

End of Cycle Evaluation of UN Development Assistance Framework (UNDAF) III, 2014 – 2017

FINAL REPORT

Experts: Seamus Cleary, Onwuemele, Andrew, Sam Smah

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Acronyms

AI	Avian Influenza
AIDS	Acquired Immune Deficiency Syndrome
ASDP	Agribusiness Supplier Development Programme
ATA	Agricultural Transformation Agenda
AU	African Union
BPP	Bureau of Public Procurement
CATS	Community Approach to Total Sanitation
CBECCE	Community-Based Early Childcare Centre
CCA	Common Country Assessment
CCB	Code of Conduct Bureau
CCT	Code of Conduct Tribunal
CLTS	Community-Led to Total Sanitation
CPI	Corruption Perception Index
CRA	Corruption Risk Analysis
CSO	Civil Society Organization
CT	Counter Terrorism
DAC	Development Assistance Criteria
DALYS	Disability-Adjusted-Life Years
DaO	Delivering as One
DGD	Democratic Governance for Development
DTS	Displacement Tracking System
EAP	Evaluation Action Plan
EFCC	Economic and Financial Crimes Commission
EPI	Expanded Programme on Immunization
EQ	Evaluation Questions
ERG	Evaluation Reference Group
ERGP	Economic Recovery and Growth Plan
ERP	Early Recovery Plan
EU	European Union
EW/EA	Early Warning/Early Action
FAO	Food and Agricultural Organisation
FCDA	Federal Capital Development Authority
FCT	Federal Capital Territory
FCTA	Federal Capital Territory Administration
FEC	Federal Executive Council
FMARD	Federal Ministry of Agriculture and Rural Development
FMoJ	Federal Ministry of Justice
GDP	Gross Domestic Product
GNI	Gross National Income
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
IATT	Inter-Agency Task Team
ICPC	Independent Corrupt Practices and Other Related Offences Commission
IFAD	International Fund for Agricultural Development
IFES	International Foundation for Electoral Systems
ILO	International Labour Organisation
ILO	International Labour Organisation
INEC	Independent National Electoral Commission
IOM	International Organisation for Migration
IPCR	Institute for Peace and Conflict Resolution

IYCF	Infant and Young Children's Feeding
JP	Judgment Points
LEEDS	Local Economic Empowerment and Development Strategy
LGA	Local Government Area
M & E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MNCH	Maternal Newborn and Child Health
NABG	National Agricultural Business Group
NASS	National Assembly
NBS	National Bureau of Statistics
NDCMP	National Drugs Control Master Plan
NDHS	National Demographic and Health Survey
NDLEA	National Drug Law Enforcement Agency
NEEDS	National Economic Empowerment and Development Strategy
NEITI	Nigerian Extractive Industries Transparency Initiative
NEMA	National Emergency Management Agency
NFIU	Nigeria Financial Intelligence Unit
NGO	Non-Governmental Organisation
NIRD	National Industrial Revolution Policy
NPL	National Planning Commission
NREMP	National Renewal Energy Master Plan
ODF	Open Defecation Free
OECD	Organisation for Economic Cooperation and Development
PCC	Public Complaints Commission
PMU	Project Monitoring Unit
PV	Photovoltaic
RA	Results Area
RC	Resident Coordinator
RCO	Resident Coordinator's Office
REEP	Renewal Energy and Energy Efficiency
RfP	Request for Proposals
RUWASSA	Rural Water and Sanitation Agency
SCA	Strategic Conflict Assessment
SCUML	Special Control Unit against Money Laundering
SDGs	Sustainable Development Goals
SEEDS	State Economic Empowerment and Development Strategy
SEMA	State Emergency Management Agency
SIEC	State Independent Electoral Commission
SMART	Specific, Measurable, Attainable, Realistic, Timely
SOP	Standards Operating Procedure
SRP	Strategic Response Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistance
TI	Transparency International
TUGAR	Technical Unit on Governance and Anti-Corruption Reforms
UNAIDS	Joint United Nations Programme on HIV & AIDS
UNCHR	United Nations High Commission for Refugees
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDF	United Nations Development Fund
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNESCO	United Nations Educational, Scientific and Cultural Organisation

UNFPA	United Nations Population Fund Agency
UNHABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNIDO	United Nations Industrial Development Organisation
UNITAR	United Nations Training and Research Institute
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Operations Services
UNS	United Nations System
UNSPF	United Nations Sustainable Development Partnership Framework
UNWomen	United Nations Women
VLOM	Village Level Operation and Maintenance
WASH	Water Supply, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organisation
WMO	World Meteorological Organisation

EXECUTIVE SUMMARY

The Federal Government of Nigeria and the United Nations Country Team (UNCT) commissioned a final evaluation of the United Nations Development Assistance Framework (UNDAF) 2014-2017, which was undertaken by a team of three independent evaluators over the period 19th March to 30th April 2018 with final report submitted on August 30 2018. The evaluation findings based on the agreed evaluation criteria are presented below:

Design and Relevance

UNDAF III was designed in line with the Government of Nigeria's priorities (Vision 20:2020) and informed by its medium-term policies. Equally, Government was a participant at key stages in the development of UNDAF 3, notably (i) agreement to the DaO approach and (ii) the development of the RF and logframe. Similarly, its design was informed by UNS policy and guidance, earlier experience (UNDAF 1 and 2) and shared decision-making that UNDAF 3 would see Nigeria as a 'start-up DaO'.

The evaluation team identified a number of weaknesses, principally in the RF, which affects its utility both as a planning and as a programme management document. The evaluation team believes that while four strategic RAs are appropriate for a country the size of Nigeria and the identified challenges to which the programme sought to respond, the number of Outcomes and, particularly, Outputs are not. The Outputs, in particular, should be much reduced in number, possibly by pitching them at a higher level.

The weakness of the RF as a programme management tool are underlined by the indicators' weaknesses and the challenges experienced around adequate reporting on strategic RAs 1, 3 and 4. This has not permitted satisfactory tracking of progress and, as importantly, negatively affected the implementation of the Monitoring and Evaluation Action Plan. Furthermore, a systematic approach to independent field monitoring has not been evident and such independent monitoring experienced human and financial resource challenges.

Overall, however, the evaluation team believes it was possible to address the identified weaknesses during implementation. It is also of the opinion that the inclusive design process was in line with international commitments (Paris, Accra and Busan) and the design was, and, in many instances, remains, relevant to Nigeria's needs and priorities.

Efficiency

Reliable expenditure¹ data was available neither to the evaluation nor the RC's office despite the existence of prepared reporting templates; such reports were generally not forthcoming. The evaluation team, therefore, is unable to make a definitive judgement as to the efficiency of the UNDAF III. Based on the available data, however, it can state that, in the majority of cases, total expenditure exceeded indicative investments. Nor, is the team able to make a judgement regarding cost effectiveness of the investments, especially with regard to whether other investments would have demonstrated both greater efficiency and cost effectiveness.

The absence of expenditure information is the major reason why the evaluation is unable to comment on the conversion of resources into planned outputs; the evaluation team is unable to make any definitive judgement as to the efficiency of the UNDAF III exercise as it was effectively denied access to the necessary data.

¹ One head of agency noted in correspondence with the evaluation team that 'it is difficult to nail down this expenditure'.

Effectiveness

Overall, and given the limitations imposed on it by the absence of adequate documentary reporting, the evaluation team's opinion is that UNDAF III's efficacy has been limited. This is largely due to external factors beyond the control of the UNCT and, indeed, the Government. External factors, including the rapid drop in the oil price and the increasingly negative economic environment, meant that the Government focus was elsewhere, and budgetary cycle reforms negatively affected the availability of counterpart funding. DaO was always going to be a challenge; under constrained economic circumstances and an effective continuation of 'business as usual' by the UN agencies, implementing the approach effectively proved impossible. By far the most important challenge to effective management of the DaO approach, however, lies in the demonstrable lack of ownership of the concept within the UNS itself. This is reflected in the absence, with very limited exceptions, of reporting, itself reflective in an absence of priority attached to this by individual agencies' senior management and UNCT members who are expected to lead/drive the process at the country level.

Programme Management

The structure is an appropriate response to the guidance and oversight requirements of the complexity of an UNDAF approach. But it was beset by a number of challenges. The thematic group structures depend on individual' and individual agency' prioritisation of the thematic subject. In its absence, little is achievable. The expertise assembled in the M&E advisory group was largely wasted without adequate resourcing for necessary activities. The Steering Committee's efficacy was overtaken by events arising from issues outside of its control. Overall, despite an appropriate design, the efficacy of the project management structure was limited.

Progress to Outcomes

The evaluation was hampered by weaknesses in the reporting of project achievements; in particular there was no comparison of achievements to the established baselines and the definition of some reporting criteria, in particular, 'on track' was questionable. Consequently, determining output and outcomes progress is problematic.

The combination of a continued silo approach to project implementation and absence of inter-agency information sharing meant complete consolidated reporting was virtually impossible, the 2017 Annual Report being a case in point. Delivery was also challenged because of the limited implementing agencies² capacity. The respective federal and state governments' failure to provide counterpart funding also seriously affected project implementation, particularly at the state level. In its turn, this affected the UNDAF III's ability to meet its targets.

Monitoring and Evaluation

The MTR (Light Review) and subsequent annual reports are generally positive. But their focus is on Outputs and no attempt is made to estimate whether the achievements reported would contribute to the achievement of the expected Outcomes. Furthermore, the judgements made were based upon the delivery of activities under the individual Outputs not the effects of those activities (with the broad exception of the Social Capital Development Result Area, where the indicators were more conducive to assessment of Outputs). This raises serious questions concerning the reliability of the judgements (particularly in respect of the overwhelming majority 'on track', made).

The field monitoring visits failed to achieve the aims intended in the UNDAF M&E plan. Amongst the main reasons for this was failure to follow up on earlier field monitoring visit

²Ministries, Agencies and Departments (MDAs).

enquiries, the absence of contextualisation in the reports, the absence of dedicated financial resources, which limited their scope. When Government officials did participate, this was UN financed. This was a major constraining factor on M&E effectiveness.

Impact

Despite the evident policy and legislative impact, as well as that in other areas (e.g. WASH and child morbidity and mortality gains), impact has been subject to limitations. One such limitation arises from the fact that the 'spill over effect' appears not to have been definitively thought through during the project design phase. Despite efforts by the UNDAF to address this, several other organizations implemented similar activities as those planned in UNDAF III. (e.g. IFES support to INEC in capacity building of staff and election related activities), albeit to a lesser degree. Nonetheless, the evaluation believes that UNDAF III contributed to achieve changes and impact governance, human capital development, and, possibly to a lesser degree, equitable economic development and improved human security and risk management in Nigeria.

Sustainability

The evaluation team believes there is evidence of sustainability because (i) clear evidence of UNDAF III sustainability exists although effective coordination remains a challenge; (ii) the ambition of national development was well thought out in respective plans and management frameworks; and (iii) UNCT and Government perception of development was well framed.

Limitations to sustainability arise because (a) the environment did not support their actualisation, (b) coherence was weak towards service delivery, and (c) despite the existence of policies and draft legislation, the majority still require implementation and/or enactment. Additional attention is required to contextualise the environment in which activities are proposed and pursue greater inter-agency and inter UN – Government coherence.

Recommendations

The following are the recommendations emanating from the evaluation exercise:

Recommendation 1:

Explore innovative approaches to resource mobilization (e.g. crowd sourcing) while limiting the scope of programmes to permit UN Agencies' flexibility to design other relevant activities in the course of a programme cycle.

Recommendation 2:

The UNCT should develop a 'light' UNDAF at outcome level with a simplified results framework to give UN agencies sufficient flexibility to shift focus and respond to changing context without the need to review the UNDAF.

Recommendation 3:

The UNCT must agree and apply a common reporting template for the entire programme cycle, similarly uniform performance ratings throughout the programme cycle.

Recommendation 4:

UN agencies must improve their reporting of UNDAF activities, *inter alia* through timely submission of activity reports to Work Stream Leaders and the RCO for dissemination, ensuring that UNDAF contributions to development results are not underreported. A silo approach to project implementation and lack of sharing of information among agencies UN agencies and the ministries should be discouraged.

Recommendation 5:

Ownership of the DaO approach within the UN family should be entrenched to reap higher benefits i. e. wider pool of skills, experience and expertise accruing to the UN's capacities to effectively implement development assistance on one hand and driving government (federal, state and local) priorities through counterpart funding on the other.

Recommendation 6:

For the purposes of efficiency in delivering UN's development assistance, Lead/Co-lead agencies, DaO States and the RC's Office must build sustainable trust and confidence in each other by holding regular programming, coordination and review meetings.

Recommendation 7:

The UNCT should strengthen capacity in the RCO, particularly by ensuring adequate capacity to support key functions such as strategic planning and policy advisory capacity, M&E, coordination and communications capacity. This should include the identification and mobilisation of 'Champions of Change' to drive the coordination of UN-supported intervention together with the RCO. A counterpart group of 'Champions of Change' should be identified in New York and Geneva to drive forward the reforms throughout the UN as a whole.

Recommendation 8:

The RCO should develop an UNDAF performance monitoring system to track and report progress based on outcome and output indicators, as well as budget performance monitoring tool. It should also encourage common budget basket.

Recommendation 9:

There is need to put in place 'Switch Monitors' in UNDAF programme design to allow for appropriate responses to Government or policy changes and avoid unnecessary delays.

Recommendation 10:

Alignment of implementing UN agencies implementers' priorities with those of state governments is a priority to promote synergy in development efforts and contribute to both meeting their development aspirations.

Recommendation 11:

UN agencies with coordination responsibilities should implement capacity building activities, especially for state ministries implementing various activities under the UNDAF framework.

Recommendation 12:

State and federal governments must provide timely counterpart funding for the effective implementation of programmes at the state or sub-national level.

1.0 INTRODUCTION

1.1 Background

The United Nations Development Assistance Framework (UNDAF III) (2014-2017) is the common strategic framework for the operational activities of the United Nations System (UNS) in Nigeria. It provided a collective, coherent and integrated UNS response to the country's priorities and needs, expressed in the long-term vision 20:2020 and the economic growth and recovery programme (2016) and other development policies expected to transform Nigeria to one of the top 20 economies by 2020. (Annex 1 provides an overview of the country and its socioeconomic development to date.). The UNDAF III was a product of the lessons learnt during the implementation of UNDAF I and II, from 2002-2006 and 2009-2013, respectively, the reform agenda set by UN member states as well as the changes in national and global development context. The Federal Government of Nigeria and the United Nations system signed the Nigeria United Nations Development Assistance Framework III (2014-2017) [UNDAF III] on 30 July 2013, which has four strategic results areas, namely: (i) Good governance; (ii) Social capital development; (iii) Sustainable and equitable economic growth; and (iv) Human security and risk management are a direct response to this. With 18 Outcomes and 52 Outputs, the UNDAF III Results Framework constitutes the contribution of UNDAF III to national priorities for 2014-2017.

In line with UNDG and UNDAF M&E guidelines, Country teams conduct end of cycle evaluation for accountability and learning and improving performance of subsequent UNDAFs. In 2016, the UNCT conducted a light mid-term assessment of the UNDAF III to inform the formulation of the new partnership framework. The UNDAF III end cycle evaluation is a joint UN process, conducted with national partners, to assess the progress made towards Nigeria's development priorities selected within the UNDAF period. It also takes stock of the environment within which the UN operates and assesses the effectiveness of UNDAF III as a tool both to support the achievement of national priorities and enhanced coordination and harmonization among all UN agencies on the basis of DaO principle. The evaluation provides the opportunity to assess achievements against the planned results; and the relevance, effectiveness, efficiency, impact and sustainability of UNDAF III outcomes, interventions and strategies, identifying issues, gaps, and proposing strategic and usable recommendations that the UN System and its partners can utilise to improve the strategies, implementation mechanisms, and the management efficiency of the new United Nations Sustainable Development and Partnership Framework (UNSDPF-2018-2022).

1.2 Methodological Approach

The broader aim of the evaluation, as stated in the TOR is to generate a usable evaluation report that would aid the inherent culture of learning and accountability in the United Nations system programming processes in terms of progress made towards the attainment of the main outcomes and outputs of the UNDAF III. The evaluation would also provide relevant information and strategic recommendations that would support the UN system in Nigeria to enrich the UNSDPF implementation in a timely and most effective manner. The recommendations will aim to improve the strategies, implementation mechanism, and management efficiency of UNSDPF-2018-2022.

In particular, the evaluation will:

- Assess the progress or lack thereof, towards the expected results as defined in the theory of change for UNDAF III cycle. Where appropriate, the evaluation will also highlight unexpected results (positive or negative) and missed opportunities;
- Provide an analysis of how the UN has positioned itself to add value in response to national needs and changes in the national development context;
- Present key findings, draw key lessons learned, and provide a set of clear and forward-looking options leading to strategic and actionable recommendations to support and adjust the UNSDPF implementation.

- Assess the contributions made by the UNCT in the result framework of the UNDAF and its contribution to national development results (accountability);
- Identify the factors that have affected positively or negatively the UNCT's contribution, and explaining the enabling factors and bottlenecks (learning)

The Evaluation exercise commenced with briefings of the team of Consultants with staff of the RCO's office including organizing UNDAF evaluation meetings in the following sample DaO States in addition to Abuja: Anambra, Cross River, FCT and Oyo. Ultimately, the team had to conduct limited telephone interviews as complements where physical interviews were not possible in the limited timeframe.

1.2.i Stakeholders and target groups / beneficiaries

In each state, the evaluators met with two sets of implementing partners: on one hand, the Government Ministries, Departments and Agencies, and on the other hand, Civil Society Organizations (see attendance sheets at the meetings as annex). Organizing the meetings (group interviews or larger meetings where possible) in a few states to get their perceptions and experiences on DaO has been the preferred method, with respect to sending out the list of questions or preparing a Monkey survey. Indeed, it was pointed out that the response of people to phone requests and online interviews in Nigeria is not always good. If this method had been adopted and a low response rate was recorded, the problem of representativeness of the respondents would have become a serious issue.

