technical support; systems strengthening, and any other technical or programmatic areas of focus identified	International Development Organizations CSOs Private sector Community-based organizations Religious and traditional leaders Professional bodies (pension) Security agencies Human rights commissions Research institutions Media and OSSAP-MDG	

ABBREVIATIONS
FMHADMSD – Federal Ministry of Humanitarian Affairs, Disaster Management & Social Development
FMOH – Federal Ministry of Health
FMT – Federal Ministry of Transport
FMOJ – Federal Ministry of Justice
FMWH – Federal Ministry of Works & Housing
FMARD – Federal Ministry of Agriculture & Rural Development
FMYSD – Federal Ministry of Youth & Sport Development
FMWA – Federal Ministry of Women Affairs
NPHCDA – National Primary Health Care Development Agency
SPHCDA – State Primary Health Care Development Agency
NHRC – National Human Rights Commission
NBS – National Bureau of Statistics
NPopC – National Population Commission
NIMC – National Identity Management Commission
NDE – National Directorate of Employment
LACON – Legal Aid Council of Nigeria
NAPTIP – National Agency for the Prohibition of Trafficking in Persons
NASSCO – National Social Safety Net Coordinating Office
NHIS – National Health Insurance Scheme
NSIP – National Social Investment Program
NEMA – National Emergency Management Agency
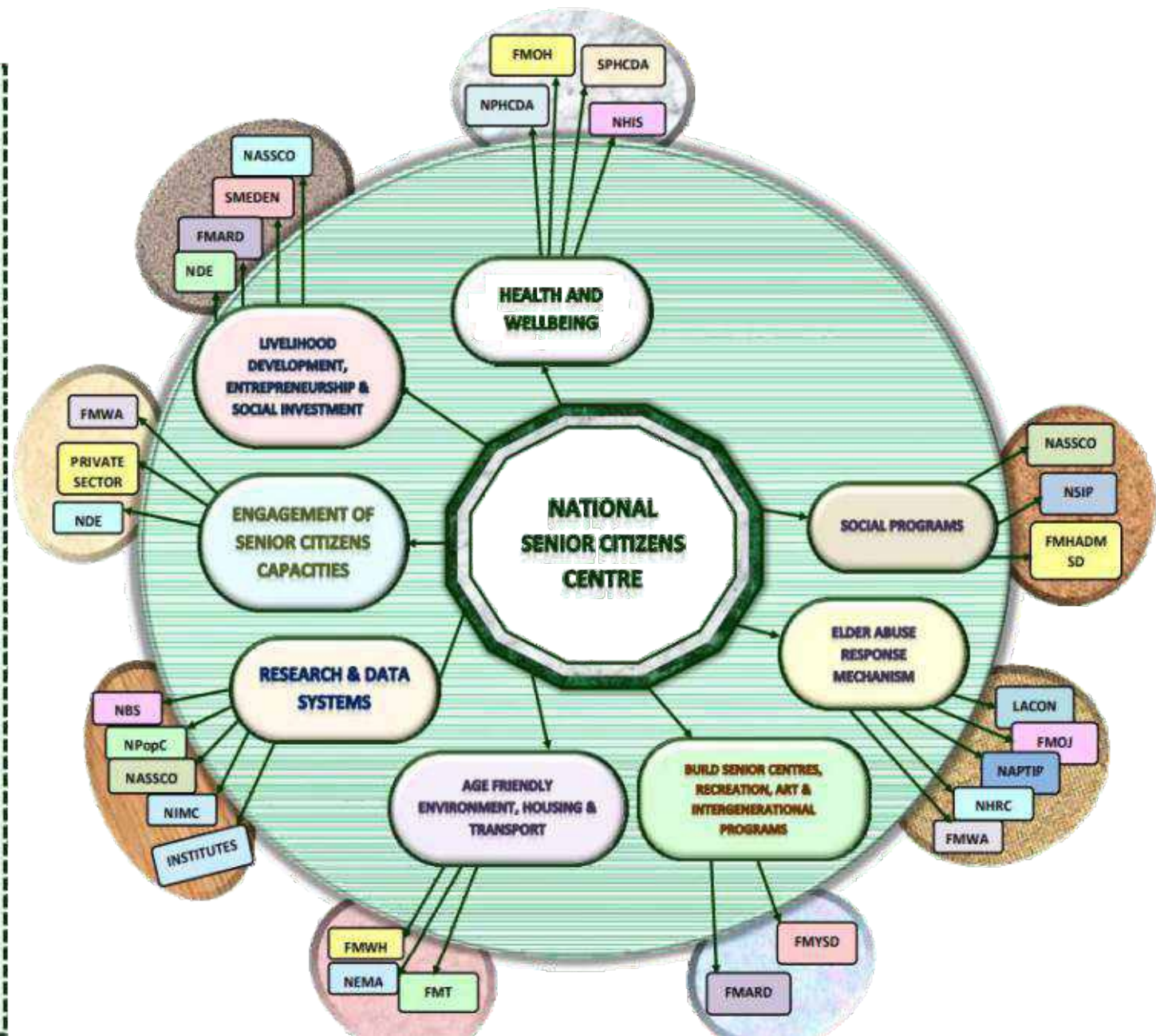INSTITUTES – University Institution
SMEDEN -

Fig. 3: National Senior Citizens Centre (NSCC): multi-agency partnerships

The Embedded Tripartite Synergies of the Strategic Framework

Drivers

These are key factors or functions that are essential to direct and control operational success outcomes

- Strong national and sub-national policy frameworks and institutional capacities
- Strong multi-disciplinary research capacities and incentives for innovation
- Reliable data management system and monitoring and evaluation.
- Regulatory mechanisms for establishing standards in care programmes and services delivery to older persons
- Multi-sectoral partnerships and coordination through collaborative technical team for accelerated design and delivery of initiative.
- Development of key performance indicators, implementation, monitoring and evaluation framework.
- Intergenerational synergies in programme development and execution
- Integration of job creation and investment opportunities in programme planning and execution
- Available and sufficient funds