The evaluation gathered evidence from key informants, both in the States and in the FCT, who were representative of the partners involved in the UNDAF's implementation, to support their ability to draw the right conclusions around UNDAF III's implementation and challenges. Interviewees and participants in meetings were selected on the basis of their engagement and involvement within UNDAF III's framework, the purpose and objectives of the evaluation, and their potential contribution to an accurate interpretation on information available. The RCO, the Cluster/Outcome Groups Chairs and Co-Chairs, and the Agencies were instrumental in identifying the representative group of actors and stakeholders for interview.

The key interlocutors who participated in these interviews and meetings included: (1) Heads of Agencies, programme officers, and possibly targeted staff from UN agencies (resident and non-resident), who may have been mainly staff involved in programmes, projects or activities that were implemented jointly or in cooperation with several agencies or that could be the object of joint programming; (2) Relevant government officials and other key federal/sub-national stakeholders in DaO States; and (3) Civil society representatives

This evaluation provides a unique opportunity to assess achievements against the planned results; and the relevance, effectiveness, efficiency and sustainability of UNDAF III outcomes, interventions and strategies.

In pursuit of the TOR, the Consultants applied a mix of methodological approaches. These include

- Documentary review (See Annex 2)
- Stakeholder interviews (See Annex 3)
- Project sampling and field visits

and utilised a mixed method (quantitative and qualitative) approach that included document reviews, SWOT Analysis (See Annex 4 for Anambra State SWOT), group and individual interviews and field visits as appropriate. The Evaluation Team used a variety of methods to ensure that the data is valid, including triangulation wherever possible. The set of tools and

interview guide is appended at Annex 5. Wherever possible, and this was constrained by the tight timeframe, the Consultants employed participatory methodologies and discussed possible means of achieving project and programme goals more efficiently and effectively with beneficiaries and interlocutors.

1.3 Structure of the Report

Section 1 introduces the subject matter of this report. It discusses the background leading up to the UNDAF III and describes the methodological approach of the evaluation. In Section 2, it discusses the programme's design and relevance including an assessment of the log frame. This is followed in Section 3 by a discussion of Efficiency and, in Section 4, of Effectiveness. Section 5 makes a preliminary assessment of Impact, followed by consideration of programme Sustainability in Section 6. Section 7 outlines the Consultants recommendations arising from the foregoing.

2.0 DESIGN AND RELEVANCE

The DAC criterion defines Relevance as the

extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor, including consideration of the following questions:

- To what extent were the objectives of the programme still valid at the conclusion of UNDAF III?
- Were the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- Were the activities and outputs of the programme consistent with the intended impacts and effects?

In seeking to address these questions, the evaluation engaged federal and state policies, as well as those of the UN system as a whole.

2.1 Government of the Federal Republic of Nigeria, in particular the DAO partners

Nigeria's long-term development vision was articulated in Vision 20:2020, which included a specific US \$900 billion GDP target and a 2020 *per capita* income of US \$4 000, Fig. 1 (Annex 6) outlines the overall vision and the three pillars on which its achievement rests. Achievement of this long-term goal is to be through successive medium-term plans; initially, this was the National Implementation Plan (NIP), 2010 – 13, and, influencing the development of UNDAF 3, the Jonathan administration's Transformation Agenda, 2011 – 15. Collectively, these represent the core of Nigeria's national development planning policy and approach.

2.2 UN Policy and Strategy

The United Nations Development Assistance Framework (UNDAF) is a strategic, medium term (3 – 5 years) results framework that describes the collective vision and response of the UN system to national development priorities and results on the basis of normative programming principles. It describes how UN Country Teams, partners and identified stakeholders will contribute to the achievement of development results based on a Common Country Analysis (CCA) and the UN's comparative advantage. The UNDAF defines outcomes to be achieved over the course of three to five years by the UN and partners, with due consideration given to the importance of harmonization, collaboration and consultation with the timing and duration of the national planning cycle by upholding the principles of the Paris Declaration on aid effectiveness. The UNDAF results matrix serves as a mutual

accountability framework, indicating which UN agencies contribute to each outcome. Inter-agency UNCT Results Groups are organized around specific UNDAF outcomes through coordinated and collaborative planning, implementation, monitoring and evaluation. The UNDAF III's development was pursued in stages. This process was in line with the UNDAF development guidance (2010) in operation at the time and engaged Government at critical points. Government interlocutors indicated to the evaluation team that they had been involved in UNDAF 3's development and in the decision to pursue DaO in Nigeria. Given this, UNDAF III's alignment (Fig.2 in annex 6) with Vision 20:2020 priorities (Fig. 1 in Annex 6) is unsurprising.

2.3 The Results Framework (RF)

The overall objective of the programme is to contribute to Vision 20:2020's economic transformation blueprint for stimulating Nigeria's economic growth and launching the country onto a path of sustained and rapid economic development. Like the log frame, which it increasingly replaces, the RF is intended as a programme management tool, contributing thereby to effective monitoring of progress and programme adaptation in line with practical implementation experience. In this connection, the UNDAF 3 RF represents a logical progression from expected Outputs through Outcomes to planned Results. However, while four strategic RAs are a realistic expectation for the UNS, 18 Outcomes are best described as ambitious and 52 Outputs make the RF's utility as a programme management tool problematic. Having noted this, the evaluation team considers that the sheer scale of the Outputs very likely reflects the entire UNDAF development process, which characteristically consolidates under shared Outcome headings the mutually agreed³ development investment plans of the individual member agencies into a single document. The final product is clearly ownable [sic] but has limited practical utility. An UNDAF (or similar) programmatic RF would have greater utility focussing on fewer, but more inclusive, higher level Outputs, which is reflected in UNDAF III successor, the UN Sustainable Development Partnership Framework (UNSDPF), 2018 – 22.

This is reflected in the challenges posed by the indicators, which, generally, are not SMART⁴. While they may be considered specific and, in the majority of cases, time bound, few, excepting the majority of those in respect of RA 2, really meet the requirement to be either measurable or, as experience demonstrated, achievable. Similarly, the evaluation team questions their relevance in various instances: while the possible information that might be gathered may have been interesting, the key to identifying SMART indicators is whether the information to be collected is really necessary to measure progress⁵.

The questions surrounding the RF's indicators were very likely a contributory factor to the reported inability of the individual clusters to report against the RF indicators and their unilateral alteration. If reporting against agreed indicators is not possible⁶, then tracking progress becomes problematic; that this was the case in most UNDAF 3 RAs is reflected in the inadequate reporting made available to the evaluation team. Finally, the Means of Verification are also questionable in some instances: for example, either the baseline or the target, or both, remain to be determined. As such the RF is a work in progress, not a finished article. Too often, RFs tend to be viewed as established documents rather than management

³Between individual agencies and their national, and in Nigeria's case, state counterparts.

⁴ The exception in this regard related to strategic RA 2, where the lead agencies have been able to report comprehensively against the RF indicators. This has not been the case regarding the other three RAs. (easy to report on quantitative than qualitative, most of the other RAs are qualitative and assessment should lead to easy impact reporting

⁵ See www.indikit.net/indicators for examples of both Relief and Development indicators.

⁶ Of course, indicators can, and should, be changed if experience shows they are incorrect; this did not occur across the RF; rather, individual clusters substituted alternative indicators with which, apparently, they were more familiar.

tools. In the evaluation team's view, therefore, the RF has a number of weaknesses, which makes it dysfunctional as a programme management tool.

2.4 Conclusion

UNDAF III was designed in line with the Government of Nigeria's priorities (Vision 20:2020) and informed by its medium-term policies. Equally, Government was a participant at key stages in the development of UNDAF III. Having noted this, the evaluation team identified a number of weaknesses, principally in the RF, which affects its utility both as a planning and as a programme management document.

The weakness of the RF as a programme management tool is underlined by the indicators' weaknesses and the challenges experienced around adequate reporting on strategic RAs 1, 3 and 4. This has not permitted satisfactory tracking of progress and, as importantly, negatively affected the implementation of the Monitoring and Evaluation Action Plan. Furthermore, a systematic approach to independent field monitoring has not been evident and such independent monitoring experienced human and financial resource challenges.

Overall, however, the evaluation team is of the opinion that it was possible to address the identified weaknesses in the course of implementation. It is also of the opinion that the inclusive design process was in line with international commitments (Paris, Accra and Busan) and the design was, and, in many instances, remains, relevant to Nigeria's development needs and priorities.

3.0 EFFICIENCY

Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It signifies that the aid uses the least costly resources possible in order to achieve the desired results⁷, considering the following:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the programme implemented in the most efficient way compared to alternatives?

This section explores the UNDAF III Investment Budget by the four Result Areas (RAs) and the indicative commitment by each participating agency. In subsequent sections it seeks to review (as far as possible⁸) actual expenditure.

3.1 Investment Budget

In total, there were indicative investments totalling slightly over US \$920million for the four Result Areas (RAs). Table 1 (Annex 7) details the indicative investment by Result Area and individual UN agency. As is to be expected, generally the proposed investments are in line with the individual agency's priority mission, although in some instances this is interpreted with a degree of flexibility.

⁷This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. In the UNDAF context, this is problematic given the paucity of data and the need to adapt what data is available in order to present as coherent a picture as possible.

⁸ It is important to emphasise that financial reporting made available to the evaluation team on arrival was minimal; the team had to seek to reconstruct expenditure over the UNDAF's four years through a combination of analysis of general (internet) available annual reports and requests to individual agencies to provide the information. At the time of submission, five agencies had responded to these requests.

Figs. 3 – 4(Annex 6) reflect the percentage share of the investment budget by UN agency and the Result Areas. The three major indicative agency contributors are UNICEF (37%), WHO (21%), and UNODC (14%).

3.2 Resource Utilization

Annex 7 provides an overview of resource utilisation by Result Area and UN Agency (to the extent possible). The Annex demonstrates major gaps in financial data available to the evaluation and underlines the challenges experienced in relation to reporting both during the UNDAF III period and subsequently.

3.2.1 Counterpart Funding

As is the case with all donor organisations, the expectation is that donor investment will be matched by Government counterpart funding. This is in line with shared commitments arising from the Paris, Accra and Busan agreements, the alignment of planned development support with government policies and strategies, and efforts to maximise national ownership of development investments. UNDAF III was fully in accord with this expectation.

In the event, the reality was clearly divorced from the expectation. The evaluation team was informed that the budgetary challenges that Government counterparts experienced meant that counterpart funding was seldom, if ever, available at the start of the new financial year. This affected all the Government DaO counterparts⁹ with whom the evaluation team interacted. In reality, counterpart funding only became available late in the financial year¹⁰, which negatively affected the envisaged scale of planned activities.

A number of reasons were advanced for this. First, it is important to note that the UNDAF 3's commencement coincided with the start of an election period, the change of government following the APC's electoral success, an effective eight-month delay in the finalisation of the new Government, and the collapse of the oil price. This latter (Fig. 5 in annex 6) contributed to the need to reform the budgetary process, which saw the consolidation of all counterpart funds into a central account.

Interlocutors informed the evaluation team that the budgetary reforms effectively delinked Nigeria's budgetary cycle from that of the UN, despite the fact that both operate on a calendar year cycle¹¹. UN agencies operate on approved annual work plans and any deviation has the potential to negatively influence future budgetary allocation. As a result, planned activities had to be cut back to reflect the absence of Government counterpart funding, effectively reducing investment outreach and negatively affecting efficiency.

3.3 Conclusion

The foregoing demonstrates the unavailability to the evaluation (and the RC's office) of reliable data on expenditure¹². The RC's office prepared reporting templates and provided copies of the templates sent; largely fruitless, reminders were despatched to the four pillar lead agencies of the need to submit timely and comprehensive reporting against identified

⁹Anambra, Benue, Cross River, Oyo and FCT.

¹⁰ For example, the evaluation team was informed that 2017 counterpart funding was only released in December of that year, effectively 12 months after the financial year's start.

¹¹ The effect on the World Bank's budgetary cycle, for example, would have been less since the Bank operates on a July – June cycle. Thus, the delays experienced in release of funds would not have had as severe an effect since even a 12-month delay (e.g. in December) in their release still meant that they were within the Bank's fiscal year.

¹² One head of agency noted in correspondence with the evaluation team that 'it is difficult to nail down this expenditure'.

targets. These were not forthcoming and, hence largely unavailable, to the evaluation (see 4.1 for a further discussion of the possible reasons for this) despite the RCO having notified UNDAF participants on at least two occasions of the forthcoming evaluation.

The evaluation team experienced similar ‘non-responsive’ challenges from approximately 29% of agencies¹³. The evaluation team visited a sample (generally the major contributors, as well as some of the smaller ones - see Annex 3: Persons Met) of agencies without notice¹⁴ and agency representatives/heads were contacted by email on three occasions (See Annex 8)¹⁵. Notwithstanding these efforts to obtain a comprehensive set of data regarding expenditure and examples of programme successes, this was not available or possible, or agencies were not willing to make this available as a priority (or, possibly, at all)¹⁶. As a result, the evaluation team is unable to make any definitive judgement as to the efficiency of the UNDAF III exercise as it was effectively denied access to the necessary data.

4.0 EFFECTIVENESS

According to the DAC, effectiveness is a measure of the extent to which an aid activity attains its objectives, considering, *inter alia*, the following:

- To what extent were the objectives achieved / likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?

Consideration of Effectiveness necessitates a review of the programme management structures, the implementation of programmatic activities intended to achieve Outputs and Outcomes, and a review of the M&E approach. The following sections address each.

4.1 Programme Management

The UNDAF Management

Fig. 6 (Annex 6) provides an overview of the management structure as envisaged in the programme document. At the outset, the structure appears an appropriate response to the RF, in particular the four Strategic RAs. Having noted this, its practical functionality, based on experience and the available documentation, is questionable. For example, the efficacy of the thematic group organisation appears highly dependent on the enthusiasm that the lead agency(ies) bring to their role. Thus, the education sub-group under Social Capital Development (RA 2) appears to have been highly effective, members meeting regularly and work plans, meetings and activities well documented, which permitted follow up as and when

¹³ At the time of submission of the draft report (18 April 2018), 10 of the 14 agencies, which had made indicative commitments at signature of the UNDAF and one, which had no commitments, had provided financial data for the 2014 – 17 period.

¹⁴ The timeframe after the team’s assembly made waiting for appointments irrational.

¹⁵ What is noteworthy about this experience was the insistence of (some) agency heads on protocol: ILO, for example, complained separately that the email requesting the information (which they had already sent) should have come from the RC’s Office ignoring the three earlier emails advising them of the imminent evaluation; UNFPA complained of not using titles when the representative had been addressed in exactly the same manner as every other head of agency (but supplied the information in hard copy on the same day). The point is that such emphasis on protocol undermines the cooperation principal and, in the end, is counter-productive.

¹⁶ It is worth noting that the UN Systems Unit in the International Cooperation Department of the Ministry of Budget and Planning reported their experience of the apparent unwillingness of most UN agencies to provide information on actual investments post 2015. While acknowledging that some agencies (e.g. UNFPA) provided this information regularly, they emphasised that their general experience was that financial information, in particular, was not forthcoming. This negatively affected the recording of development assistance in the development assistance database (DAB) system and undermined the department’s coordination function.

necessary. Unfortunately, similar levels of documentation, providing evidence of progress towards targets, not available to the evaluation. As such, while the thematic groups are logical structures and reflect individual agency commitment to the overall RA, this commitment has not necessarily translated into effective management structures in practice. Too much is left to chance and individual enthusiasm, which, while important, is hardly a sufficient condition for effective management.

The Steering Committee also appears to have been largely dysfunctional. Expected to meet at biannually, in the event, it struggled to meet annually after 2015. Its role was to provide leadership and guidance to the thematic working groups as necessary. Ironically, the fact that there were senior (Ministerial level) government representatives on the committee may have been a factor militating against functionality. While it is clearly desirable that government should be actively present in such oversight roles, the presence of outsiders may discourage UN personnel from addressing crucial ownership issues that are apparent in UNDAF III.

4.1.i Management of the DaO

By far the most important challenge to effective management of the DaO approach, however, lies in the demonstrable lack of ownership of the concept within the UNS itself. This is reflected in the absence, with very limited exceptions, of reporting, itself reflective in an absence of priority attached to this by individual agencies' senior management and UNCT members who are expected to lead/drive the process at the country level. To a degree, this absence of consensus in support of DaO within the UN family is understandable: there is little incentive for large, relatively well resourced agencies to dilute their visibility through demonstrable cooperation both with similar sized and resourced competitors and smaller, under-resourced agencies; maintaining profile is far easier through continuation of business as usual – the silo approach that generally has served larger agencies well over the years.

If DaO is to realise its potential, a number of actions are necessary. First, ownership of the approach within the UN family must be entrenched. This requires a change management strategy and identified change champions at New York and country levels. In time, this will contribute to the reduction of inter-agency competition. Second, it is important that the potential DaO benefits are recognised (e.g. a wider pool of skills, experience and expertise) and that it is accepted that this would be to every agency's benefit. Third, government must drive the implementation of the approach. Nigerian authorities report that when DaO was first explained (during UNDAF 1), they were enthusiastic, believing that it meant a single pot of money; however, experience has underlined that, as currently implemented, it is business as usual with all the attendant challenges. Government needs to drive movement towards the sharing of thematic resources.

4.2 UNDAF Effectiveness

Effectiveness reviews the contribution of key agencies activities to the achievement of the result areas and outcome. This section presents the progress made within the four UNDAF Development Results Groups (DRG), looking at the contribution of the results from the output level to the outcomes set. The findings were based on the review of UNDAF progress reports, programme documentation, the UNDAF annual reports, and interviews with UN personnel and partners including relevant State Ministries and civil society. The UNDAF results matrices and its indicators were important elements used to assess achievement of the proposed outcomes. While the UNDAF was well aligned to Nigeria development priorities and its key national vision statements such as the Nigeria Vision 20:2020, it is difficult to measure the collective results that can be attributed to the UN, through the UNDAF. This is, in part, because the UNDAF contributed to higher-level development issues, and in part because the M&E Framework and the reporting from the Working Group

during this evaluation provide an incomplete view of what has been achieved with respect to baselines and targets set. The review of effectiveness is divided into sub-sections according to Results Areas.

4.2.i Result Area 1: Good Governance

Effectiveness of Good Governance Results Area

According to the 2012 CCA¹⁷, governance issues relate to perception of factors that undermine the integrity of the development process and hinder development investment in the country arising from weaknesses, *inter alia*, in compliance with the constitutionally sanctioned procedures governing the electoral process, confidence in the rule of law, enforcement of rules and regulations, the justice system, mechanisms for involvement of people in governance and accountability on the part of government, and governance and institutional frameworks. Result Area 1 of the 2014-2017 UNDAF was designed to address each aspect of these broad governance challenges. In the four years of implementation of UNDAF III's RA1, three complete annual reports were available (2014, 2015 and 2016) while 2017 remained a work in progress. Consequently, progress against performance indicators was assessed based on the available documentations and on the basis of the UNDAF Results Matrix. Annex 9 summarises the performance ratings of the result area 1 for the 2014-2017 periods, which provides an overview of the performance of the good governance result area.

The indicator performance rating categories¹⁸ used in the UNDAF III pose serious measurement problems/difficulties. For example, that progress is 'on track' in an indicator does not say whether at the end of the time period, expected results have been fully attained or not, knowing that for some of the indicators, the preceding progress could still be 'on track' or constrained (see Annex 11 for outputs 1.2.1 and 1.4.2 as examples). Thus, for the purposes of this evaluation, evaluators used the categories provided by implementing Agencies, in spite of their being inconsistent from year to year.

Outcome 1.1

The strategic focus of outcome 1.1 is the strengthening by 2017 of accountability and respect for the rule of law, compliant with international standards and human rights, provide inclusive, age- and gender-responsive, equitable access to justice, with strengthened and coordinated institutions ensuring enhanced integrity and reduced corruption through transparency, strengthened preventive and regulatory policies and frameworks and engaged civil society and media. UNDAF III identified two principal outputs that addressed this outcome indicator: support to institutions and agencies of government aimed at addressing the identified challenges.

¹⁷ Simplified Common Country Assessment UNCT – Nigeria, June 2012

¹⁸ According to the 2017 UNDAF III Annual Report (Second Draft), performance indicators were rated in the UNDAF III programme implementation as follows: **MET**: The results show that the targets have been met or exceeded. **ON TRACK**: Progress is made towards achieving the result as expected; target likely to be met in remaining time period. There is no existing and/or anticipated impediment(s) to implementation & no significant external factors are expected to hinder progress. **CONSTRAINED**: Some progress towards achieving the result; target can still be met with extra efforts in the remaining time period. Some impediments with regard to implementation exist. Internal or external factors may have hindered progress. **NOT REPORTED**: Relevant outcomes and outputs were not reported. **NO PROGRESS**: No progress towards achieving the result; target unlikely to be met in remaining time period. Major impediments to implementation exist. External factors may halt any likely progress in the remaining time period.

Output 1.1.1: This output focused on federal and state justice sector and law reform institutions. The indicators are: number of functional coordination mechanisms in place at federal and state levels (baseline 0 and target 5); draft national strategy to combat corruption approved by National Executive Committee (baseline number as at 2012), number of state justice reform plans with child justice component incorporated in line with international standards (baseline 1, target 13); number of LGAs with community child protection networks functional and linked to LGA and state child protection system (baseline 5, target 100); number of Alternative Dispute Resolution (ADR) institutionalized as a mechanism for conflict and dispute resolution in the workplace (baseline and targets were TBD). The reviewed reports for the period showed several activities but they were not mindful of set targets.

In 2014, the UN expected its efforts to improve public accountability through initiatives targeting the Federal and state government levels to facilitate delivery of development in the country. In 2015, Nigeria's anti-corruption agencies were supported to execute their mandates effectively and efficiently. At the Federal level the UN supported the development of Integrity Plans in three federal MDAs and the formulation of FCT Justice Sector Reform Plan. In one state, anti-corruption procurement tool kits were developed for secondary schools.

Justice sector reform initiatives targeted twelve federal agencies in 2015; these included institutionalisation of integrity plans and the production of Corruption Risk Assessment (CRAs) reports in consultation with port sector stakeholders. In 2016, institutional development support to enhance the rule of law and accountability via the drafting, development and adoption of the National Legal Aid Strategy (2017-2022) in September 2016¹⁹ was continued. The Draft of National Anti-corruption Strategy (2017-2022) was reviewed and finalized by the Federal Ministry of Justice (FMoJ). It also provided support to the Office of the Vice President to develop a Monitoring and Evaluation (M&E) Framework for the Social Investment Programmes (SIPs) of government.

In 2017, the UN facilitated the finalization and implementation of Corruption Risk Assessment (Integrity Plan) for the Aviation sector (Lagos and Abuja Airports) leading to reduction in reported cases of corruption at the airports. Six (6) other MDAs in which the CRA was earlier implemented also commenced institutional reforms based on their CRA reports (i.e. education, health, water, ports, Anambra water and health ministries). The UN supported the BPP to establish and institutionalize a BPP-CSO Platform on procurement made up of coalition of CSOs working on public procurement. On the performance rating of this indicator, progress towards achieving the result as expected and target likely to be met in remaining time period without existing and/or anticipated impediment(s) to implementation and no significant external factors are expected to hinder progress. Throughout the four-year period, progress was on track and output indicators were never met.

Output 1.1.2 The second indicator under outcome 1.1 targeted an undetermined number of civil society organizations to benefit from capacity assessment and strengthening to monitor budgetary and judiciary processes from the 2013 baseline and a 100% increase from a baseline of 1 to a targeted 10 target in (number of functional state justice sector reform action plan implementation committees with active CSO membership). While the indicator was reported on track throughout the period, performance was not defined against the target output.

¹⁹Nigeria United Nations Development Assistance Framework 2014 – 2017(UNDAF III) 2015 Implementation Final Report September 2016

Outcome 1.2

The outcome was that Nigeria's democracy was deepened through inclusive electoral processes with independent and transparent regulatory mechanisms, democratic political parties, and active and equitable citizens' participation and women's empowerment holding elected officials to account by 2017. The specified indicators are: the proportion of women elected to the National Assembly (baseline 6.8%, target 10%); population of women voters at national elections (baseline TBD on the basis of 2008 figures, target TBD by UNDP, but which was not indicated in the reports); per cent of population in support of democratic process (baseline 72%, target 90%) and credibility of 2015 elections based on observer report criteria (baseline TBD, target TBD). The absence of clear baseline and set targets affected the measurement of actual performance of the indicators.

Output 1.2.1 The first output of the second outcome indicator targeted election management bodies' (in particular, the Independent National Electoral Commission) capacity strengthened to plan strategically, policy formulation and administration of elections. The indicators are: number of INEC and selected SIECs with skilled personnel in strategic planning and policy formulation (baseline 20% over 2011 rate, target 85%). On the basis of these baselines and targets activities were carried out successfully. For example, the Independent Electoral Commission (INEC) implemented the 2012-2016 Strategic Plan and reformation of its six departments. The National Assembly (NASS) received support in gendered political participation. By 2015, all the targets were met (Annex 11). The Women in Politics Forum, a platform of women politicians, was supported to mentor young women politicians nationwide.

Output 1.2.2 The focus of the second output indicator was that by 2017, political parties would have strengthened platforms and mechanisms (IPAC, INEC and civil society) to promote human rights, women's participation, respect for non-violence and democratic processes and their implications for democratic development. The indicators are: number of major political parties regularly participating in IPAC meeting (baseline TBD, target TBD), number of political parties/CSOs consultative meetings held (baseline TBD, target TBD), existence of special measures or procedures for enforcement of age verification to prevent underage registration/voting (baseline 0, target TBD). A number of the outcomes planned did not have baselines and targets even though activities to support elections took place. Evaluators were unable to assess the effectiveness of these interventions on the participation of women in politics even though annex 1 shows that progress on its achievement was on track throughout the four years of the programme cycle. But how can something be on track when there are no baselines and targets?

Output 1.2.3 The third output was that CSOs, traditional leaders, women's groups and other key stakeholders were able and empowered to conduct civic education and advocacy for affirmative action to increase women's participation in politics and the electoral process. The indicators focused on the number of workshops for CSOs held highlighting on affirmative action (baseline 2 per stakeholder group (2011), target 4 per stakeholder groups- 100% increase), number of participants (in the workshop) by type of stakeholders, CSO, traditional leaders, women groups, etc. (baseline 0, target TBD). Again, some of the indicators did not contain baselines and targets, which should form the basis for proper evaluation. In this case, the evaluators were unable to attribute specific achievements to the indicators to determine achievement although the activities took place. Whereas the outcome indicators were rated 'on track' all through the period of programme implementation showing improved networking among women leading to strategic engagements to increase the number of women candidates and mainstream gender issues in the run-up to the 2015 general elections, evaluators noted that measuring women's participation in politics and the electoral process was a challenge, largely because of threats of violence and risks that occurred in the wake of the 2015 general elections.

Outcome 1.3

By 2017, this intended that Nigerians' human rights and gender equality were promoted and protected through reliable and timely monitoring and reporting mechanisms at Federal, State and LGA levels, effective gender-responsive and age-appropriate redress measures, in an environment compliant with international standards. The indicators are: the number of human rights violations reported in a reliable and timely manner (disaggregated by age, gender, geography with a baseline and targets both TBD; proportion of reported human rights violations that are redressed (age, gender, geography with 0 and 100% baseline and targets, respectively; and percept of reported cases of violence against children responded to within 48 hours with TBD and 50% baseline and targets, respectively. Two of the indicators did not have baselines or targets. Evaluators again were unable to attribute success or otherwise in this situation.

Output 1.3.1 This expected government institutions' and communities' capacities were strengthened for gender and age-appropriate prevention, protection, reliable and timely monitoring and reporting and redress of human rights violations. 90% of relevant institutions were expected to have skills in human rights for prevention, protection, gendered monitoring and reporting. There was no baseline information for the indicators. Some activities were carried out: In 2015, two states only established State Steering Committees on Child Labour. Three other states developed and printed State Plan of Action on Elimination of Child Labour with identification of 138 potential victims of child labour and withdrawal of 265 children from situations of child labour in Oyo, Ogun and FCT. UNDAF III also aimed to strengthen institutional capacities to manage labour related issues. Actions were implemented that enhanced immigration officers' capacities and prosecutors' ability to prosecute human trafficking cases; a study was commissioned on how to mainstream protection of migrant workers in national laws. In contributing to addressing sexual and gender-based violence (SGBV), the interventions led to the training of 80 members of the Young Men's Network from 45 CSOs representing stakeholders at all levels (individual- community) to raise awareness about the practice to engage in advocacy.

On building on commitment by the states to eliminating female genital mutilation (FGM) and early child marriages, more than 80 policy makers and legislators from two states participated in a learning and awareness raising initiative; in 2016, support for an assessment of the resources, capacity and gaps in National Assembly (NASS) mandates for increased parliamentary transparency and knowledge transfer on Electoral Management System (EMS) and actors' mapping. Support was also forthcoming for an assessment and in-depth case study of the Women Situation Room (WSR) initiative in the 2015 election for improvements towards the election.

All these output indicators attempted to entrench sustainable democratic process, human rights and gender equality. Evaluation reports did not indicate against what indicators these activities were engaged in to assist in the measurement of performance.

Output 1.3.2. The fifth output expected increased capacities for legislative and regulatory reform at Federal and State levels in compliance with international norms and standards and Nigeria's commitments to human rights and gender equality. They targeted an increase in the number of relevant federal and state legislative bodies with enhanced capacity for legislative and regulatory reforms in compliance with international norms and standards (38- 1 federal and 36 + 1 states). Again, there no baseline indicator exists. There was also no information as whether this output was achieved, except the indicative information that in 2016, the UNDP supported the National Assembly to draft and develop Mutual Legal Assistance in Criminal Matter Bill (2016) and Money Laundering (Development and

Prohibition) Bill 2016²⁰. However, the performance ratings shown in annex 11, which indicated progress was on track in 2014, 2016 and 2017 but constrained in 2015.

Output 1.3.3 According to the UNDAF III results matrix, public, civil society, communities and media would be empowered to advocate for, report and demand greater state promotion, respect, and protection of human rights and to form social engagement systems and networks to participate in equitable and sustainable social development through utilization of evidence-based social communication tools, channels and mechanisms by the end of the programme cycle. Targets of forty (number of CSOs meeting regularly), 15 (number of civil society coalition provided with technical support) and 50% (increase in using social communication tools and number of publications supported)- none of which had baseline indicators. In 2016, the UN's "Support to the Justice Sector" project supported the development, printing and dissemination of Court User Guides in five languages in seven themes among federal institutions and the nine focal states. The Force Order on the Use of Force and Firearm and the Force Order on the Police Duty Solicitor Scheme was partially developed.

In 2017, there was the development of Guidelines for Fast Tracking Implementation of the UN Standard Minimum Rules for Treatment of Prisoners (The Mandela Rules) and for Young Offenders (The Bangkok Rules), Training Manual on Human Rights and Prison Management, Human Rights and Prison Management Trainers' Guide, Prison Training Manual on Principles of Individual Development and the Change Process, Prison Training Manual on Principles of Programmatic Application (Developing and Maintaining Effective Change Programmes). Performance ratings show that progress towards targets was constrained throughout the period or not reported at all for 2016.

Outcome 1.4

By 2017, local governance would be strengthened through increased de-concentration and decentralization of powers and resources and improved coordination between and among different levels of government for greater accountability and effective service delivery, through improved technical and institutional capacity, and inclusive participation and engagement of citizens, communities, civil society and private sector. There were baseline and target indicators in some of the output indicators. For example, there was a more than 150% projection in the proportion of LGAs whose budgets were funded by IGRs under output 1.4.3.

Output 1.4.1. This aspiration was a replicable model of local governance in place for evidence-based advocacy to influence de-contraction and decentralization of power and resources in an inclusive manner to the local governments and communities. With no baselines in the three output areas, targets were set from, for example, an increase from 55.6% to 80% in the percentage of selected LGAs that have LGA plans developed and easily accessible. Under output 1. 4.1, sixteen (16) Local Government Areas were supported in 4 geo-political zones to develop SDGs Needs Assessment and Prioritization Plans, focusing on the community-by-community prioritization of the 17 SDGs Goals and drawing an inclusive roadmap for social accountability, monitoring, sustainability and inter-governmental linkages. At least 12 of the 16 LGAs were in the rural areas. In 2017, Community Based Needs Assessment of core justice institutions in the North-East were completed through community dialogues. There was support for nine community dialogues in one state in formulating the community action plans.

²⁰ Drafting a Bill achieves nothing until such time as the Bill is enacted; and achievement then is only visible when the new legislation is enforced.

Output 1.4.2. UNDAF's seventh output indicator addressed strengthened accountability mechanisms at local and community levels for development priorities to promote inclusive equitable and gender responsive participatory planning, budgetary processes and monitoring and evaluation. Sixteen (16) LGAs that benefited from the SDGs Prioritization programmes, were expected to have capacitated community leaders, religious leaders, youths and women groups in participatory planning, budgetary processes and monitoring by 2017.

Output 1.4.3. Output eight addressed improved institutional capacity of local government and urban governance to coordinate, plan, generate resources, implement and monitor equitable service delivery. The indicators are: percentage of selected LGAs that have LGA plans and easily accessible (baseline 55.6%, target 80%), proportion of total LGA budget funded by internally generated resources by selected LGAs (baseline 25%, target 75%) and number of targeted states with estimated mechanisms for urban governance (baseline 3, target 5). The targets were not achieved, there being no record of any achievement. According to the UNDAF III reports, the outputs were either constrained or unreported or information was not available. Whereas the intention was that outcome 1.4 would address local governance issues, especially the production of replicable model of local governance, strengthening accountability of local government and improving institutional capacity of local government and urban governance, there was consistently no evidence of achievement in this regard.

Outcome 1.5

UNDAF III's outcome 5 expected that by 2017, public decision-making systems and processes for equitable, gender-responsive and evidence-based planning, budgeting, implementation, monitoring and evaluation were effectively coordinated and driven by quality, timely, harmonized, disaggregated data at Federal, State and local levels. Overall, targets were set for the period, e.g. an increase of ten in the number of key policies, guidelines, plans and budgets supported.

Output 1. 5.1 National and state planning institutions would have strengthened capacities for coordination, evidence-based and gender-responsive planning, budgeting, reporting, monitoring, and evaluation of VISION 20:2020, other national priorities and related UNDAF-supported priorities. A target of 10-20 was set with respect to the number of Planning units at federal and state level supported with technical capacity to collect, analyse and use data, respectively. There was no baseline. Another target under 1.5.1 is 15, but with zero baseline in respect of National/State Planning Commission that have adopted and translated the M & E policy into implementation plans. The UN also set a target of the production of a National compendium of standardized outcome and process indicators as well a 28 target over zero baselines in respect of the number of states with Operational Plans of Action aligned to National Priority Agenda for vulnerable children.