Enablers

These are facilitators of successes

- Purposeful leadership and commitment to action
- Strategic communication of vision and programmes of NSCC.
- Combating ageism and promoting positive images and contributions of older persons
- Technology and enhanced staff efficacy and productivity
- Sustainable funding opportunities and optimal resource management
- Engagement of relevant clusters of stakeholders
- Private sector participation
- Strengthened international and regional linkages

Partnerships

Partnerships are categorized as key drivers to NSCC's success

- MDAs at federal, state and LGA levels
- Donor agencies
- Development partners
- Civil society organization (CSOs)
- International non-government organizations
- Research institutions
- Private sector
- Religious and traditional bodies
- Unions and professional associations
- Communities
- Media

Summary of the Strategic Framework

2	Strategic Goals
4	Strategic Objectives
24	Deliverables
9	Drivers
8	Enablers
11	Groups of Partners/Stakeholders

Strategic Plan

Overall Goal	*Improved quality of life and wellbeing for enhanced self-fulfilment for older persons in Nigeria*									
Phase 1	Strategic goals	Strategic objectives	Driver	Success indicators	Actions	Yr1	Yr2	Yr3	Yr4	Yr5
	To mainstream ageing in policies and programmes of public and private institutions	To advocate for increased mainstreaming of ageing in health sector policies and programmes	Enhance health and wellbeing of older persons	National Health Insurance coverage for older persons established, funded and replicated in all 36 states and the Federal Capital Territory, Abuja Geriatricians and other health personnel as well as support service providers, and social workers trained across the country. Policies and health programmes reflect integrated healthcare needs of older persons and are adequately funded Issues raised by older persons	Advocacy campaigns to mainstream ageing and older persons in health policies and programmes	■				
					Advocacy for action on dementia at all levels in all 36 states and FCT Abuja	■				
					Mobilize resources to build capacity of health workers in geriatric/ gerontology care at federal and state levels	■	■	■		
					Facilitate establishment of scholarships and other schemes towards training of geriatricians, and other multi-disciplinary team (MDT) members including social workers, nurses,		■	■		

				through the grievance redress mechanisms are responded to in timely and professional manner	pharmacists, and physiotherapists				
					Continue to advocate and collaborate with key health sector actors especially the National Health Insurance Scheme (NHIS) to implement a health insurance scheme for older persons				
					Establish and implement effective feedback or grievance redress mechanism in collaboration with the federal and state Ministries of Health, the National Primary Health Care Development Agency (NPHCA) and their state counterparts				
		To partner with public and private institutions to mainstream ageing in livelihood and	Reduce the number of older persons living below the poverty line	Older persons are engaged in meaningful livelihood activities that guarantees participation in	Design and implement a Cash Transfer Programme (CTP) for older persons in collaboration with National Social				

		social protection programmes	Improve the productivity of older persons Contribute to President's commitment to lift 100 million Nigerians out of poverty	gainful ventures and income security Pension scheme coverage is increased to cover older persons in the informal sector Well-funded social assistance programmes implemented at federal and state levels to cater for vulnerable older persons Private sector has knowledge and understanding of the economic viability of the aged, and are fully taking advantage of the opportunities to create employment for older persons	Safety-Net Coordinating Office (NASSCO) and donor agencies					
					Collaborate with private sector to implement financial inclusion drive for older persons to increase their access to credit facilities					

				Advocate for wider coverage (to include informal sector) and timely payment of pensions and bulk gratuity					
				In collaboration with relevant government agencies and other private sector actors, establish an intergenerational livelihoods boot camp or fellowship that will prepare older persons economically for life as an older person					
				In collaboration with professional associations and stakeholders in ageing, develop social care, quality strategic plan and regulatory frameworks for setting standards for establishment, administration, provision and certification of domiciliary care agencies and caregivers					
				Work towards enhancing the capacity of staff of relevant MDAs in					

					ageing mainstreaming to improve partnership and implement capacities in identified, collaborative programmes						
					Design and implement Grandmothers Arise Project						
2	To design and implement flagship programmes and market best practices for scale-up	To improve social connection, participation and inclusion of older persons	Improve the productivity of older persons	More age-friendly environment to enhance participation and social inclusion Public buildings are accessible to older persons Operational guidelines developed for operation of older persons centres in all states and FCT Partnerships facilitated with MDAs, private sector, religious and traditional stakeholders on the transformation of existing spaces into model older	Promote an age-friendly environment to improve on perception and attitudes towards ageing and also to maximize potentials of older persons for self-fulfilment and access to appropriate care and support services						

				persons' centres in all states and FCT Abuja Traffic lights report on age-friendly public buildings shared regularly National database of older persons established and experience corps deployed Phase 1 of older persons' centres constructed Regularization and standardization of care agencies across all states and FCT Abuja						
					Establish a traffic light scoring system to measure public building's sensitivity to age-friendly environment					
					Establish a continuing engagement desk for retirees for the deployment of experience core					