In 2015, a National Monitoring and Evaluation (M&E) Framework was put in place in one federal Ministry, and three states approved and implemented state-wide M&E policies. In promoting the practice of sharing and exchange of knowledge, three DaO states adopted the single knowledge management platform (DevInfo, version 6.0). Key knowledge and advocacy products developed during the period included-research findings on the socio-cultural determinants of voting patterns in Nigeria, which highlighted the need for more participation and representation of women in the governance process, and the Standardized Training Manual for building capacity of law makers, political parties and election management bodies (EMBs) on Affirmative Action in Nigeria. The development, review and validation of the reporting template for the National Action Plan (NAP) on the elimination of child labour in Nigeria were also supported. Technical support and capacity enhancement were provided for the two-day technical review workshop on the Reporting Template for NAP. These activities were implemented against measurable baselines or targets. The four

years reports indicated that progress was on track in 2014 and 2015 but constrained in 2016 and 2017.

Output 1. 5.2 According to UNDAF III aims, statistical agencies, line MDAs and research institutions would be better able to generate, analyse and use quality, timely gender disaggregated data and make it accessible for evidence-based decision-making and programming. Indicators for measuring achievements under this output are: number of Statistical Agencies, line MDAs and research Institutions with skilled staff with expertise to conduct, analyse and use data (baseline 0, target 3 state), number of indicators on national and sectoral development targets that have timely, reliable, standardized and disaggregated data, disaggregated by sector (baseline TBD, target TBD), number of core surveys implemented with published (baseline 0, target 10), number of functional State Bureau of Statistics (baseline 5, target 10), and percentage of children under 1 whose births are registered (baseline 10%, target 80%). Available reports indicate that the partnership with the National Bureau of Statistics (NBS) conducted and launched the report of a 33,000-household survey titled *Corruption in Nigeria – bribery: public experience and response* in 2017. Four agencies were supported during a conference on the importance of establishing systems for effective M&E of the SDGs and commitment towards a unanimous SDG declaration²¹. The HIV/AIDS programmes could not address vulnerability issues at State level due to the failure to adopt the anti-stigma laws in a number of States. On anti-corruption, the crucial impact was limited due to delay in the adoption of the new National Anti-corruption Strategy. In 2014 and 2015, progress was determined on track. Progress was not reported under 1.5.2 in 2015; in 2016 and 2017, progress was constrained in spite of the activity-based achievements.

Effectiveness Limitations on Good Governance Result Area

UNDAF III limitations specific to the good governance result area are highlighted below in line with fair and accurate reporting on the evaluation and to inform the key lessons and ensuing recommendations. In 2015, the key limitations experienced during the period were: adverse security situation, which posed a major challenge particularly in the North Eastern part of the country that prevented access to some project sites and exploring new ones; the goal of identifying development solutions that address broad issues at community and sub-national levels was sometimes hampered by cultural norms and practices that limit women participation in decision-making processes; late release of funds affected implementation of project activities; dearth of required data has in many cases translated into challenges since data forms the bases for planning and plan implementation of and advocating for targeted interventions; mutual accountability platforms were not efficient; weak M&E design for UNDAF III lack of integrated programme planning and implementation by UN Agencies; insufficient capacity of national partners in areas of gender and human rights; late or non-payment of counterpart funding by the Government; and lack of implementation of planned governance & coordination arrangement.

In 2016, the humanitarian crisis in the North East diverted resources (human and financial) from the development programme, as agencies invested efforts to address the enormous needs in the then three States of Emergency (Adamawa, Borno and Yobe). There was limited counter-part funding from government partners to achieve reported results. With adequate counter-part funding, extensive work can be carried out to support good governance and more results achieved. Slow passage of the national budget impacted the timeliness of planned rapid assessment of the anti-corruption, human rights and HI/AIDS interventions.

The effectiveness limitations on the good governance result area are also demonstrated in

²¹See <http://sdgconference.org/abuja-declaration-on-monitoring-and-evaluating-the-sdgs/>

poor reporting. During the field visits, interlocutory and coordinating agencies noted that the practice of producing and submitting reports to them during the project cycle was poor as reflected in the uncoordinated patterns of presentation and missing of parts. With different years having different report features, harnessing the achievement indicators would prove impossible as material information are mixed up under misleading sections. In addition, performance indicators were grossly underreported as shown in Annex 11.

In 2017, the limitations to achieving set targets included the dwindling core funds to UN Agencies as UNDAF III drew to a close and lack of financial capacity by most state government to provide counterpart funding as well as insecurity in many parts of Nigeria, notably the North-East and Central Nigeria, which slowed down programme implementation. Related to the above is the reporting of the activities. The reporting of the activities was not SMART in the sense that activities reported were not directly linked with the baselines, targets and the final achievements for each outcome indicator as well as output indicators. It is problematic to measure the extent to which the targets were met or otherwise.

Another limitation to effectiveness is the mismatch of priority between states and the UN agencies as revealed by stakeholders during the field visits (see SWOT report). This limits effectiveness of programme implementation at the state level.

Similarly, the lack of funding support to the MDAs by some UN agencies despite AWP also constrained their ability to implement planned projects and hence negatively affected the effectiveness of the UNDAF in meeting sets targets. In other instances, the state funding cycles is different from that of funding UN agencies. All these hindered the effective funding of the UNDAF III activities under the good governance result area.

There is also evidence of weak linkages between the Lead and Co-lead agencies responsible for good governance as well as the RCO's role as the Clearance House, which implicitly weakened "Delivery as One" (DaO) state and agency meetings precursory to reporting coordination.

The agency silo mentality appeared to limit the generic objective of impacting the people through programme design and implementation. The failure of participating agencies to share information as well as failure to utilise the common reporting templates provided hindered the production of 'seamless' and consolidated report for all the agency activities.

4.2.ii Result Area 2: Social Capital Development

Social capital development is the second strategic Result Area of the UNDAF III result framework. in the context of the UNDAF III result framework, the social capital development area responds to a combination of human capital development and social cohesion aspirations expressed in national development frameworks. It addresses institutional relationships and norms that affect the quality and quantity of a society's social interaction.²²

Specifically, support by UN agencies under Social Capital Development Result Area of UNDAF III focused on improving education service delivery, enhancing community participation in improving living and learning environments as well as enhancing healthcare provision and combating HIV/AIDS. Thus, it is a combination of the results of the (i) Education thematic group (ii) Health/WASH/Nutrition thematic group (iii) /HIV/AIDS thematic Group (iv) Social Protection Thematic Group. The total indicative resource commitment by participating UN agencies in support of UNDAF III was estimated at US\$920,102,957. Of this total indicative resource, about US\$549,756 (60%) was estimated to be committed to the Social Capital Development Result Area.

²²Nigeria UNDAF III (+2014-2017) ProDoc

There are four outcome indicators under the Social Capital Development Result Area of UNDAF III. The four outcome indicators have sixteen outputs indicators. But a review of the results matrix indicates that some of the output indicators have baselines and targets while others have neither baseline nor targets. For example, the first two indicators under output 2.2.3 have no baselines and targets making measurement of effectiveness of UNDAF III with respect to output 2.2.3 difficult. The effectiveness of UNDAF III under the Social Capital Development Result Area is presented below by outcomes.

Outcome 2.1

The strategic intent of outcome 2.1 is to ensure that by 2017, Nigeria's formal and non-formal education systems produced an increased number of graduates with relevant functional, technical and vocational market-driven knowledge and skills; this would be achieved through quality education system informed by evidence, equity based, gender sensitive, innovative policies, plans, systems and programmes at Federal, State, LGA and community levels, supported by adequate funding at each level²³. The findings from the UNCT Common Country Assessment (CCA) 2012 indicates that despite several efforts by the by Nigerian government to implement comprehensive education reforms, including the Universal Basic Education (UBE), the education sector was still characterized by a variety of challenges including a low enrolment rate, high number out-of-school children and huge disparities by location, gender and economic quintiles.²⁴ UNDAF III targeted three principal outputs under outcome 2.1 through supports to institutions and agencies of government, which is aimed at addressing the identified challenges. The indicators, baselines and targets for this outcome is shown in Table 2.

The first indicator under outcome 2.1 targets 10 per cent increase in the number of graduates who majored in Sciences/Tech, Mathematics and Vocational subjects' graduates (Table 2). A review of four of the UNDAF III Annual Reports (2014-2017) fails to show any evidence of achievement of this indicator. Without any baseline in the result matrix, the annual reports do not show any evidence of increase or decrease of the total graduates who majored in Sciences/Tech, Mathematics and Vocational subjects. Thus, the opportunity to 'prove' or substantiate that UNDAF III supports contributed positively to this outcome level indicator was essentially lost due to the absence of baseline data and reporting on achievements of the UN agencies supports under this indicator.

The second indicator under outcome 2.1 targets an increase in the percentage of Federal and States budgets allocated to education sector and the baseline for the indicator was 7.4 per cent while there was no target as shown in the result matrix. Nor does the review of the four of the UNDAF III Annual Reports (2014-2017) show any evidence of the status of the achievement of this outcome indicator; on the other hand, evidence from the review of the 2018 Federal Government proposed budget yet to be adopted, indicates that the Federal and State Governments planned to spend under 9% of their total budgets (N12.2 trillion) on education this year. The analysis of the combined expenditure of the Federal and 36 State governments show that they will spend N1.03 trillion (8.44 %) on education in 2018.²⁵ This amounts to about a 14% increase over the baseline, which points to the fact that UNDAF III support to this outcome indicator was positive and therefore, this outcome level indicator was broadly met.

²³Ibid

²⁴UNCT (2012) Nigeria Simplified Common Country Assessment

²⁵<http://allafrica.com/stories/201606030204.html>

The third indicator under outcome 2.1 targets a decrease in gender parity index (GPI)²⁶. While the baseline was 85.4% overall, the target was a 10% reduction. The four UNDAF III Annual Reports (2014-2017) do not provide any evidence of the status of the achievement of this outcome indicator; however, evidence from the Nigeria Education indicator 2016 shows a gender parity index of 92.2 per cent.²⁷ This represents 7.9% reduction compared to the UNDAF III target. In general, a value less than 1 indicates a disparity in favour of boys and a value greater than 1 indicates a disparity in favour of girls. Thus, the evaluators adjudged this outcome indicator to have been met to a very large extent.

Output 2.1.1 The strategic intent of output 2.1.1 under outcome 2.1 is to strengthen advocacy, programming and budget capacities of Federal, State and LGA education stakeholders to design, cost, mobilize resources, coordinate, monitor and document evidence-based, equity focused, gender responsive education sector strategies, policies, operational plans and innovative model. Table 2 in annex 7 shows the indicators, baseline and targets of output 2.1.1. Table 4 in annex 7 shows that there are five indicators for output 2.1.1 with baseline and targets. Evidence from the review of UNDAF III progress reports and interviews of stakeholders in the education thematic group shows that the UNDAF III supported ten priority states of Adamawa, Niger, Yobe, Borno, Benue, Ebonyi, Zamfara, Kebbi, Katsina and Oyo and the Federal Capital Territory, contributing to strengthening of their capacities in education sector planning.

The evidence of this is manifested in the development of Education Sector Ministerial Strategic Plan (2016-2019) and the Basic Education Sub-Sector Strategic Plan under the Universal Basic Education Commission²⁸. Other sub-sectoral policies developed within the education sector through UNDAF III supports include *the policy on Community-Based Early Childcare Centres (CBECCE)/Pre-Primary School Intervention as well as the approval by government for the integration of birth registration into basic education*²⁹. To a very large extent, the output 2.1.1 indicator 1 was met.

There is also evidence to show that UNDAF III support contributed to strengthening the capacities of some of the focal States and LGAs in harmonizing their education planning and expenditure review cycles with the annual budget cycles (indicator 3 in Table 3 in annex 7). Six focal states (Kebbi, Zamfara, Katsina, Niger, Oyo, Ebonyi, Benue, FCT) have harmonized their education planning and expenditure review cycles with the annual budget cycles although the target was 13+ 1 states which suggests that the achievement of this indicator is on track,³⁰ albeit still under 50% of the target³¹. Indicator 4 and 5 in Table 3 were unreported. Thus, output 2.1.1 is generally rated as on track³².

Output 2.1.2 The strategic intent of output 2.1.2 under outcome 2.1 is to enhance capacities for the implementation of education sector strategic and operational plans at all levels of the federation that will increase enrolment and retention of school-aged children. There are 4 output indicators under output 2.1.2. The first indicator measures the number of Focal States and LGAs implementing interventions to increase enrolment for erstwhile child labourers, children at the risk of trafficking and the disadvantaged. The baseline was 4 states and 12 LGAs while the target was 13 +1 states.

²⁶ GPI equal to 1 indicates parity between females and males.

²⁷ https://www.nemis.gov.ng/downloads_folder/Nigeria%20Education%20Indicators%202016.pdf

²⁸ UNITED NATIONS RESIDENT COORDINATOR'S OFFICE 2017 IMPLEMENTATION draft REPORT

²⁹ UNDAF III Annual 2014 Report

³⁰ UNDAF III Annual Report 2017

³¹ 42.8% met.

³² Ibid

The review of project documents and interview of various stakeholders at the focal states indicate that UNDAF III met the target³³. Evidence shows that UNDAF III supports led to the successful completion of community household mapping and listing of out-of-school children in Kebbi, Katsina, Zamfara and Sokoto state. The findings from the exercise were communicated to the respective state governments for appropriate action geared towards reducing the number of out of school children.³⁴ Finding also shows that through UNDAF III support, cash transfer programmes (CTP) were implemented in Sokoto and Niger states, both of which have completed plans to scale up the programme with financial commitments totalling NGN 813,741,000 and NGN 400,000,000 respectively. The cash transfer programme impact evaluation report reveals a net increase in average girls' enrolment of 29.4% and 32.4% in Niger and Sokoto states respectively, pointing to the fact that the UN support contributed increase in enrolment in these two focal states³⁵.

The indicator 2 in under output 2.1.2 foresaw an increase in the number of disadvantaged/marginalized children having access to education. The baseline was 20,000 while the targets was 500,000. As shown previously, 442,641 children have been enrolled in grade 1 as a result of enrolment drives campaigns which represent 88.5 per cent of the target, which remains a notable achievement. Based on the above evidence, indicator 2 in output 2.1.2 the evaluation adjudged this to be generally met. With respect to indicator 3 under output 2.1.2 in Table 5 evidence shows that only 648 (25.92%) of the targeted 2,500 schools in six focal states (Kebbi, Sokoto, Zamfara, Katsina, Niger and Bauchi) have functional SBMCs³⁶. The indicator was rated as barely on track by the evaluators. UNDAF III's achievements under the last indicator was unreported.

Output 2.1.3. The strategic intent of output 2.1.3 was to strengthened human and institutional capacities for child/learner-centred, interactive teaching and quality assurance at all levels of educational service provision in Nigeria. There are 4 indicators under output 2.1.3. The first indicator targets increase in the learning outcomes in (a) life skills (b) numeracy (c) numeracy in primary schools. UNDAF III contribution under the indicator was unreported. In indicator 2 under Table 4 in annex 7, evidence shows that a consultant to develop a National Child Friendly School (CFS) Framework was engaged and a strategy and roll out plan was reported in UNDAF annual report for 2015. UNDAF III's contribution to increasing the number of schools in focal states meeting the CFS bench marks under this indicator was not reported. Similarly, the contribution of UNDAF III to indicator 3 and 4 in Table 6 below was also not reported in the project documents. Thus, there is no opportunity to assess the effectiveness of the UNDAF III for these output indicators. Based on the overall performance during the four years of implementation, outcome 2.1 is on broadly track in achieving the stated outputs under the outcomes.

Outcome 2.2

The strategic intent of outcome 2.2 is to ensure that by 2017, health related MDGs were achieved and sustained through strong and well-coordinated health systems, implementing innovative, high impact and cost effective, equitable, and gender responsive interventions at community, LGAs, States and Federal levels.

There are 12 outcome indicators for outcome 2.2 as shown in the result matrix. The indicators, their baselines as well as targets are shown in Table 5 in annex 7 below.

With respect to indicator 1 under Table 5, findings show that UNDAF III achieved 34.7% of the target. While the baseline was 31 per cent, the target was 67 per cent. By contrast, the

³³ One of the two targets actually met.

³⁴ Ibid

³⁵ Ibid

³⁶ Ibid

results from the Nigeria Multiple Indicator Cluster survey (MICS) 2018 indicates that the percentage of people with access to improved water sources is 64.1% while access to improved sanitation was 35.9%, suggesting that the UNDAF III support in this respect made considerable progress even though the targets were not met³⁷. Overall, the evaluators rated this indicator as on track. In addition, evidence from the MICS 2018 also shows that the contraceptive prevalence is 13.4%. The baseline and targets were 17.5% and 30% respectively, suggesting that no progress was made in indicator 2 under UNDAF outcome 2.2. Having said this, the UNDAF III 2016 annual report states that 77% of health facilities were supported to provide at least three modern contraceptive methods while 78.5% of SDPs did not report stock-outs of modern contraceptives within the last three months³⁸.

For Indicator 3 under outcome 2.2, the baseline for UNDAF III was 56.6% and the target, 80%. There is no reporting on achievement on this indicator in project documents; but the MICS 2018 reported 49.1%, which implies a decrease, suggesting that, at best, no progress was made during the implementation period on this indicator. For indicator 4 in Table 5 in annex 7, the UNDAF III baseline was 48.7% while the target was 85%. Again, there is no actual record of UNDAF III's achievement; however, the MICS 2018 reported 65.8% while UNDAF III target was 85% suggesting progress albeit inadequate to reach the target figure. As a result, the evaluators believe the indicator is on track although some way from achievement. The MICS 2018 result also shows that the proportion of new born and mothers visited within 72 hours of delivery by skill health care providers was 37.1%, as opposed to the UNDAF III target of 50%. Despite the gap (and the resulting potential maternal and neonatal health implications) the evaluators rate this indicator as broadly on track. For indicator 6 in Table 5, the UNDAF III baseline and targets were 15.1% and 35% respectively. The MICS 2018 survey shows that the percentage of infants under 6 months breastfed exclusively is 23.7% suggesting that progress was made during UNDAF III and this was subsequently rated on track by the evaluators. For indicator 7 in Table 5, while UNDAF III baseline and targets were 27.6% and 85% respectively, the MICS 2018 survey result shows that the proportion of children aged 12-23 months fully immunized is 23%³⁹. Given that the baseline was 27.6%, the result strongly suggests at best that no progress was made and, at worst, the position deteriorated during the UNDAF III implementation period.

For indicator 8 in Table 5 (Annex 7), the UNDAF III target was 80%; the MICS 2018 survey result shows that the percentage of children under five with suspected malaria and receiving appropriate treatment from a health provider is 36.8%⁴⁰. The baseline was 29.4%, suggesting that while progress was made during UNDAF III, it was limited. Nonetheless, the evaluators rated this on track. For indicator 9 in Table 5, the UNDAF III target was 12.1%; the MICS 2018 survey result shows that the prevalence of children under 5 years of age that are under weigh is 11.5%⁴¹. The baseline for this indicator was 24.2% while UNDAF III target was 12% suggesting that the target was met by UNDAF III for this indicator. For indicator 10 in Table 5, the baseline for the indicator was 89 (per thousand); no target was set. The MICS 2018 survey result shows that the adolescent birth rate (per thousand) is 120⁴². In the absence of any established target, UNDAF III's contribution to progress is difficult to assess. However, the increase in the number of adolescent birth rate from baseline (89) to 120 suggest that no progress was made under this indicator UNDAF III.

For indicator 11 in Table 5, the UNDAF III target was 0% while the baseline is 118, evidence from the UNDAF III project documents and the Polio Global Eradication initiative findings suggests that no cases of new polio virus cases were reported in 2017⁴³. Thus, the

³⁷Nigeria Multiple Indicator Cluster Survey 2018

³⁸UNDAF III 2015 and 2016 Annual Reports

³⁹MICS 2018

⁴⁰MICS 2018

⁴¹MICS 2018

⁴²MICS 2018

⁴³<http://polioeradication.org/where-we-work/nigeria/>

evaluators rated this indicator as met. For indicator 12 in Table 5 in annex 7, while UNDAF III targets was 80, the MICS 2018 survey result shows that the percentage of children under 5 and pregnant women who slept under an LLN the previous night was 40.9%⁴⁴. The baseline for this indicator was 16.4% suggesting that some progress was made during UNDAF III in this respect. Overall, outcome 2.2 of the UNDAF III was rated on track by the evaluators.

Output 2.2.1 The focus of the UN agencies under this output is in building the capacity of public agencies and Civil Society Organizations at federal, State, and LGA levels to be able to implement updated, harmonized, evidence based, gender responsive policies and plans to facilitate equitable access to quality water supply and sanitation services. The first indicator under this output is the number of states with WASH policies, investment plans and M&E frameworks. Findings from UNDAF III annual reports shows that 18 states (75%) of the 24 overall target states had WASH policies, 16 states (66%) of the 24 overall targeted 24 states had WASH investment plans leaving 8 states (34%) outstanding. The indicator is on track in meeting the target.

Indicator two under this output foresaw increase in the number of decentralized WASH services and functional LGA WASH Departments. Available evidence shows that nine states (69%) out of the targeted 13 states had decentralized WASH services and functional LGA WASH Departments. Overall target was 13 states leaving gap of 4 states (31%) outstanding, suggesting that the indicator is track⁴⁵. The third indicator under this output foresaw an increase in the number of states adopting new technologies for effective service delivery (a) Community Approach to Total Sanitation (CATS) (b) Village Level Operation and Maintenance (VLOM) approaches. Evidence shows that 36 states implemented Community Approach to Total Sanitation (CATS) programs for promoting community mobilization and behavioural change aimed at improving sanitation and integrating hygiene practices while 20 states implemented Village Level Operation and Maintenance (VLOM) approaches. It is pertinent to state that the target for CATs and VLOM were 36 states and 32 states respectively which suggest that remarkable progress was made during UNDAF III in meeting the targets. Overall, indicators 1,2 and 3 under output 2.2.1 was rated on track by the evaluators.

The forth indicator under this output foresaw an increase in the number of children provided with access to WASH in schools. The UNDAF III 2016 annual report indicates that 81,389 (25.43%) children were provided with access to WASH in schools, 320,000 children were targeted leaving 248,611 children (74.57%) of the target outstanding⁴⁶. Overall, output 2.2.1 indicators were rated on track by the evaluators as considerable progress were made by UNDAF III support across the indicators.

Output 2.2.2 Under this output, UN agencies contributed to building the capacities of government and partners at all levels to implement high impact, equitable, gender responsive and innovative nutrition and food security interventions. There are five indicators under this output. The first indicator is hunger index with 15.7 at baseline while the target was 9. However, evidence from global hunger index ranked Nigeria 84th out of 119 countries with index score of 25.5⁴⁷ suggesting that no progress was made, and, possibly, the situation deteriorated quite sharply, in this respect.

Indicator two under this output targets number of health facilities providing treatment to severe malnourished children under 5 years. Achievements under this indicator were unreported in the annual reports and other project documents. For instance, the 2015

⁴⁴MICS 2018

⁴⁵UNDAF III 2015 annual Report

⁴⁶UNDAF III 2016 Annual Report

⁴⁷2017 Global Hunger index available online at http://fsccluster.org/sites/default/files/ghi_2017.pdf

UNDAF III annual only reported that 31.5% of severely malnourished children were reached with community management of acute malnutrition (CMAM) treatment in 11 northern states and at least 2 southern states while 87.8% of children who benefitted from the CMAM program have been cured and discharged from the program. However, the report was silent on the number of health facilities providing treatment.

Indicator three under the output targets the percentage of children aged 6-59 months who received at least 1 dose of vitamin A in the last 6 months. Evidence from project documents shows that 87% of children aged 6-59 months received at least 1 dose of Vitamin A in last 6 months, the target was 65% suggesting the target was met.⁴⁸ The third indicator and fourth indicator are number of community structures supported to assist mothers to appropriately feed children under two years and number of community structures supported to alleviate food insecurity. However, UNDAF III achievements in respect of these two indicators were unreported. Evidence from the project documents only show that 31.5% of severely malnourished children were reached with community management of acute malnutrition (CMAM) treatment in 11 northern states and at least 2 southern states. It also shows that 601,939 pregnant and lactating women benefitted from infant and young child feeding (IYCF) intervention, the overall target was 50,673 per year. However, there was no evidence on the number of community structures for the two indicators making assessment of progress unrealisable.

Output 2.2.3. The UN agencies also supported capacities of public and private health institutions including Civil Society Organizations at all levels under output 2.2.3. The key indicators include number of states that have incorporated EMONC in the SSHDP and or the state annual operational plans with complementary budgetary provisions; number of supported states implementing (a) essential new-born care (b) community-based new-born care. However, these two indicators have no baseline and targets from the result matrix, thus the opportunity to assess achievement was missed. Other indicators include the number of states in which 60 per cent of the primary health facilities provide minimum RMNCH care package. The target for the indicator is 80 per cent although there was no baseline. The review of annual reports of UNDAF III shows that 1,072, health facilities (HFs) were supported to meet the minimum requirements for EmONC in targeted states, 60% of primary health care facilities in 8 states benefitted from the minimum RMNCH care package and 3,250 maternal deaths were averted during the implementation period. The review of the log frame shows that there are no baselines and targets for some of the indicators making measurement of progress problematic.

Output 2.2.4 The focus of output 2.2.4 is the strengthening of capacities of Federal, State, LGAs, Civil Society Organizations, Academia, and private sector to plan, update and implement relevant standards and guidelines for communicable and non-communicable disease services utilizing innovative technologies informed by gender responsive policies. The first indicator is proportion of local government reporting disease surveillance data in a timely manner. The baseline was 73% while target was 80% Progress was unreported. The second indicator is the proportion of states generating and sending data to the national level using standard national management information systems tools in line with national guidelines. There is no baseline for this indicator but the target was 36 states; once again progress was unreported. The third indicator is the proportion of states supported to develop a strategic plan for NCDs. The baseline was 0 while the target is 2+1. Again, progress was unreported. In the absence of reports of achievements, assessing effectiveness could be carried out under the indicator. Other contributions of the UNCT to this outcome level is shown in Box 8. Based on the overall performance during the four years of implementation, outcome 2.2 is rated as on track in achieving the stated outputs under the outcomes by the evaluators.

⁴⁸UNDAF III 2016 Annual Report

Outcome 2.3

The strategic intent of outcome 2.3 is to ensure that by 2017, HIV transmission reduced in all key populations (particularly women, children and young people), MTCT eliminated, condition of people living with HIV improved, through the implementation of effective innovative HIV prevention and mitigation policies, strategies, strong multi-sectoral partnerships and coordination; and active involvement of stakeholders at all levels. For the indicator 1 in Table 7 in annex 7, evidence from the review of project documents shows 3 per cent prevalence of HIV in pregnant women but not the general population in the target state⁴⁹ indicating that the indicator is on track. The other two indicators were not reported.

Output 2.3.1 The focus of this output is to strengthen national coordination mechanisms and partnerships to promote an equitable enabling environment for PLHIV, implement innovative policies and plans and establish logistic management systems through enhanced leadership capacity. There are only two indicators under this output. The first indicator is the number of states with integrated HIV and RH commodity logistics management systems. The baseline is 0 while the target is 12+1. The review of project documents did not reveal any evidence on the progress on this indicator during UNDAF III. The second indicator is the number of states with at least 3 functional coordination and partnership environment for PLHIV. The baseline was 0 while the targets was 12+1 states. Once again, the review of project documents did not reveal any evidence on the progress on this indicator by UNDAF III.

Output 2.3.2 aimed at strengthening the capacities of institutions for increased behaviour Change Communication and demand creation for HIV prevention, treatment, care and support services in the general population in an equitable manner. There are three indicators for the output. Indicator 1 is the number of states with SACA and SASCPs with the capacity to provide comprehensive BCC and demand creation interventions to their targets populations. The baseline for the indicator is not determined but the target is 12+1 states. No evidence on the progress during UNDAF III is recorded.

Output 2.3.3 aimed at increasing the capacity at Federal State and LGA level for coordination, integration and delivery of quality eMTCT services, promotion of community involvement and data collection and management systems. There are two indicators under this output. Indicator 1 is the number of states which MNCH/SRHHIV services are integrated at the LG level. The baseline is 0 while the target is 12+1. The review of project documents did not reveal any evidence on the progress on this indicator. The second indicator is the number of states implementing HMIS quality and timely eMTCT data. The baseline is 0 while the target is 12+1. Again, no evidence on the progress on this indicator was reported.

Output 2.3.4. The UN activities under this output were targeted at increasing the capacity of key institutions for equitable delivery of combination prevention interventions for adolescents and young people, especially those most at risk and those living with HIV, through inclusive strategic partnerships and coordination platforms that support innovative knowledge management and demand creation. There are two indicators under this output. The first indicator is the number of states with key institutions strengthened for equitable delivery of combination prevention interventions for adolescents and young PLHIV. The baseline is 0 while the target is 12+1. The review of project documents did not reveal any evidence on the progress on the two indicators during UNDAF III. Based on the overall performance during the four years of implementation, outcome 2.3 is generally considered on track in achieving the stated outputs under the outcomes.

⁴⁹UNDAF III 2016 Annual Report

Outcome 2.4

Outcome 2.4 aimed to ensure that by 2017, inequities in the Nigerian society are reduced; driven by well informed and committed leadership; through innovative, inclusive, well-coordinated and evidence-based national social protection framework; enabled by context-specific, rights based, age-appropriate, gender-sensitive policies which empower and protect the most vulnerable and at-risk populations. There are 5 indicators under this outcome as shown in Table 8 (Annex 7). As can be seen in Table 7 (Annex 7), there are no baselines for the five indicators while there are targets set for only two of the indicators. The review of various project documents⁵⁰ indicates that there are no reports of activities and achievements under the outcome indicators. The evaluators, therefore rated this outcome indicators unreported and, possibly, unimplemented.

There are four outputs under outcome 2.4. Output 2.4.1 focused on the development of age-appropriate and gender-sensitive, fiscally sustainable national social protection policy and framework based on context-specific, innovative, replicable and evidence-based models. Neither activities nor achievements were reported for this output. The same applies to output. The same applies to output 2.4.2, 2.4.3 and 2.4.4: neither activities nor achievements were reported. Thus, the opportunity to assess achievements was lost. It is pertinent to note that the (draft) 2017 UNDAF III annual report, which was supposed to provide a summary of UNDAF III accomplishment in the last four years of implementation, only dealt with outcome 2.1; the remaining 3 outcomes were not included. Subsequent drafts may expand on these areas. This means that the opportunity to assess the overall achievement of UNDAF III in respect of social capital development for the entire duration of implementation is absent.

Overall, across the four outcomes of the social capital development result area as discussed above, there are convincing evidences that the UNCT supports contributed to national development results despite some challenges as highlighted in the effectiveness limitation section below. Therefore, the UNCT supports in this result area is positive and is rated on track by the evaluators.

4.3.iii Result Area 3: Equitable and Sustainable Economic Growth

Outcome 3.1

Equitable and Sustainable Economic Growth (ESEG) is the third Strategic Result Area of the Nigeria UNDAF III result framework. In simplest term, equitable economic growth refers to economic growth that brings fair share of the benefits of growth to all members, or certainly more members of society⁵¹. The growth is equitable and sustainable in the sense that the outcomes of growth are more evenly distributed across society and not only meet the needs of the current population but it takes care of the needs of the future population.

Specifically, supports by UN agencies under Equitable and Sustainable Economic Growth Result Area of UNDAF III focused on building national capacities of institutions for Nigeria to attain a strong, diversified, sustainable and equitable economy that is characterized by a dramatic increase in domestic and foreign investment and stimulating primary and efficient value-added secondary production with unrestricted, expanded and globally competitive trade. Of the total indicative resource, about US\$122,593,000 (13%) was estimated to be

⁵⁰UNDAF III Annual Reports 2014, 2015 and 2016

⁵¹ Andrés, R and Wilkie, C (2015). Conceptualising Equitable Economic Growth in Cities. The London School of Economics and Political Science (LSE). Available online at http://www.citiesalliance.org/sites/citiesalliance.org/files/publications/1816%20UNOPS_lowres200815.pdf

committed to the ESEG Development Result Area. There are five outcome indicators under the ESEG Development Result Area of UNDAF III. The five outcome indicators have thirteen outputs indicators. The effectiveness of UNDAF III under the ESEG Development Result Area is presented below by outcomes. Table 8 (Annex 7) shows the indicators, baseline and targets for outcome 3.0. The first indicator under this outcome is the Real GDP growth rate with baseline of 7.4% and a target of 13%. Although there was no report on the achievements under this indicator but evidence from National Bureau of statistics and other sources show that the real GDP growth rate at the end of 2017 was 0.8% which suggest that no progress was made under this indicator. The downturn in the nation's economy between 2015 and 2017 may have affected the achievement of the target of this indicator. For indicator two, evidence from the 2016 Human Development report indicates that there was a slight improvement in the human development index increased from 0.525 to 0.527 which suggests that the UN agencies support in this respect was positive and on track in meeting the target. The review of project documents did not review any achievement under gender parity with respect to indicator 3

The UN System also aimed to support to enhance participation of women in economic activities and gender sensitive investment climate that enhances the ease of doing business as a basis for increased and sustainable domestic investments and capital inflows⁵². The key indicator under this outcome is the ease of doing business. While the baseline was 133/183, the target was 87. Evidence from the Ease of Doing Business Report for 2016/2017 indicates that Nigeria made it to the list of 10 top improvers in 2016/17 for the first time with a score of 52⁵³. Through UN agencies support, Nigeria made starting a business faster by introducing the electronic approval of registration documents. Nigeria also increased the transparency of dealing with construction permits by publishing all relevant regulations, fee schedules and pre-application requirements online. The above progress on the indicator suggests that the indicator is on track in meeting the target.

Output 3.1.1 The UN activities under this output were targeted at developing a national, sector-linked and inclusive investment policy with implementation plan and coordination mechanism across Federal and State levels and strengthening of Federal and State Ministries, Departments and Agencies (MDAs) for enhanced ease of doing business and increased employment generation. There are two indicators for this output in the result matrix. The first indicator is the availability of national investment policy for enhanced ease of doing business. From the review of project documents and literature search, there were no evidence of the existence of national investment policy in Nigeria. However, finding from the review of project document suggests that discussions were on-going with appropriate Federal Government institutions on the development of National Investment Policy⁵⁴. The second indicator under the output is the availability of national investment implementation plan. Evaluative evidence from project documents indicates the establishment of the Nigeria Industrial Revolution Policy (NIRP) team which is an element of the National Investment Policy implementation framework for improving productivity and enterprise development in Federal Ministry of Industries, Trade and Investment (FMITI)⁵⁵. Generally, output 3.1.1 indicators were rated on track by the evaluators.

Output 3.1.2 The UN agencies support under this output targets the strengthening of the institutional and human capacities of investment related Federal and State Ministries, Departments and Agencies, CSOs and relevant private sector stakeholders through technological and knowledge acquisition to deliver high standard and equitable service,

⁵² Mid term Review report UNDAF III 2014-2015

⁵³ A World Bank Group Flagship Report Comparing Business Regulation for Domestic Firms in 190 Economies Doing Business 2018 Reforming to Create Jobs available online at <https://openknowledge.worldbank.org/handle/10986/28608>

⁵⁴ UNDAF III MID TERM [2014-2015] REVIEW DRAFT REPORT SEPTEMBER 2016

⁵⁵ UNDAF III MID TERM [2014-2015] REVIEW DRAFT REPORT SEPTEMBER 2016

monitor and regulate compliance and provide investment support services. There is only one indicator for the output which is the number of institutions with complete technological knowledge acquisition. However, progress on this indicator was unreported from the review of project documents and was therefore rated unreported by the evaluators.