					Develop and maintain a National Database Management System on older persons in collaboration with National Bureau of Statistics (NBS) and other stakeholders		■			
					Provide uniform framework for the operation of older persons centres and homes for the older people	■				
					Collaborate with states to establish states and zonal offices and construct model older persons centres across Nigeria			■		
					Promote construction and operation of model older persons centres across the country			■		
					Recognize age-friendly institutions or public buildings through annual award ceremonies			■		
					Key into the "One Village One Product" initiative	■	■			

				of the Abuja Enterprise Agency and encourage replication across other states	🟥	🟥			
		To promote positive change in perception, attitude, paradigm and economic development opportunities in ageing	Reduce the number of older persons living below the poverty line	Campaigns against ageism implemented in all 774 LGAs Younger people actively promoting practices to curb ageing. Older persons' perception on ageing changed	Implement campaign for young people to plan for retirement		🟥			
					Collaborate with relevant MDAs to create a database of experience corps and ensure linkage with opportunities	🟥	🟥	🟥	🟥	🟥
					Implement awareness creation campaign to improve understanding of older persons' issues	🟥	🟥	🟥		
					In collaboration with the federal and state Ministries of Health, the National Primary Health Care Development Agency and their state counterparts,	🟥	🟥			

					establish and implement effective feedback or grievance redress mechanism	■	■			
					In collaboration with the National Orientation Agency, initiate community outreach campaigns to create awareness on the effect of ageism	■	■			
					Organize annual conference on ageing in Nigeria		■	■	■	■
					Implement a Tech4Older persons programme to encourage use of technology		■	■	■	■
					Facilitate training of artisans (bricklayers, carpenters, tilers, plumbers etc.) by occupational therapists on house remodelling for older persons		■	■	■	■
					Conduct regular researches on issues related to ageing		■	■	■	■

Engagement Mechanism

The National Senior Citizens Centre (NSCC) is building synergies through stakeholder partnerships and networks across 36 states and the FCT to deliver, as one, on mandate to improve the quality of life of older persons in Nigeria. The Centre makes efforts to build Stakeholder Consultative Group Structure in each state that would make it easy to engage with each state and local government. The multi-sectoral composition of the Stakeholders Group on Ageing reflects the multi-dimensions of issues of ageing and the Centre's determination to leave no one behind. NSCC needs all the expertise, experiences and networks of each stakeholder to improve the quality of life of the older persons. This is in line with the policy document, the SDGs agenda 2030, the domains of the NSCC Act 2017 and the National Development Plan 2021-2025 (Social Inclusion Pillar).

State Stakeholders in Ageing Consultative Forum

NSCC wishes to reach all the states through an inclusive and sustainable structure:

Objectives

- To pass on information about NSCC programmes and how older persons in different states can benefit
- To work through the stakeholder groups to build partnerships with state and local governments to domesticate the National Senior Citizens Act and National Policy on Ageing, if there is none yet
- To build capacity of the stakeholders to understand the Centre's programmes and their roles and to work in partnership to progressively deliver in the thematic areas
- To ensure stakeholders inputs and active participation in NSCC programmes

SIX (6) THEMATIC AREAS
• Health and Social Care
• Livelihoods, Pensions and Social Assistance
• Agriculture and Food Security
• Continuing Engagements and Learning Opportunities
• Age Friendly Environment and Services- Transport, Housing, Water and Sanitation
• Research and Data.

Composition of Stakeholders Group on Ageing

The stakeholder group is composed of different groupings as follows: professionals in ageing, National Union of Pensioners, Association of Older People, researchers/academia in field of ageing, representatives of traditional institutions, representatives from major faith organizations, the private sector, civil society/ community-based organizations in the field of gender, disability, health, social welfare, agriculture and entrepreneurship).

Governance Structure of Stakeholders Group on Ageing

The state stakeholder group in each state will be administered by the steering group composed of two co-chairs and six vice-chairs who will serve as focal persons for the six thematic areas. All stakeholder groups will align with their thematic areas of interests.

The Goal of Stakeholders Group on Ageing

The goal of the state consultative forum is to serve as engagement platforms for partnerships of stakeholders with NSCC as *one* to enhance programmes for the improvement of the quality of life of older persons in the state.

Mission of the State Consultative Forum

The mission of the state consultative forum is to mobilize all sectors in the states to work in collaboration with the National Senior Citizens Centre to initiate multi-sector programmes and services to improve the quality of life of older persons.

Strategic Objective of the State Stakeholder Consultative Forum

The strategic objective of the state stakeholder consultative forum is to ensure the mainstreaming of policy, programmes and activities to benefit older person in the state and local governments through collaboration

Ageing is multi-sector and multi-disciplinary. Therefore, the activities of one group must impact on the activities of the other groups. Some thematic areas like gender and disability are cross-cutting through all domains.

Information required from stakeholder group on Ageing according to thematic areas

	Thematic Areas	*Stakeholders Operating in Each Thematic Area*	*Names, Contacts, Location, Registration and Numbers*
A	Health and social care		
B	Livelihoods, pension and social safety net		
C	Agricultural and food Security		
D.	Continuing engagements and learning opportunities		
E	Age friendly environment and services- transport, housing, water and sanitation		
F	Research and data		

Monitoring and Evaluation Plan

Introduction

The imperative for institutional framework for coordination, transparency, accountability, performance and the measurement of same, gave rise to the tool of monitoring and evaluation (M&E). It is expected that the M&E plan provided here will offer the essential steps in managing the implementation, process of assessing and reporting progress towards achieving project outputs and outcomes. M&E is uniquely oriented towards providing its users with ability to draw casual connections between the choice of policy priorities, resourcing of those policy objectives, programmes designed to implement them, services actually delivered, and their ultimate impact on their beneficiaries.
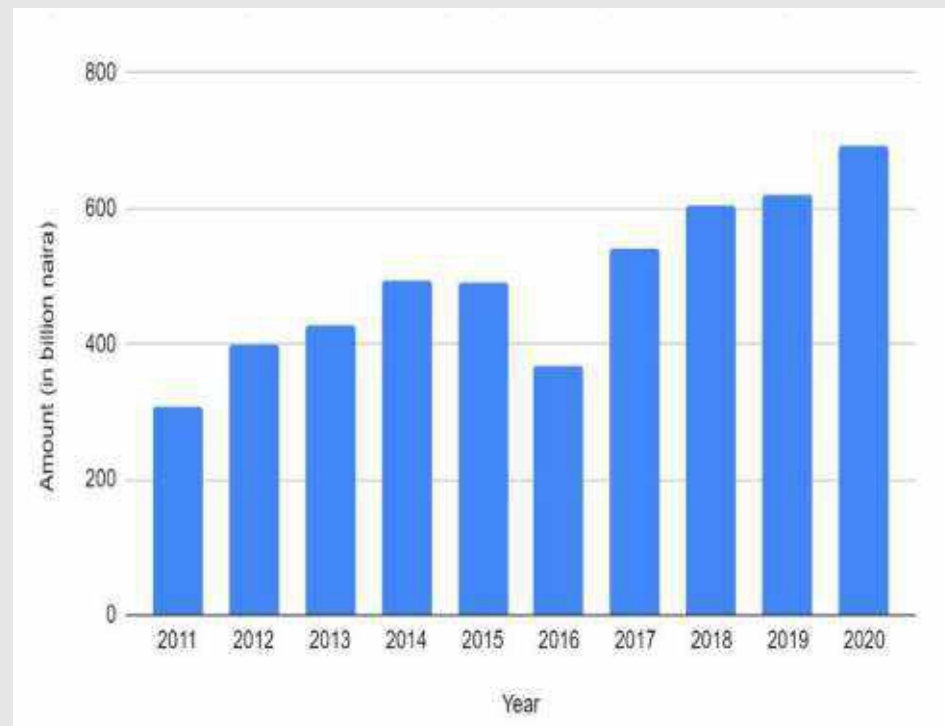
Given its importance, the National Planning Commission[1] had developed national monitoring and evaluation framework from which MDAs are expected to derive their M&E plans. The M&E plan presented here is teased from NSCC's plan in the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development's document. It is, in part, pointing out M&E's principles, practice and standards to be used throughout the implementation of the PoA and activities in this documents.