Outcome 3.2

The focus of outcome 3.2 is to support economic growth that is driven by increased and diversified use of renewable energy sources that promote technology transfer and local capacity building. Two indicators in the outcome are total energy supply and percentage of renewable energy in total energy supply with targets of 8000mw and 36% respectively. Evidence from available documents show that as at November 2017, the Nigerian Electric System Operator reported a peak generation of 4, 713.40 MW⁵⁶ which suggests that the indicator is track given that the baseline was 4000mw. Evidence also reveal that in 2015, renewable energies accounted for around 34.4 per cent of actual total energy supply⁵⁷ which suggest that considerable progress has been made on the indicator given that the target for the indicator was 36%.

There are three output indicators under outcome 3.2. Output 3.2.1 focus on energy supply diversification strategies and practices to promote the use of renewable energy sources and integrated into the national energy policy through support to the energy related MDAs. There are two indicators under output 3.2.1. The first indicator is the availability of revised national energy policy while the second indicator is the availability of renewable energy implementation strategy. Evidence shows that the UN agencies contributed to development of the National Renewable Energy Master Plan as well as development of Renewable Energy and Energy Efficiency Policy (REEEP).⁵⁸ However, there was no evidence on the availability of revised national energy policy from the review of project document. The indicators were rated on track.

Output 3.2.2 focuses on strengthening South-South cooperation to expand the adoption and use of green technologies for the promotion and use of renewable energy sources such as hydropower, biomass, solar and wind; local equipment manufacturing reducing cost of energy to end users. The first indicator under the output is the number of south -south cooperation established. The baseline and target for the indicator are 0 and 3 respectively. However, achievement of this indicator was not reported in the project documents. The second indicator is the number of south -south cooperation of renewable energy formalized while the third indicator is the number of renewable energy equipment manufactured locally. The review of project documents shows that 5 (62.5%) [overall target 8] Donor Group Coordination meetings were organized and 2 (66.6%) (overall target 3) South-South Cooperation Agreements were established with ICSHP, China and TERI, India⁵⁹. The evaluators rated the output on track.

Output 3.3.3. focuses on strengthening the capacity of the national energy institutions and the private sector operators to develop, coordinate and monitor energy policy implementation, develop framework to enhance equitable access and manufacturing of low cost renewable energy equipment. The only indicator of the output is the number of institutions that complete the energy cycle management equipment and energy efficiency training package. The baseline was 0 while the target was 2. Finding from the project documents shows that there was capacity strengthening for 5 [overall target 4] institutions for effective renewable energy development. The output was met.

⁵⁶<https://infoguidenigeria.com/current-power-generation-nigeria/>

⁵⁷<https://www.worlddata.info/africa/nigeria/energy-consumption.php>

⁵⁸ UNDAF III MID TERM [2014-2015] REVIEW DRAFT REPORT SEPTEMBER 2016

⁵⁹ UNDAF III MID TERM [2014-2015] REVIEW DRAFT REPORT SEPTEMBER 2016

Outcome 3.3

The intent of outcome 3.3 of the UNDAF III is to ensure that Nigeria's productive system is value chain driven, productivity enhancing, sectorally linked and inclusive, based on green and relevant technology and supported by robust private sector friendly investment policies by 2017. The indicators, baseline and target for the indicators are shown in Table 9i (**Annex 7**). While there is little evidence on report on achievement of indicator one, evidence shows that employment in agriculture (% of total employment) in Nigeria was reported at 48.19% in 2017⁶⁰. The same report shows that services contributed 44.6% and manufacturing 7.6%.⁶¹. Apart from services where the 12% target was exceeded, the other indicator on agriculture and manufacturing did not make any progress during the period. Given the low performance of the agriculture and manufacturing sector in terms of contribution to employment, it is obvious that percentage value added will be low across the two sectors. The evaluators rated outcome 3.3 on track.

Output 3.3.1 under outcome 3.3 focuses on improving the policies and strategies for strengthening productivity and enterprise development that is gender-responsive and youth-inclusive at the federal and State levels. There are 2 key indicators in the output. The first indicator is the number of draft policies/strategies for enhancing productivity and enterprise development while the second indicator is the number of policies/strategies for enhancing productivity and enterprise development endorsed. The review of project documents shows the formulation of the Nigeria Industrial Revolution Policy [NIRP] at the national level and development of policy and strategy in 3 States. Also, there was validation of policies and strategies for enhancing productivity and enterprise development in Bayelsa and Ebonyi States. The output was rated on track by the evaluators.

Output 3.3.2: The focus of output 3.3.2 is the development of entrepreneurial skills of small and medium scale producers to grow into commercial enterprises through innovative and adaptive models of technology acquisition. The indicator is the number of SMEs that have grown into large scale enterprises. The baseline is 17,284,671 while the target is 5% (864,000) increase. However, there was no report of achievement on this indicator in the review of project documents.

Output 3.3.3 focuses on development of strategies for enhancing valued added production and implementation plan as well as coordination mechanism and framework for integrating inputs suppliers, producers, processors and marketers. The indicator is the number of value chain developed while the baseline as well as the target are 0 and 3 respectively. The review of project document shows that the under listed milestones were achieved:

- establishment of pilot pineapple value chain schemes as youth enterprises promotion initiative in 6 states of South West Nigeria,
- development of Value Chain Strategies for Rice and Cassava in the Agriculture Supplier Development Programme (ASDP),
- development of M&E framework for the agriculture priority value chains of the ATA, with detailed KPIs result matrix, implementation of the M&E Framework of ATA value chain teams at Federal level.⁶²

The output was met by the establishment of pineapple value chain schemes in 6 states of South West Nigeria.

⁶⁰<https://www.proshareng.com/admin/upload/reports/10910-ProshareConfidentialDecember2017-proshare.pdf>

⁶¹Ibid

⁶² UNDAF III MID TERM [2014-2015] REVIEW DRAFT REPORT SEPTEMBER 2016

Output 3.3.4 activities focus on building human and institutional capacities of relevant government agencies, and private sector institutions to enhance productivity at primary and secondary levels through strengthened Vocational, Business and Entrepreneurship acquisition and training centres. The indicator of the output is the number of institutions that complete vocational, business and entrepreneurship training packages. The baseline was set at 0 while the target was 5. Evidence from the project documents shows that there was training of women-led small and medium enterprise (SME) nationwide in entrepreneurship, management and vocational re-skilling to enable them transform into cooperative societies which puts them in better stead to secure access to finance and other services. Also, there was a three-week course on vocational re-tooling in five areas (tailoring, fashion designing, hair dressing, tie and dyeing and knitting) for 5 Women Development Centres in Gombe State⁶³. The output was rated on track.

Outcome 3.4

The strategic intent of this outcome is to support the expansion and diversification Nigeria's domestic and foreign trade to make it globally competitive and based on international best practices, norms and conventions. There are three indicators for this outcome. The first indicator is the trade GDP ratio with baseline of 7.9% and target of 1.1%. However, achievement under the indicator was unreported. Indicator two is Nigeria diversification index. The baseline was 0.779 while the target was 0.550. Evidence from the UNCTAD diversification index for 2016 shows that Nigeria diversification index for 2017 was 0.887⁶⁴ suggesting that no progress was made on the indicator. The third indicator is global competitive index. The baseline was 127/139 while the target was 95. However, evidence from the 2016/2017 global competitive index shows that Nigeria was ranked 124/139⁶⁵ which shows that some little progress was made on this indicator even though the target was not met

Output 3.4.1 UN agencies supports under this output targets the endorsement of the National Trade policy with implementation plan developed and adopted and coordination mechanism put in place to deepen and diversify domestic and foreign trade. The first indicator under the output is the availability of reviewed trade policy for enhanced inter-sectoral linkages and trade opportunities. The review of project documents and other government documents shows the existence of annual trade policy report for 2017 which clearly shows that this target was met⁶⁶. Generally, output 3.4.1 was met due to the availability of the trade policy.

Output 3.4.2 Under this output, the UN agencies support focus on building the capacities of relevant Trade and Investment MDAs to be able to develop and monitor the implementation of trade policy that boost domestic trade and promote international trade. Also, the supports also aimed to build the capacities of the MDAs and other trade related institutions to be able to promote and negotiate trade with partners in line with international best practices. The indicator is the number of institutions that complete trade negotiation and trade capacity building training packages. The achievement of this indicator was unreported in project document.

⁶³Ibid

⁶⁴<http://unctadstat.unctad.org/wds/TableViewer/tableView.aspx>

⁶⁵ http://www3.weforum.org/docs/GCR2016-2017/05FullReport/TheGlobalCompetitivenessReport2016-2017_FINAL.pdf

⁶⁶<http://www.notn.gov.ng/bundles/notn/docs/NATPOR.pdf>

Outcome 3.5

The UN agencies support in outcome 3.5 aims at expanding Nigeria's employment opportunities driven by pro-poor, gender -responsive and youth-inclusive policies. The first indicator under the outcome is national unemployment rate with baseline of 23.9% and target of 17%. Evidence from Nigeria Bureau of Statistics (NBS) shows that at the end of 2017, unemployment rate in Nigeria was 18.8%⁶⁷ suggesting that the UN agencies support in this respect was positive and on track.

Output 3.5.1 The UN agencies supports in this output aims at the development of a national employment policy that promotes labour-based technologies with high employment multiplier and decent jobs leading to the broadening of the productive base and expansion of employment opportunities; accompanied by implementation plan and coordination mechanism at federal level and systematically adopted at State and LGAs levels. The indicator for this output is availability of employment policy. The review of project document shows the availability of national employment policy 2016, which indicates that this output indicator was met.

Overall, across the five outcomes of Equitable and Sustainable Economic Growth development result area as discussed above, there are evidences to show that the UNCT supports contributed to national development result despite some challenges. Therefore, the UNCT supports in this Result Area is to a large extent positive and is rated as on track by the evaluators.

Effectiveness Limitations in Social Capital development and Equitable and Sustainable Economic Growth Result Areas

Specific limitations to UNDAF III effectiveness in the Social Capital and Equitable and Sustainable Economic Growth Result Areas are highlighted below in line with fair and accurate reporting on the evaluation and to inform the key lessons and ensuing recommendations later in this report.

- One of the most serious limitation to effectiveness in the two result areas is the poor/absence of reporting. During the field visits, the coordinating agency of the two result areas noted that reporting to the coordinating agency is poor, compounded by the fact that the capacity of the implementing Ministries at the state level was weak. Consequently, they could not track or report accurately on activities. Quarterly reports were not submitted by Ministry counterparts and other UN agencies to the coordinating UN Agencies. As a result, activities under the two Result Areas were likely to have been grossly under reported as suggested in some of the findings above.
- Also related to the above is the style of reporting of the activities. The reporting of the activities is not SMART in the sense that activities reported are not directly linked with the baseline, targets and the final achievement for each outcome indicator as well as output indicators. This makes it highly problematic to measure the extent to which the targets were met or otherwise effectively.
- The non-availability of counterpart funding by the federal and state government counterparts affected the implementation of programmes at these levels. To a large extent this negatively affected UNDAF III's effectiveness in meeting it sets targets at project level. The lack of funding support to the MDAs by some UN agencies despite signing the partnership agreement also constrained their ability

⁶⁷<https://investadvocate.com.ng/2017/12/22/nigerias-unemployment-rate-18-8-18million-q317-nbs/>

to implement planned projects and negatively affected UNDAF III's effectiveness in meeting set targets. In other instances, Government funding cycles differ from that of funding UN agencies. All these hindered the effective funding of the UNDAF III activities under the social capital development result area.

- Another limitation to effectiveness is the mismatch of priority between states and the UN agencies as revealed by stakeholders during the field views of the various stakeholders particularly at the state level shows that the development priorities of state governments in some of the target state are not in tandem with the UN agencies priority development focus. The corollary of this was that some of the statements government failed to pay their counter path fund which limited the effectiveness of programme implementation at the state level.
- Evidence from findings from field visits also confirmed that implementing ministries lack proper understanding of the purpose of UNDAF. This challenge is compounded by limited capacity building activities by the implementing ministries by the coordinating UN agencies.
- Another key challenge is the absence of quarterly meetings for thematic UN agencies and the states. The meeting of the UN agencies and partners at the state and federal levels was supposed to provide opportunity to for review of project implementation progress and facilitate future planning. Evidence from stakeholders in states visited confirmed that meetings were hardly conducted among implementing agencies during the implementation period. This may have affected the poor reporting of implementation activities under these result areas as earlier stated.
- The silo approach to project implementation and lack of sharing of information by agencies UN agencies makes it difficult to have a complete consolidated report for all the agencies. This may have contributed to the poor reporting as seen the case of the UNDAF III

4.3.iv Result Area 4: Human Security and Risk Mitigation

Effectiveness of Human Security & Risk Management Result Area

The CCA (2012) highlighted key challenges and critical sustainable development issues facing Nigeria, among which are human security, risks of conflicts and natural disasters as well as environment, climate change and disaster reduction. UNDAF III's Result Area 4 targets the reduction of the effects of disasters and emergencies on the population in emergency prone areas through an effectively regulated framework for prevention, preparedness and timely response; coordinated and capacitated institutions at Federal, State and local levels in partnership with civil society organizations, informed by equity and gender considerations and an evidence-based EW/EA system; and resilient communities⁶⁸.

There are four outcome and seven output indicators under the human security and risk management UNDAF III result area. Most of the output indicators have baselines and targets. However, the analysis of these indicators is not on the basis of a match between stated targets and baselines.

⁶⁸UNDAF III 2016 Annual Report

Outcome 4.1

The first outcome of the human security and risk management result area expected that by 2017, the effects of disasters and emergencies on the population in emergency prone areas are reduced through an effectively regulated framework for prevention, preparedness and timely response; by coordinated and capacitated institutions at federal, state and local levels in partnership with civil society, informed by equity and gender considerations and an evidence based Early Warning Early Action (EW/EA) system; and resilient communities. The established outcome indicators set a baseline of <30 to 80% of the number of affected populations benefitting from adequate and timely emergency response according to international standards. Nigeria is ranked 117th in the Global Peace Index (GPI) in 2012 and the target was to climb to the 100th position, while on the Environmental Vulnerability Index (EVI), Nigeria was rated 'highly vulnerable' as at 2011.

Output 4.1.1. The first output indicator under outcome 4.1 focused on strengthening the national legal and policy framework for emergency coordination, risk reduction and response in conformity with international standards and systematically cascaded at state level. Set indicators include existence of NEPR policy (baseline 0 and target 1), number of states with EPR policies (baseline of 30, target 100%), and number of states with regularly updated contingency plans (baseline of 30, target 100% (i.e. 36 +1)).

The available programme reports suggest that the aim was to harmonize response and support to States that continued to be under a State of Emergency in 2014, establishing nine sub-national coordination mechanisms in the states concerned; this facilitated drafting of the Terms of Reference for the State Humanitarian Coordination Forum. In 2015, the response to humanitarian services requirements were both national and sub-national: 22 states in 2014 and 27 in 2015 had regularly updated contingency plans for emergency response, provision of psychosocial support and assistance to traumatize displaced population, especially women and children in five states in North East. Excluding 2017, for which no records were available, the achievement was on track for the other years.

Output 4.1.2 The second UNDAF III output was an improved and integrated EW/EA system covering the three tiers of the Federation, which produces timely and actionable gender disaggregated, equity sensitive information, direction and advice for decision makers, agencies, CSOs and communities. Attempts were made to meet one per tier of government target for existence of an integrated EW/EA system and 80% over a non-existent baseline. To improve and safeguard reproductive health in crisis setting, front line health workers from three states received training on Minimum Initial Service Package (MISP), 66,831 (44.55%) (150,000 target) affected individuals were reached with timely and appropriate psychosocial support, 500 (5%) (10,000 target) persons were reached through mobile medical activities, 30,500 (30.5%) (100,000 target) women and girls benefited from SRH services, and 114 (57%) (200 target) health facilities had referral mechanism to a higher level of care. There was an upgrade of the National Avian Influenza (AI) Crisis Management Centre for the mitigation of further spread of (H5N1) Virus. Staff of the Nigerian Agricultural Quarantine Services (NAQS) in eight states benefitted from skills enhancement programmes for disease surveillance in their respective states as well as the review of Emergency Preparedness Plan (EPP) on Avian Influenza.

Output 4.1.3 The third output indicator for outcome 4.1 foresaw strengthened institutional capacity to coordinate, prepare for and responds to emergencies and to enhance coping capacity of communities (including safety nets). Baseline was 18 states and 36+1 were targeted as the number of states with SEMAs. 18 states statutorily established State Emergency Management Agency (SEMAs) in 2014 and 22 states did so in 2015. This fell short of the target of every state and FCT. The Nigeria REDD+ programme introduced the Solutions for Open Land Administration (SOLA) and adoption of the Open Source software

for land by the government for up scaling. Seven states now use SOLA as well as the adoption of improved framework for participatory urban planning in the targeted four states in 2015. Similarly, there was the establishment of a One-Stop-Youth-Centre and its operationalization in 2015. Six CSOs participated in the Africa Urban Agenda process. In 2016, NEMA significantly reduced economic losses occasioned by flood in 2016. The number of displaced persons was less than 1 million in 2016 compared to 2.3 million persons in 2012; notwithstanding, the evaluators observed that data on emergency relief interventions was not available to compare targets with achievement. In 2016 UN interventions led to the incorporation of gender sensitive approach in the implementation of the Paris Agreement on Climate Change with full participation of all stakeholders, especially women. A National Plan of Action on Gender and Climate Change was drafted. With support from the UN the Ministry of the Environment revised the Federal Environmental Policy and assisted Anambra State to develop its State Environmental Policy and Climate Change policy. Progress towards achieving the target indicators was on track in 2014-2015 only, there being no progress or unavailable information in 2016 and 2017, respectively.