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[1] See Monye, S O. (2020). A Compendium of National Development Plans 1999-2020. Africa Institute for Public Policy, Onicha-Ugbo, Nigeria.

Monitoring and Evaluation Thrust

Provision of continuous tracking of inputs, activities and outputs through credible and timely evidence-based system of regular measurement and reporting of progress-dashboard, performance reports of projects, programmes and policies, and indeed the entire Plan of Action.

Monitoring and Evaluation Plan for the Strategic Roadmap

Strategic Goals	Strategic Objectives	Indicators	Baseline (2021)	Target (2025)	Basic Assumptions
Strategic Goals 1 **To mainstream ageing in policies and programmes of public and private institutions**	**Strategic Objective 1** Advocate for increased mainstreaming of ageing in sector policies and programmes	**Indicator 1.1** Number of the older persons in public and private sectors with national health insurance coverage in the 36 states of the federation and FCT	NHIS only covers public servants and workers in the organized private sector and terminates at retirement **Source of information** *NSCC-Annual Report NHIS*	At least 25% of the states will have health insurance scheme for older persons and back it up with funds	NHIS expected to spearhead action following NSCC sensitization/ advocacy and funding will be available in the states and FCT to fund this scheme
		Indicator 1.2 Number of trainings for focal persons and ageing desks set up, other personnel, social works, as well support services providers organized across Nigeria	Number of trainings already organized **Source information** *NSCC Annual Report NHIS*	At least one national training and one stepdown in each of the six geo-political zones will be conducted	It is assumed that there will be funds and manpower as well as support from NGOs for this activity
		Indicator 1.3 Number of policies and programmes that reflect healthcare needs of older persons that are adequately funded	**Source of Information** *NSCC Programme reports NSCC Annual Reports*		
		Indicator 1.4 Number of issues/cases raised by older persons through the grievance redress mechanisms that are responded to in a timely and professional manner	**Source of Information** ▪ NSCC annual report data from community anti-elder abuse rapid responses mechanisms ▪ Data and report from ageing desk officers	95% redress of all issues raised and brought to the attention of NSCC, the ageing desk officers and community anti-elder abuse committee	▪ Ageing desk officers and community anti-elder abuse response community will be fully supported to be active ▪ NSCC to undertake quarterly monitoring and evaluation to assess responses
		Indicator 1.5 Number of older persons in the informal sector covered by pension scheme	**Source of information** *NSCC Database Annual Report*	25% of older persons in the informal sector captured on the database will benefit from pension coverage through the innovative NSCC pension scheme	Funding available for the pension scheme for older persons in the informal sector

Strategic Goals	Strategic Objectives	Indicators	Baseline (2021)	Target (2025)	Basic Assumptions
		Indicator 1.6 Number of well-funded social assistance programmes implemented at federal and state levels	**Source of Information** NSCC Annual Report, Annual Report of Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development	Social assistance programmes in 50% of the states of the federation for vulnerable older persons	State governments will be willing to establish and fund social assistance and protection programmes for vulnerable older persons
Strategic Goal 2 **To Design and implement flagship programmes and market best practices for scale up.**	**Strategic Objective 2** To improve social development strategies	**Indicator 2.1** Number of flagship programmes and schemes developed and marketed for scale up	**Source of Information** *NSCC Database Annual Report*	7 flagship programmes will be designed and developed by NSCC for marketing and scale up	Funding for the development of these flagship programmes and scheme and stakeholders will be willing to scale them up
		Indicator 2.2 Policy on age-friendly environment will be available and sensitization of stakeholders will be done on its utilization	**Source of Information** *NSCC Website Annual Report*	100% adherence to the age-friendly environment standards	Stakeholders will adhere to the standards
		Indicator 2.3 Number of partnerships facilitated with MDAs, private sector, religious and traditional stakeholders on the transformation of existing spaces into model older persons in all states and FCT	**Source of Information** *NSCC Database Annual Report*	NSCC will engage with 10 partners	Partners will be willing to engage and commit funds towards facilitation of transformation of existing spaces into model older persons centres
		Indicator 2.4 Report on age-friendly public building policy will be available	**Source of Information** *NSCC Database Annual Report*	Full compliance	Stakeholders will be willing to adhere to the standards.
		Number 2.5 Number of care agencies across all states and FCT inspected for adherence to standard and quality of care	**Source of Information** NSCC Database Accreditation reports Annual report	Standard guideline and accreditation checklist will be available by third quarter of the year	Standard and quality of care documents will be available to care agencies for compliance before accreditation visit or inspection

Section Three

NSCC Organizational Structure

NSCC is committed to improving quality of life of older persons.

It has a unique mandate to work or partner with other institutions either as an initiator or as a facilitator of initiatives, leveraging on existing programmes and policies.

It is equally committed to building engagement, coordination and capacity building mechanisms as enablers.

NSCC Organizational Structure

NSCC has evolved an organizational structure that fits its purpose, taking into account feasible and optimal vision, mission and action plan. The organogram, therefore, reflects the strategic priority areas and critical activities, namely,

- Justice for older persons and livelihood development
- Training and engagement of capacities of older persons
- Health and social care for older persons
- Research, data system on older persons
- Planning, monitoring and evaluation of programmes
- Building older persons' centres and setting standards for centre programmes and support services
- Finance and administration that need to be performed well for the organization to succeed.

The NSCC's organogram provides a senior management level to produce strategic guidance within the critical functions highlighted above.

Having all parts of an organizational structure in place with a strategy gives it a better chance of achieving success. The organizational structure influences implementation of strategy. The structure also facilitates seamless flow of information, controls allocation of resources and assigns roles and responsibilities. Since the strategy will not be implemented in a vacuum, it is on this basis that the organogram is designed to maximize its full human resource potential.

Organizational Development Action Strategy

- Articulate the organogram
- Strategic recruitment and appropriate placement and deployment of staff through appointments to fill offices/set up the secretariat
- Strengthen capacity of NSCC board members and management staff to deliver on mandate
- Provide optimal condition of service/staff wages, compensation and incentives
- Provide infrastructure: office rental/provision of office equipment
- Engender effective performance management
- Develop the Centre's strategic document
- Develop the Centre's communication strategy
- Develop the Centre's branding: corporate logo, website, Twitter handle, signage
- Develop a fund-raising strategy with scope and ethics of such resource management.
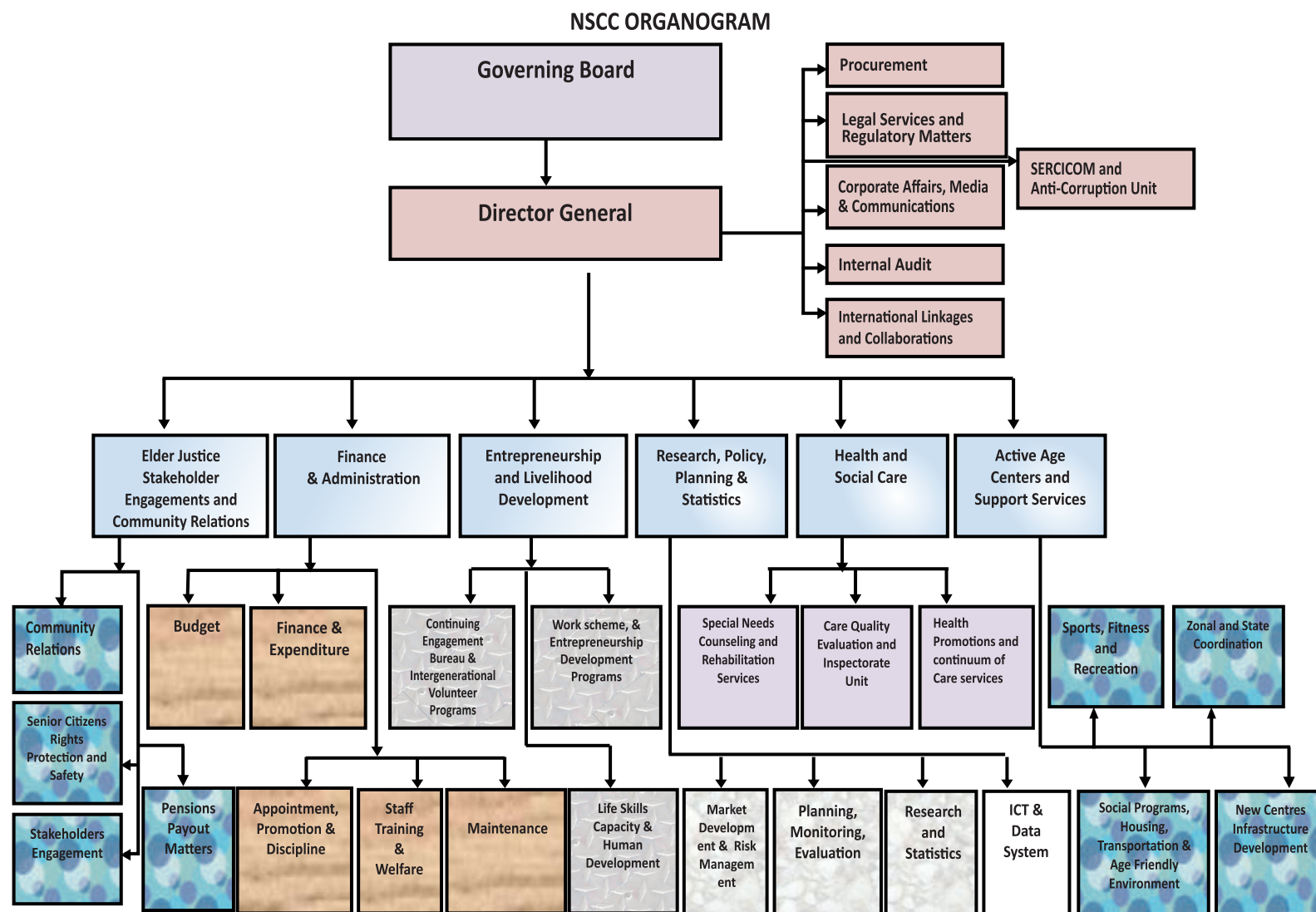
National Senior Citizens Centre Organogram

NSCC ORGANOGRAM

Fig, 4: The NSCC Organogram

Structure and Administration of the NSCC

In order to effectively execute and deliver its mandates, the National Senior Citizens Centre is structured into Office of the Director-General and six operational Departments.