Outcome 4.2

The second outcome indicator for UNDAF III's indicators envisaged that, by 2017, the occurrence and effects of conflicts and violence are reduced through institutionalized and coordinated prevention and management by the establishment of a peace architecture supporting negotiated solutions at federal, state and community level in partnership with civil society, informed by gender sensitive conflict analysis and other evidence based EW/EA methodologies, and tolerant, peace-loving and resilient communities. Targets in three key areas were set: the percentage of conflict where escalation is prevented with the use of EW/EA system (baseline 10%, target 60%), percentage of conflicts mediated and resolved (20% baseline and 50% target), and number of civilian casualties (baseline 1000 and target 0). In the last instance, evaluators were unable to attribute successes in the reports since there were no set targets. These indicators addressed national peace building.

Output 4.2.1. The fourth (and first) specific indicator for outcome 4.2 is on national peace architecture established through advocacy and strengthened to systematically and institutionally promote tolerance, a culture of peace, dialogue and support negotiated solutions in order to prevent, mitigate and respond timely to conflict and violence. Other indicators are: existence of a coordinated framework for conflict prevention, mediation and peacebuilding (baseline 0, target 1) and percentage of conflict related issues timely responded to by relevant stakeholders (baseline 10%, target 50%). Though the progress on attaining the targets was rated on track, this was not met. Reviews show that during 2014 and 2015, support and partnership facilitated the implementation of various peace-building initiatives in Benue State, especially the use of ADR in the settling of the Agila community conflict. 15,000 IDPs were provided with basic hygiene and household items in five states. Three Referral Pathways were established and operating functionally; and three Safe Spaces were established in Adamawa and Borno States. 199 women and youths, victims of violence including female and child-headed households were trained in leadership, conflict prevention, social tolerance, peaceful co-existence, business management skills; skills acquisition in trades, such as, computer, tailoring, GSM phone repair, catering, and decoration, shoe/leather work, soap/cream making, confectionaries, etc. for 199 women and youths and also supported to establish own businesses; re-orientation of 495 women and youths, victims of insurgency, and their training in peace-building, leadership, conflict prevention, social tolerance, peaceful co-existence and business management skills.

There was also placement of 79 youths (one female) in automobile engineering training at PAN Learning Centre; institution of structures/capacities for mediation and conflict transformation in 12 communities in six states.; and engagement of leaders in 64

communities in three states in gender sensitive community-based peace-building initiatives. Capacity development on the principles and practice, experience sharing and peer review workshop on Alternative Dispute Resolution (ADR) was provided for a total of 380 Nigeria Security and Civil Defence Corps (NSCDC) Peace Officers across Nigeria. The resultant effect of these two trainings manifested in the significant increase in the number of civil cases resolved in 2016 which rose to 12,144 as against 2,651 in 2015. The evaluation team could not associate these with meeting the indicator targets. In the **Annex 9** on performance rating, progress was said to be on track throughout the programme lifespan, except 2017 when information was not available. But this illustrates the need to define what 'on track' means or measures. UNDAF was supposed to contribute to peace building through enhanced capacity and protection of communities-but the Boko Haram conflict continues, and herders-settled farmers' conflict is expanding.

Output 4.2.2 The fifth (and second) specific output indicator for outcome 4.2 expected an improved and integrated conflict EW/EA system covering the three tiers of the Federation that produces timely and actionable gender disaggregated, equity-sensitive conflict analysis, strategic directions including do-no-harm alternatives, and guidance for decision makers, agencies, CSOs and communities. The indicators are: existence of an integrated conflict related EW/EA system (baseline 0, target 1), number of states with EW/EA system (disaggregated by location, category of conflict) (baseline 0, target TBD/UNDP), and number of states with functional EW/EA database (baseline 0, target 36 +1).

Based on programme documentation and relevant publications, the evaluators adjudged UN's interventions as producing some results even though far from meeting set target indicators. For example, Operation Rainbow Coalition was instituted in Plateau State, where community engagement was established as the primary basis for peace building and its sustainability in Plateau in 2015. An additional evidence-based indicator is the strategy on Conflict Prevention and Peace building in the North East. The search for lasting peace in Boko Haram afflicted parts of the country, especially the North East hotbeds of Borno, Adamawa and Yobe States, focused on people's resilience. The UN established a sub-office in Maiduguri for the coordination of efforts to bring peace and security to the region, particularly where permanent funded structures were established for Dialogue and to implement peace and recovery programmes for the north east. Capacity building took centre-stage through NEMA, UNCHR and UNDP to facilitate humanitarian interventions based on a clearly developed HRP and early recovery markers. IDPs basically became points of poverty concentration, insecurity and disease.

The peace and security interventions to mediate, prevent and mitigate conflict generally were challenged by the humanitarian-development nexus; this problematised the definition of issues, analysis of situations and operational boundaries between and among implementing agencies. The development assistance framework's implementation refocused towards humanitarian intervention, deemphasizing development. Learning from both North East and Plateau State is underscored by the setting up of the Kaduna State Commission for Peace, legislatively established in 2017. This fosters the processes and mobilization for peaceful co-existence among different social groups. The Agila Community conflict prevention project in Benue State attests to the utility of conflict mapping and analysis in addressing conflict issues. The NSCDC is good illustration of the partnership that could guarantee long lasting peace through its Promoting Peace and Conflict Resolution Unit. This Unit was responsible for resolving thousands of conflicts in the community between 2015 and 2017. During interactions with UNDP head office staffs by evaluators, a number of issues were clarified⁶⁹, informing the following summaries on National Capacity on Peace building, and encompasses a number of interventions:

⁶⁹ A list of publications obtained from interactions with UNDP staff: 1. Proceeding of Conference on Interfaith Dialogue on Peace and Security in Nigeria (November, 2014) 2. Niger Delta Action Plan: Context and Plan Summary (November, 2012) 3. A Handbook on Principles and Practice of ADR for Peace Practitioners (2013)

- **Strategic capacity building for senior officers of NSCDC.** The workshop identified 14 conflict-prone zones in the country, such as Benue, Kaduna, Oyo and Lagos, among others. The creation of Community Youth Peace Ambassadors was to assist to identify, report and prevent conflict. This was to prevent crisis from escalating to violence in those areas.
- **Conference on Interfaith Dialogue on Peace and Security in Nigeria.** This national conference featured many presentations and led to the publication of a book of reading with the title above published in November, 2014. The conference on interfaith dialogue on peace and security was hosted by the Institute for peace and Conflict Resolution. The essence of the conference was to highlight logical reasoning, seeing social relations, making moral decisions, establishing the boundaries of one's social group, selecting the authority, forming of world coherence and perceiving the symbols. It was believed that these considerations were important in defining radicalism and extremism in matters of religious faith.
- **Women and the Boko Haram Insurgency in Northern Nigeria.** This was the proceedings of the IPCR, GCDA and UNDP Dialogue Forum on strengthening Women's engagement in peace, security and good Governance in the North East. The publication in 2015, addressed the capacity of women and their roles as agents of peace, security and good governance- the very foundations of the crisis in the north east.
- **Strategic Conflict Assessment of Nigeria 2016. Published in 2017** by the ICPR, the document supported by the UNDP presents an assessment of national and regional indicators and patterns of conflicts in Nigeria. While every geopolitical zone of the country was reportedly afflicted with conflicts, the north east, north central and south-south geopolitical zones were most hit. This was attributed to the insurgency occasioned by activities of the Boko Haram terrorist group, herdsman militia conflicts with farmers and cult activities, respectively.
- **Niger Delta Action Plan: Context and plan summary. A publication** of the Ministry of Niger Delta Affairs and UNDP in 2012, the document set the stage for UN's interventions in the Niger Delta region during 2014-2017 UNDAF III implementations. The baseline plan focused on social sector investment, infrastructural investment, institutional development framework and a multi-sectoral Trust Fund. Among others, the objectives were to define a common vision of development objective for public and private stakeholders in the region; achieve greater synergy and coordination of effect of annual development spending in the region; and establish a common framework to measure the effectiveness of development spending in the region and to report on this on annual basis. Evaluators' interaction with UNDP office staff during field interviews for the UNDAF III Evaluation, pointed out that the Niger Delta Action Plan sought a holistic and collaborative development framework with three key component elements: (1) socio-economic and infrastructural resources database (2) an ICT system (3) a programme management system (PMS) compliant with advanced Monitoring and Evaluation kits. A total 25 administrators were trained on the use of the system, especially the key users and executives (NDDC Executive Directors, Ministry of Niger Delta Affairs Officials or Executive Governors) to monitor activities of the Niger Delta Development Commission and the Ministry of

Niger Delta Affairs. This was to create basis for accountability and responsiveness to the needs of stakeholders. Even though the performance ratings themselves did not affirm the achievements, yet evaluators are unable to dismiss the effect of these interventions, which would be advisedly useful for the UNSDPF to sustain.

Outcome 4.3

The third outcome indicator for the human security and risk management result area envisages that by 2017 Nigeria's environmental vulnerability to negative effects of economic activities, urbanization and climate change is reduced through the efficient use of natural resources, a reformed regulatory framework aligned with Nigeria's international commitments, enforced at Federal, State and local levels by strengthened institutions, private sector and population that are environmentally conscious and taking action towards.

Output 4.3.1 The UNDAF's sixth (first specific) indicator under outcome 4.3 relates to a comprehensive national regulatory framework developed in line with ratified international protocols and its implementation supported for the sustainable management of Nigeria's natural resources including land, water, air, oil, biodiversity, natural habitats and extractive industries. The indicators are: availability of functional regulatory framework for biodiversity and environmental sustainability relevant sectors (baseline-no BAP for operations in the Delta, target. At least 600km² of O and G footprint covered by new or revised BAP for O and G operations in the Niger Delta), number /proportion of national procedures, processes which reflect international standards (with biodiversity mainstreamed) (baseline, 0, target TBD) and number of states adopting participatory planning and improved regulatory framework (baseline 3, target 15).

The documentary review focuses on country development strategies and approaches that will promote sustainable management of Nigeria's natural resources (land, water, air, oil, biodiversity, natural habitats and extractive industries. During year 2014, there was technical support towards the development of draft Legal and Policy frameworks for strengthening biodiversity conservation in the Niger Delta. In 2015 there was support for the development and implementation of the National Regulatory Framework in furtherance to the national development strategies and approaches to promote sustainable management of Nigeria's natural resources (land, water, air, oil, biodiversity, natural habitats and forests, etc.) in line with ratified international protocols and agreements. In 2016 a web-based monitoring and evaluation (programme management software) system was designed and installed in the Ministry of Niger Delta Affairs (MNDA). In fact, the performance rating for this output indicator is that only in 2016 was there a progress as there were no reports or progress was constrained by some factors. The result was not achieved.

Output 4.3.2 The seventh (second specific) indicator under 4.3 is to ensure that environmental institutions at Federal, State and LGA levels are capable to implement policies and enforce laws, through multi stakeholders' solutions harnessing indigenous knowledge, innovations and practices for environmental management. The output has the following indicators: availability of a capacity assessment of environmental institutions (baseline no, target yes), degree of implementation of the development plan (baseline 0, target >80%), level and degree of functional and technical capacities for key government institutions to enforce laws (baseline 10%, target 70%) and number of states implementing Comprehensive City Development Strategies (baseline 3, target 10). There was no evidence on the implementation of this outcome. Annex 1 shows that all through the four years of the programme cycle, only in 2016 was there a performance rating of 'on track'.

Output 4.3.3 The eighth (the third under the 4.3) indicator expected partnership developed and capacities of Government, Civil Society and Private sector enhanced to promote a culture of environmental awareness, knowledge and commitment for individual and collective action by youth, entrepreneurs, civil and religious leaders and decision. The indicators are: proportion of states with political and financial commitment to environmental awareness (baseline, an all-inclusive allocation for environmental issues across sectors, target minimum 10), proportion of private sector organizations with demonstrated resource commitment (baseline 0, target 80%), proportion of CSOs that have environment mainstreamed in their work (baseline TBD, target 1 central platform), functional federal multi-stakeholder coordination platform (baseline 0, target 1 for each state), number of functional multi-stakeholder coordination platform at the state level (baseline 0, target TBD). The UN did not achieve this indicator as shown by Annex 12 that all through the four years of the programme cycle, only in 2016 was there a performance rating of 'on track'. There is no record to the effect that the indicator was implemented.

Outcome 4.4

It was expected that migration is harnessed for development through effective management; and threats of irregular migration, illicit drugs, crime and unregulated internal migration on Human security are reduced through strengthened law enforcement, border management and reformed regulatory framework for prevention and response that are coordinated by capacitated institutions in partnership with media, civil society organizations, informed by evidence-based, age- and gender sensitive approaches by 2017.

Output 4.4.1 The ninth (the first under the 4.4) indicator states that the national legal and policy framework for migration, drug-related and organized crime management is strengthened and reformed through laws and policies that are evidence-based, inclusive, age- and gender- responsive. The indicators under this output are: number of laws and policies on migration, organized drugs and crime management passed in conformity with Nigeria's international obligations (baseline 0, target 1 law, 3 policies), existence of a National Drug Law Master Plan (baseline 0, target 1), and existence of a national Migration and Data Management Strategy (baseline 0, target 1). Members of the Technical Working Group comprising representatives of Ministries Departments and Agencies (MDAs) were supported to develop a National Migration Data Management Strategy. The strategy document serves as a guide to the government to design appropriate interventions in dealing with both internal and external movements of people.

In supporting the government to harness the potential of Diaspora citizens there was technical assistance for the development of an online platform for mapping Nigerians in Diaspora through the Nigerian National Volunteer Service (NNVS). Additionally, a national migration website and database for managing and disseminating migration-related information in Nigeria has been developed within the National Commission for Refugees, Migrants and IDPs. There is no indication of the achievement of this output.

Output 4.4.2 The tenth (the second under 4.4) indicator states Institutional capacities for managing internal migration, harnessing Diaspora for development, prevention of and response to irregular migration and management of regular migration as well as drugs-related and organized crime are strengthened through improved law enforcement and enhanced coordination, data management and border administration and control. The specific indicators are: existence of sector wide coordination mechanism for migration management and drugs and organized crime (baseline 1, target 2), availability of reliable database related to migration, illicit drugs and organized crime (baseline 0, target 2), per cent detection of irregular cross-border movements of people and illicit goods (baseline, TBD, target 15%), number of mechanisms and SOPs for support to and protection of victims of Trafficking and substance abuse implemented (baseline 0, target 2). In relation to

migration and Diaspora, the results were the Online Platform for mapping Nigerians in Diaspora developed by the Nigerian National Volunteer Service (NNVS) provides it information on and profiles of Nigerians in Diaspora; development of the National Labour Migration Policy which was adopted by the Federal Executive Council on 15th October 2014; development of the National Migration Data Management Strategy to guide the design of appropriate interventions and activities in dealing with the challenges associated with internal and external migration; development of a national migration website and database within the National Commission for Refugees, Migrants and IDPs for managing and disseminating migration-related information; development of the National Migration Data Management Strategy for effective harmonization and coordination of migration data among government agencies; establishment of the Technical Working Group on Migration and Development as platform for coordination, building synergy and sharing information among MDAs working on migration and other related issues. In addition, the UN system undertook the installation of Migration Information Data Analysis System (MIDAS) in the Nigeria Immigration Service office and Solar Panels and Inverter in to ensure constant power supply; installation of Border Management Information System, an IT database system, to record information on temporary and permanent cross border human movements and improvement of facilities at border crossing points.

UN interventions included the job seekers' database. In relation to this, there was an establishment of a pilot database for job seekers in selected cities i.e. Abuja, Lagos, Awka, Asaba, Bauchi and Kaduna by the Federal Ministry of Labour, Employment and Productivity; upgrading of two data processing Centres in Abuja and Lagos and provision of equipment for the National Population Commission (NPC).

Effectiveness Limitations on Human Security & Risk Management Result Area

UNDAF III limitations specific to the human security and risk management result area are highlighted below in line with fair and accurate reporting on the evaluation and to inform the key lessons and ensuing recommendations. In 2015, the key limitations experienced during the period were: adverse security situation, which posed a major challenge particularly in the North Eastern part of the country that prevented access to some project sites and exploring new ones; the goal of identifying development solutions that address broad issues at community and sub-national levels was sometimes hampered by cultural norms and practices that limit women participation in decision-making processes; late release of funds affected implementation of project activities; dearth of required data has in many cases translated into challenges since data forms the bases for planning and plan implementation of and advocating for targeted interventions; mutual accountability platforms were not efficient; weak M&E design for UNDAF III; lack of integrated programme planning and implementation by UN Agencies; insufficient capacity of national partners in areas of gender and human rights; late or non-payment of counterpart funding by the Government; and lack of implementation of planned governance and coordination arrangement.

In 2016, the humanitarian crisis in the North East demanded more resources (human and financial) from the development programme, as agencies invested efforts to address the enormous needs in the then three States of Emergency (Adamawa, Borno and Yobe). There was limited counter-part funding from partners in achieving reported results. With adequate counter-part funding, extensive work can be carried out to support good governance and more results achieved.

The effectiveness limitations on the human security and risk management result area also showed in poor reporting. During the field visits, interlocutory and the coordinating agencies noted that production and submission of reports to the coordinating agency was poor as reflected in the uncoordinated patterns of presentation and missing parts. Since different years had different report outline, harnessing the achievement indicators would prove

impossible as material information are mixed up under misleading sections. Also related to this is the style of reporting of the activities. The reporting of the activities is not SMART in the sense that activities reported are not directly linked with the baseline, targets and the final achievement for each outcome indicator as well as output indicators. Thus, it becomes absolutely difficult to effectively measure the extent to which the targets were met or otherwise. Performance indicators were also grossly underreported as shown.