Office of the Director-General

Office of the Director-General is structured for seamless and effective delivery of mandate by the establishment of six units, namely,

- Procurement
- Corporate Affairs, Media and Communications
- Internal Audit
- International Linkages and Collaboration
- Legal Services and Regulatory Matters
- Servicom and Anti-Corruption.

The responsibilities of the units are as follows:

Procurement
- To ensure the application of fairness, competitiveness, cost-effectiveness and professionalism in the agency procurement system
- To inform and explain the provision of the Public Procurement Act to the staff of NSCC
- Subject to the threshold as may be set by the National Council on Public Procurement, supervise the implementation of established procurement policies including an invitation to bid, bid security, evaluation of bids, submission of bids and records of procurement proceedings

Corporate Affairs, Media and Communications
- Promote a fundamental positive change in perception, attitude and paradigm on ageing, old age and inclusive society to achieve an overarching optimistic and positive perception of ageing and older persons and create opportunities for investing in enhanced capacities of older persons
- Utilize media tools to increase the profile and visibility of the National Senior Citizens Centre and coordinate media interactive sessions and promotional activities
- Develop strategies for effective communication
- Engage in citizens' education on the content of the National Senior Citizens Centre Act and the National Policy on Ageing
- Promote the posturing of NSCC to deliver its mandate
- Enhance capacities and reduce older persons' vulnerabilities
- Use strategic media engagements to address stereotypes, myths, prejudices and discrimination (ageism) for social and behavioural change
- Develop, produce and disseminate information, education and communication (IEC) materials
- Promote new innovation and publish evolving activities of the Centre's newsletter, documentary, etc.

Internal Audit
- Ensure compliance with laws and regulations
- Maintain accurate reporting and data collection in order to add value and improve NSCC's operation

- Evaluate the Centre's internal control, corporate governance and accounting processes
- Ensure credibility and reliability
- Security compliance to applicable legal requirements and reporting
- Identify problems and inefficiencies and take necessary corrective steps

International Linkages and Collaborations

- Identify relevant interregional and international organizations, propose and negotiate mutually beneficial and sustainable partnerships for technical support for capacity and systems enhancement (SDGs 17)
- Attract, to the National Senior Citizens Centre, benefits to advance the realization of its mandate in all the domains including research, database, system development, donor groups mobilization, NSCC's participation in AU/UN/Geneva Human Rights Council Working Groups on Ageing and Human Rights processes as well as the United Nations Open-ended Group on Ageing
- Liaise with Nigeria's foreign missions and the Ministry of Foreign Affairs on UN Convention processes, Federal Ministry of Finance, Budget and National Planning on partners in population and development (PPD), the African Regional Forum for SDGs, National Task Force and National Population Commission, on international conference on population and development (ICPD) processes to ensure that concrete measurable dividends translate into programme development and funding for older persons
- Harness goodwill and development linkages with UN DESA, Ageing and Inclusion desk, Statistics

Department and OHCHR, towards providing technical assistance for programmes like capacity development agenda, elder abuse preventive education and services, healthy ageing strategy and community health workers' training, special needs group training/psycho-social counselling for persons with dementia, and families in distress, etc.
- Develop programmes on age-friendly initiatives, gender-based violence (older women and grandmothers in development), for funding and technical assistance for these programmes
- Initiate and prepare proposals, grants and support services for all the other departments
- Engage capable, experienced, internationally connected hands to work with the Director-General to translate partnership initiatives into very measurable outcomes to make the Centre a model.

Legal Services and Regulatory Matters

- Provide legal services and regulatory matters for the Centre
- Initiate and sponsor bills on care quality regulations and other legislations and follow up to assent by President
- Provide legal aid and access to justice issues in cases of discrimination
- Provide information and referrals
- Develop legal assistance programme including representation for older persons
- Provide legal hotlines
- Attend to Board matters.

Departments, Roles and Responsibilities

There are six departments, namely,

- Elder Justice, Stakeholders' Engagement and Community Relations
- Finance and Administration
- Entrepreneurship and Livelihood Development Programmes
- Research, Policy, Planning and Statistics
- Health and Social Care
- Active Age Centres and Support Services.

Department of Elder Justice, Stakeholders' Engagement and Community Relations

The Department is responsible for the

- development and promotion of campaigns against abuse, neglect and exploitation of older persons;
- identification, investigation and resolution of such cases in collaboration with MDAs with related statutory mandates.

The Department is sub-divided into the following units for effective discharge of its mandate, namely,

Older Persons' Rights, Protection and Safety

- Establish help desk to facilitate education on older persons' rights and prevention of abuse of their rights
- Provide remedy and seek redress for victims
- Engage in public enlightenment programmes in order to strengthen the protection of the rights of older persons

- Set up help lines for distressed, disoriented and missing older persons
- Deal with cases of abuse, violence against and neglect of older persons
- Facilitate access to justice for older persons to seek redress in partnership with relevant MDAs including Legal Aid Council of Nigeria, Human Rights Commission, NAPTIP, National Orientation Agency and law enforcement agencies.

Community Relations

- Identify goals and proffer solutions to problems which cause emotional and psycho-social trauma to older persons
- Develop collaborative professional programmes for older persons
- Set standards to improve communications and coping skills
- Promote behavioural change and optimal mental health for older persons
- Provide help lines for distressed older persons and families as well as pre-retirement and second career counselling.

Pensions Matters

- Liaise with National Union of Pensioners to identify gaps and vexing issues in pension administration and to collaboratively facilitate dialogue with state governments
- Engender advocacy for expansion of pension coverage and the acceleration of mainstreaming of older persons in national and state social protection programmes
- Intervene in the deplorable pensions pay-out matters.

Stakeholders' Engagement

- Engage older persons in all their activities, feeding in the inputs of older persons while seeking out their participation in NSCC activities
- Enable engagement with professional associations, civil society organizations, faith and community-based organizations for diagnostic reports and opportunities for them to participate in decision making of the NSCC programmes
- Engage in ageing mainstreaming and strategic partnerships
- Collaborate with relevant MDAs to map statutory mandates and facilitate ageing and older person's integration
- Identify gaps and needs for enhanced capacities on the Centre's vision and mission and their common location
- Engender effective delivery of needed sustainable structured partnerships and mechanisms for collaborative planning and delivery of programmes and service outcomes for the older persons, for example, FMOH, NPHCDA, NHIS, Ministry of Agriculture, OSPAP, SDGs, NASCO, etc.
- Develop advocacy and engage with state and local governments to domesticate the NSCC Act and National Policy on Ageing.

Department of Finance and Administration

The Department is responsible for the following activities:

- Ensure efficient management and expenditure of funds for various projects within the Centre
- Ensure the efficient financial management and control necessary to support all activities of the Centre
- Oversee all matters relating to bookkeeping, financial records, budget preparations, coordination and defence and appropriate disbursement of funds
- Oversee all administrative aspects of the National Centre regarding recruitment, promotion and discipline of staff of the National Centre
- Evaluate and maximize staff performance
- Enforce and implement the Centre's conditions of service and staff welfare
- Ensure quality management and sufficiency of human resources
- Maintain an effective and efficient secretariat operations through staff capacity building
- Facilitate staff training programmes for the Centre and the outstation offices.

For the effective discharge of its mandate, the Department is sub-divided into five units, namely,

- Budget
- Finance and Expenditure
- Appointment, Promotion and Discipline
- Staff Training and Welfare
- Maintenance.

Department of Entrepreneurship and Livelihood Development Programmes

For the effective discharge of its mandate, the Department is sub-divided into three units, namely,

Entrepreneurship Development Programmes Division and Work Scheme

- Facilitate micro-financed livelihood programmes and work schemes, and enhance capacities of older persons to engage in profitable ventures
- Design and implement programmes and activities for intergenerational collaboration on enterprise development
- Design and implement strategies to attract older elites and private sector investments
- Focus on facilitating the enhancement of productive community ventures, especially in rural areas, led by older persons while strengthening intergenerational participation, technical support for capacity building, upgrade of machinery and infrastructure as well as funding and market development
- Promote business and employment opportunities in the geriatric needs market.

Continuing Engagement Bureau and Intergenerational Volunteer Programmes

- Set up platforms for retirees and older persons with opportunities to harness their experiences, expertise, skills and interests, and facilitate networks of professionals and others to develop new roles and experience corps for national and community services
- Manage the older persons' bureau for registering older persons who wish to volunteer their services in any capacity in their respective fields of expertise
- Initiate programmes for planned coordination of perfect fit positions
- Market and keep a database of older persons and their CVs, and conduct background checks as

well as promote to the public, including educational institutions, etc., different volunteer programmes and capabilities

- Promote intergenerational life links through youth and seniors volunteering
- Partner with the National Youth Service Corps (NYSC) on youth volunteer programmes within the Centre, for example., youth for older persons' programme, friends of the older persons' programme.

Life Skills Capacity and Human Development

- Life-long learning opportunities, cross education programme, intergenerational exchange classes and opportunities for intergenerational dialogue
- Intergenerational digital technology programme.

Department of Research, Policy, Planning and Statistics

The Department is the think-tank of the Centre. It is responsible for the following:

- Establish corporate and strategic implementation planning
- Develop implementation strategies for planning and establishing new centres and liaison activities with other relevant agencies
- Facilitate the development of national research agenda on ageing/national surveys/needs assessments
- Conduct research activities and keep statistical data and information in the Centre
- Develop corporate and strategic planning, conduct research activities and maintain statistical/data systems

- Manage information resources including the maintenance of ICT equipment for research purposes
- Handle policy issues as may from time to time be referred to it.

For the effective discharge of its mandate, the Department is sub-divided into four units, namely,

Planning, Monitoring and Evaluation

- Produce development plan (rolling, medium and perspective)
- Monitor and evaluate plan implementation
- Formulate the procedures for monitoring the activities of the sub-centres under the supervision of the Centre
- Service ad-hoc committees set up by the Honourable Minister
- Collate and produce quarterly/annual reports of offices under the supervision of the Centre
- Liaise with relevant bodies outside the Centre on policy and planning matters.

Research and Statistics

- Research into the internal organization and operational modalities of the Centre
- Research into policy options of the three tiers of government
- Collate and compile statistics for the annual report for Centre and sub-centres within its supervision
- Facilitate national multi-indicator surveys on ageing/guiding national research agenda on ageing and older persons
- Collate and compile data and statistics relating to the Centre

- Study project/programme proposals from MDAs and advise government appropriately
- Relate with relevant agencies outside the Centre on research and statistics matters
- Liaise with the academia and other research centres to develop a national research agenda on ageing and facilitate funding for on-demand research of the Centre.

The Information Communication Technology (ICT) and Data System

- Advise the Centre on ICT policies of the federal government
- Design, develop and maintain the Centre's database on older persons
- Automate all processes within the Centre
- Develop, implement and ensure a robust e-governance strategy within the Centre
- Provide central ICT support services for the Centre
- Install, maintain and repair the computer infrastructure in the Centre
- Design, develop and maintain the Centre's virtual library
- Organize and conduct intensive in-house ICT training programmes for the staff of the Centre
- Assist and advice on the supervision of ICT-related matters of agencies under the supervision of Centre
- Advise on the procurement of computer systems, general information technology and communication infrastructure.

The Market Development and Risk Management Division

- Responsible for private sector participation and ageing market development, marketing business and economic growth opportunities in ageing
- Identify and brand innovative geriatric products and services and attract private sector participation and investments
- Mark the public-private partnerships' opportunities in the Centre's care facilities
- Engender digital inclusion of older people, intergenerational life-links/community livelyhood enterprises, etc., for example, engaging insurance companies, banks, manufacturing concerns, pharmaceuticals (SMEDAN, Federal Ministry of Science and Technology, etc.)

Department of Health and Social Care

For the effective discharge of its mandate, the Department is sub-divided into three units, namely,

Health Promotions and Continuum of Care Service

- Plan and actualize the communication and social mobilization components of health promotion
- Develop strategy and master trainers' manuals on healthy ageing
- Accelerate inclusion and access to health services delivery to older persons, especially in rural and remote areas in synergy with local governments and NPHCDA and NOA as well as the private sector
- Plan, source, receive, record, store and distribute assistive devices, equipment and consumables to eligible older persons
- Work closely with the Federal Ministry of Science and Technology and the private sector for the manufacture of assistive devices, equipment and consumables in Nigeria.
- Work closely with the National Primary Healthcare Agency to strengthen geriatric care at the community level
- Engage in the promotion of physical fitness and health programmes for older persons
- Engender health and nutrition education programmes
- Initiate individualized and group counselling
- Conduct health screening and referral.

Special Needs and Rehabilitation Services Division

- Develop programmes, services, grants, including psycho-social counselling services, for special needs population of older people, those with severe disabilities, older IDPs, older widows, older persons with dementia and their distressed families and destitute older people
- Provide supportive services for families of older persons living with Alzheimer diseases and related disorder
- Provide welfare for older persons in emergency humanitarian situation.

Care Quality, Certification and Inspectorate Division

- Regulate standards for the establishment, administration and staffing of aged care facilities with oversight on care institutions, caregivers and approved facilities
- Design national curriculum minimum academic standards for certifying domiciliary care, day care, home and community care services managers and care givers
- Produce a directory of care providers

- Inspect and enforce compliance in partnership with all relevant agencies of government, professional bodies and care providers' associations.

Department of Active Age Centres and Support Services

The Department is responsible for the following:

- Develop the Centre's procedures for identifying locations to set up older persons' centres: design, build and furnish them
- Collaborate with relevant departments and divisions to engage communities in the activities of the Centre
- Design programmes, process human resource needs, capacity enhancement needs, supplies, help desks and inspections.
- Empower and facilitate inclusion of older persons in social assistance and labour market opportunities, old age grants for poor older, health insurance, social care services in partnership with the parent Ministry and other agencies with statutory mandates.

For the effective discharge of its mandate, the Department is sub-divided into five units, namely,

Social Programmes, Housing, Transportation and Age Friendly Environment
- Liaise with appropriate MDAs to implement programmes that ensure access, services delivery and equity for older persons in transportation, housing, recreation and sport, health insurance and maintenance of age-friendly environments
- Design effective social programmes to support the core goals of the Centre

- Empower and facilitate inclusion of older persons in social assistance and labour market opportunities
- Provide old age grants, health insurance, social care services for poor older, in partnership with the parent Ministry and other agencies with statutory mandates.

Funding

There shall be established an account for the Centre into which shall be paid the following funds:

- take-off grant for the Centre
- annual subvention or allocation received from the federal government
- such funds as may, from time to time, be granted to the Centre by the three tiers of government
- all subscription, fees and charges for services rendered by the Centre, and
- all assets which may, from time to time, accrue to the Centre.

Section Four

Conclusion

The NSCC Strategic Roadmap is a product of consultation with stakeholders, and collaboration between the federal and state governments.

It develops new models and means to reach the poorest older persons in collaboration with sates and local governments.

Conclusion

The National Senior Citizens Centre Strategic Roadmap is a product of consultation with stakeholders, and collaboration between the federal and state governments. The strategy is informed by the National Senior Citizens Centre Act 2017, the National Policy on Ageing (2021) and the Federal Government National Development Plan (2021-2025). It focuses on the pillar of social inclusion. The overall goal is to improve the quality of life of older persons by improving the social indicators through accelerating inclusion of the marginalized and vulnerable older persons across the six geo-political zones and opening up opportunities in the rural areas to ensure balanced development.

NSCC's programmes are organized around 11 strategic goals and seven themes, all geared towards poverty reduction, good health and wellness and social services systems, and improve inclusion and quality of life for all older persons and the most vulnerable among them. NSCC's mission is to ensure the execution of these programmes and activities through multi-sector partnerships and application of researched evidence and advocacy to change general perception of ageing and older persons while promoting intergenerational synergies and economic growth opportunities in meeting the challenges.

The Strategic Roadmap strengthens NSCC's mission and brings clarity and consistency in the communication of NSCC's vision to both internal and wider audiences, making clearer how social inclusion of older persons positively affects communities, younger generations, climate, the environment, health systems and, indeed, every aspect of human development. The roadmap provides effective pathways on negotiating and, when possible, working with MDAs at all levels to enable them shift policy actions in favour of NSCC, transforming the intergenerational inequity and imbalances in affirmation of older persons.

The use of nationwide lens to scope opportunities to improve the quality of life of older persons while linking their contributions to community healthcare and social care systems, but settling on focused activities, is paramount. When linked to the National Plan of Action on Ageing and Project Activity Plan, NSCC is on a mission to leverage ageing mainstreaming opportunities by optimizing existing systems, mechanisms and processes, including policy reviews, reforms and revised development plans and amendments of Acts to promote inclusion and participation of older persons and those with disabilities.

The Strategic Roadmap also develops new models and means to reach the poorest older persons in collaboration with states and local governments, and NGOs. While positioning geriatric demands and creating supply awakening in markets and commercializing products of older persons, NSCC is rightly positioned to garner reputation as innovative alliance builder, creating new partnerships and intergenerational alliances which can turn great ideas and proven interventions into change at scale for older persons and communities.

STRATEGIC ROADMAP ON AGEING

2022-2032

...Improving quality of life of Senior Citizens