In 2017, the limitations to achieving set targets included the dwindling core funds to UN Agencies and lack of financial capacity by most state government to provide counterpart funding as well as insecurity in many parts of Nigeria, notably the North-East and Central Nigeria, which slowed down programme implementation. Evidence from findings from field visits also confirmed that implementing ministries lack proper understanding of the purpose of UNDAF (see SWOT on Anambra State- Annex 9). This challenge is compounded by limited capacity building activities by the implementing ministries by the coordinating UN agencies. Similarly, the lack of funding support to the MDAs by some UN agencies despite AWP also constrained their ability to implement planned projects and hence negatively affected the effectiveness of the UNDAF in meeting set targets. In other instances, the state funding cycles is different from that of funding UN agencies. All these hindered the effective funding of the UNDAF III activities under the good governance result area.

Also, there is evidence of weak linkage between the Lead and Co-lead agencies responsible for good governance as well as the RCO's role as the Clearance House, which should implicitly weaken "Delivering As One" (DAO) state and agency meetings precursory to reporting coordination (see Annex 9).

The agency turf protection mentality appeared to whittle down the generic objective of impacting the people through programme design and implementation. No doubt, the failure to sharing information by participating agencies as well as failure to generate common reporting templates hindered the production of 'seamless' and consolidated report for all the agency activities.

4.3 Recommendations: Four Result Areas

RA 1 & 4: Good Governance and Human Security and Risk Management

It is important that innovative approaches to resource mobilization (e.g. crowd sourcing) and security costs be built into programmes while the scope of programmes should be minimized so that UN Agencies can have flexibility to design other relevant activities in the course of a programme cycle. There is need for UN agencies to improve on their reporting of UNDAF activities. This can be achieved through timely submission of activity reports to Work Stream Leaders and ultimately the UN coordinating officer who has the responsibility of harnessing, producing and disseminating them.

The same applies to the state ministries implementing different activities under the UNDAF. This will ensure that UNDAF contributions to development results are not underreported. There is the need for the review of the style of reporting of the activities. The reporting format should be SMART and directly linked with the baseline and targets. Similarly, activities should be closely related to the targets. This will ensure that resources are not spent on activities that outside the target of the indicator.

It is crucial that coordinating UN agencies implement *prima facie* capacity building activities for state ministries implementing various activities under the UNDAF framework. This is important to ensure that the various aspects of the UNDAF are understood by the state

implementing ministries including the purpose and organizational framework of the UNDAF approach as well as the reporting format.

State governments must endeavour to pay counterpart funding to promote the effective implementation of programmes at the state or sub-national level.

The coordinating UN agencies should organize regular M & E meetings between the states and UN partners. This will help track implementation progress while at the same time enable addressing challenges early.

Ownership of the DaO approach within the UN family should be entrenched to reap higher benefits i. e. wider pool of skills, experience and expertise accruing to the UN's capacities to effectively implement development assistance on one hand and driving government (federal, state and local) priorities through counterpart funding on the other. For the purposes of efficiency in delivering UN's development assistance, Lead/Co-lead agencies, Dao States and the RC's Office must build sustainable trust and confidence in each other by holding regular programming, coordination and review meetings.

There is need to put in place 'Switch Monitors' in UNDAF programme design. For example, the transitions or switch between MDGs and SDGs as well as the leadership of the federal government between President Goodluck Ebele Jonathan and President Muhammadu Buhari had significant impact on the implementation pace of the UNDAF III. The slow pace of putting governance structures on ground and the seeming lacuna in understanding MDGs and SDGs by state ministry officials should not have delayed or even divert development interventions.

For the purposes of measurement consistency, it is imperative for the UNCT to agree on a common reporting template for all the years of a programme cycle. If the implementing Agencies have agreed to a set of defined outcome and output indicators for say, an UNDAF programme cycle, it is proper to maintain a uniform performance rating category throughout. There is no way a set of performance indicators for a programme cycle will be altered to measure certain results in one year and another set of criteria for another period.

RA 2& 3: Social Capital Development and Equitable and Sustainable Economic Development

- There is need for UN agencies to improve on their reporting of UNDAF activities. This can be achieved through timely submission of activity reports to the UN coordinating agency. The same applies to the state ministries implementing different activities under the UNDAF. This will ensure that UNDAF contributions to development results were not under reported.
- There is the need for the review of the style of reporting of the activities. The reporting format should be SMART and directly linked with the baseline and targets. Similarly, activities should be closely related to the targets. This will ensure that resources are not spent on activities that are outside the target of the indicator. Alternatively, the targets can be revised to be in line with the activities being implemented.
- There is the urgent need for the alignment of the implementing UN agencies priority with that of the state government development priorities. This will not only synergise development efforts but it will also ensure that both the UN agencies and state governments meet their development aspirations.

- It is crucial that the coordinating UN agencies implement capacity building activities for federal and state ministries implementing various activities under the UNDAF III. This is important to ensure that the various aspects of the UNDAF are understood by the implementing ministries, including the purpose and organisational framework of UNDAF III as well as the reporting format.
- State governments must endeavour to pay counterpart funding to promote the effective implementation of programmes at the state level.
- The coordinating UN agencies should organize regular meetings between the states and other UN agencies. This is crucial as it will help to track implementation progress while at the same time addressing challenges.
- The silo approach to project implementation and lack of sharing of information among agencies UN agencies and the ministries should be discouraged.

4.4 Effectiveness of Performance

Taking 2015 (the year the light MTR was concluded) as the baseline for performance, the foregoing suggests that overall progress is 'on track'. To demonstrate this, the evaluation ascribed numerical values to the six reporting criteria utilized in the annual reports, 2015 – 2017 inclusive⁷⁰. Table 11 (**Annex 7**) details the values ascribed;

The total value by RA was then averaged. Fig 7 (Annex 4) shows average performance by year while Fig 8 (Annex 1) shows the overall performance. Fig 9 (Annex 1) also shows performance per year by outcome area while Fig. 10 (Annex 4) the percentage achievement. [The evaluation concedes that the underreporting in 2017 may somewhat distort the picture but believes that the general trend holds good.]

Despite only two sub-outcomes being met during UNDAF III (reported as such in 2014 and 2017), the evaluation noted the overwhelming preponderance of the classification 'on track'. Thus, the overall appearance of effectiveness is dependent to a considerable extent on the definition of this criterion. As a result, the evaluation enquired what definition of 'on track' was adopted when preparing inputs for the annual reports and whether these were consistent across the post-2015 reporting period.

In response to the evaluation's enquiry, the RCO introduced a cautionary note:

The criteria listed was use [sic] per year and not cumulative. Each year, targets/ Work plans were set by the Thematic groups and assess end of year with the report on where they stand at the Annual Reviews. To have a sense of what the progress you may not take the 2017 for example as the cumulative of the 4 years, you have to take them distinct and assess. I don't remember we having a definition of all but agreed on simple criteria to judge our progress.

Further requests for clarification resulted in the following response:

The criteria use was that if an agency reported against an output, regardless of the extent to which they have done so we categorised they [sic] as ONTRACK. Those that did not report any thing against the agreed output were categorized NOT REPORTED OR NO PROGRESS while for outputs that were not reported against

⁷⁰ It is important to emphasise that the 2017 annual report is partial; the RCO describes it as a 'work in progress'.

and the agency specifically communicated that they had challenges implementing those outputs were categorized as CONSTRAINED.

In effect, therefore, 'On Track' meant that the implementing agency reported activities undertaken to achieve an output identified under a sub-outcome. This clearly casts doubt on the overall assessment of effectiveness since the activity may not have resulted in the identified output and, in the absence of the output, achievement of the sub-outcome is questionable. As a result, the evaluation, which fully acknowledging that, based on the annual reports, UNDAF III was generally effective, has reservations about this conclusion. This underlines the critical importance of reliable and consistent reporting against the indicators if reliable assessments of progress towards outcomes are to be assessed. Clearly it is necessary that future reporting is comprehensive and against the agreed indicators.

4.5 Conclusions

Programme Management

While structurally appropriate response, it was beset by a number of challenges. The thematic group structures are dependent on an individual's and individual agency's commitment and enthusiasm for the subject. In its absence, little is achievable. Second, the expertise assembled in the M&E advisory group appeared largely wasted: lack of adequate resourcing limited its function to purely advisory purposes. Finally, the Steering Committee's efficacy was overtaken by events because of issues outside of its control. Overall, therefore, the efficacy of the project management structure was limited.

Progress to Outcomes

The evaluation was unable to accurately establish the effectiveness of the UNDAF III. It was hampered by the reporting of project achievements, in particular there was no comparison of achievements to the established baselines. Consequently, determining output and outcomes progress is problematic.

The combination of a continued silo approach to project implementation and absence of inter-agency information sharing meant complete consolidated reporting was virtually impossible. Delivery was also challenged because of the limited implementing agencies⁷¹ capacity. The respective federal and state governments' failure to provide counterpart funding affected the implementation of programmes, particularly at the state level. In its turn, this affected the UNDAF III's ability to meet its targets.

Monitoring and Evaluation

The MTR (Light Review) and subsequent annual reports were generally positive. But the focus was on Outputs and no attempt was made to estimate whether the achievements reported would contribute to the achievement of the expected Outcomes. Furthermore, the judgements made were based upon the delivery of activities under the individual Outputs not the effects of those activities (with the broad exception of the Social Capital Development Result Area, where the indicators were more conducive to assessment of Outputs). This raises serious questions concerning the reliability of the judgements made.

The field monitoring visits failed to achieve the aims intended in the UNDAF M&E plan. Amongst the main reasons for this was the absence of dedicated financial resources, which

⁷¹Ministries, Agencies and Departments (MDAs).

limited their scope. Furthermore, when Government officials did participate, this was financed (travel, DSAs, etc.) through the UN. This was a major constraining factor on M&E effectiveness, which, according to information provided to the evaluation team, was limited further by personality clashes. Whatever the cause(s), however, the evaluation team's view is that the effectiveness of the monitoring visits, and the entire M&E plan, was limited at best.

Overall, and given the limitations imposed on it by the absence of adequate documentary reporting, therefore, the evaluation team's opinion is that UNDAF III's efficacy has been limited. This is largely due to external factors beyond the control of the UNCT and, indeed, the Government. External factors, including the rapid drop in the oil price and the increasingly negative economic environment, meant that the Government focus was elsewhere and budgetary cycle reforms negatively affected the availability of counterpart funding. DaO was always going to be a challenge; under constrained economic circumstances and an effective continuation of 'business as usual' by the UN agencies, implementing the approach effectively proved impossible.

5.0 IMPACT

The DAC defines impact as the

positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended, involving the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. Both intended and unintended results as well as the positive and negative impact of external factors, such as changes in terms of trade and financial conditions, are addressed. Consideration of the following is suggested:

- What has happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

Impact is understandably limited at this point in time. In the first instance, impact is usually measured *ex post*.

This examines the effects of the UNDAF III projects on the wider environment, and their contributions to wider policy or sector objectives. However, the presence of other agencies apart from the UN agencies and other initiatives making similar contribution makes attribution problematic. Notwithstanding this cautionary observation, the evaluators are of the view that UNDAF III has made a significant impact in supporting key aspect of development aspirations in Nigeria.

5.1 Result Area 1

The UNDAF III programme's achieved impact includes:

The production of corruption risk assessment (CRAs) reports, the development of the Standard Operating Procedures (SOP) and Anti-Corruption Policy as well as Gender audit of the National Assembly (NASS) as well as the adoption of framework for gender responsive legislature and the production and implementation of Independent National Electoral Commission (INEC) Gender Policy and the implementation of INEC's 2012-2016 Strategic Plan. Collectively, these policies and draft legislation, if implemented and enacted, laid the groundwork for demonstrable impact in the future.

5.2 Result Area 2

UNDAF III programme had impact through:

The development of the policy on Community-Based Early Childcare Centres (CBECCE)/Pre-Primary School Intervention through the new 1-Year Pre-Primary Curriculum with the Teachers' Guide and Early Learning and Development (ELDS) and implementation of Community Approach to Total Sanitation (CATS) programs for promoting community mobilization and behavioural change. In addition, over 20 million children were supported to receive Vitamin A supplements during the May-June 2014 Maternal Newborn and Child Health (MNCH) Weeks programme. Subject to effective implementation, these will positively affect social capital development in Nigeria at all levels of government.

5.3 Result Area 3

UNDAF III's programme impact includes:

The development of the National Renewable Energy Master Plan and development of Renewable Energy and Energy Efficiency Policy [REEEP] and installation of 700 off-grid solar home systems for over 650 households in twelve communities, installation of 10 Solar Photovoltaic (PV) water borehole systems as well as installation of 160KVA solar powered electricity. The UN System's support to the Agriculture Sector development resulted in the finalization of the National Food Safety Policy and National Food and Nutrition Policy, development of Master Plans on the Staple Crops Processing in 6 Zones for the Federal Ministry of Agriculture and Rural Development (FMARD) and development of the Agribusiness Supplier Development Programme (ASDP) Strategy. The UNDAF III also contributed to the National Irrigation Policy - development, and validation and the preparation of the Implementation and Monitoring Plan. Similarly, UNDAF III also contributed to the review of the regulatory framework underpinning irrigation development and developed recommendations for improvement to support irrigated agriculture, development of the Agricultural Transformation Agenda (ATA) monitoring and evaluation [M&E] system, updated and harmonized National Seed Law, Development of the National Seed Policy, Enactment of the Seed Act, development of the Draft Employment Policy and development of the Draft National Employment Work Plan and the National Employment Policy. The level of impact depends on the extent to which developed policies are adopted and, more importantly. Implemented. Clearly, the foregoing demonstrates considerable potential impact.

5.4 Result Area 4

The UNDAF III support led to the following establishment of nine (9) sub-national coordination mechanisms. National Emergency Management Agency (NEMA) was supported with Displacement Tracking System [DTS] through which over two million displaced people were tracked and profiled through the use of displacement tracking matrix. Specific support was rendered to Adamawa State in developing its contingency plan for emergency preparedness and response. Through UNDAF III project activities, the Avian Influenza (AI) Diagnostic Centre at the National Veterinary Research Institute (NVRI), Vom, Plateau State was upgraded. Also, the national capacity on skills for forest assessment and forest (carbon) inventory were enhanced under the Nigeria REDD+ programme. The UNDAF III supported the enactment of Trafficking in Persons (Prohibition) Enforcement and Administration Act, 2015 (Presidential assent, March 26, 2015) and the enactment of The Smuggling of Migrants (SOM) Law in the Immigration Amendment Act, enacted 25th May 2015. UN agencies, through UNDAF III, also contributed to the development of The National Drugs Control Master Plan (NDCMP) 2015-2019, as well as the development of minimum standards operating procedure (SOP) for Drug Dependence Treatment, Counselling Guidelines for National Drugs Law Enforcement Agency [NDLEA] Counselling Centres. Other areas of impact are:

- development of the National Emergency Preparedness and Response Policy,
- development of the draft National Emergency Preparedness Plan.
- production of the document for systematic and coordinated response to disaster or emergency and
- establishment of a framework for interstate collaboration on disaster risk reduction

UNDAF III under this RA laid the foundations of increased human security and improved risk management.

5.5 Conclusion

Despite the evident policy and legislative impact, as well as that in other areas (e.g. WASH and child morbidity and mortality gains), impact has been subject to limitations.' A key limitation of the impacts of UNDAF III across the result areas is that the 'spill over effect' was not well considered during the project design phase. Despite efforts by the UNDAF to address this, there are several other organizations that are not part of the UNDAF partner agencies, yet implementing similar activities as the UNDAF III. (e.g. IFES support INEC in capacity building of staff and election related activities). Although the evaluation acknowledges that these individual investments are, compared to that of the UN agencies, limited, their engagement makes attribution of impact to one or other intervention support impossible. Hence, it is impossible really to wholly attribute all changes and impacts listed above in democratic governance in Nigeria solely to the DGD II interventions through UNDAF III. What can be clearly stated is that the UNDAF III interventions were important contributions to improvements in Nigeria's governance, human capital development, more equitable economic development and improved human security, including better risk management.

6.0 SUSTAINABILITY

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable, considering the following:

- To what extent did the benefits of a programme or projects continue after donor funding ceased? And
- What were the major factors, which influenced the achievement or non-achievement of sustainability of the programme or projects?

If estimating impact is problematic, assessing sustainability at this point in time is even more so, principally because sustainability reflects the long-term viability of the UN's initiatives and support. Since most of the UNDAF's support was upstream, its sustainability is anchored around capacity development and national ownership. The sustainability of UNDAF III, therefore, depends on whether there is substantial evidence to suggest that the country's environmental context is supportive of UNDAF and whether the projects are financially sustainable. Findings from interactive sessions held at UN Office, lead agencies and focal state level are used to answer the DAC's sustainability questions, viz.

- to what extent did the benefits of a programme or project continue after donor funding ceased? and
- what were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

6.1 Finding 1: There is clear evidence of UNDAF III sustainability but coordination remains a challenge

All development partners in the UNS secured funding for their respective programmes with well-defined targets, outputs and outcomes. In this case, UNDAF III programmatic and financial sustainability was positive. However, some of the respondents in the focal states expressed the view that

[there were] problems [experienced] in the implementation of approved work plan. UNODC also created problems by coming from the backdoor to implement programmes outside of the defined work plan in the state.

UNDP and UNODC were co-Leads for the good governance result area. In particular the justice reform initiatives as well as assistance towards anti-corruption programmes of the federal government received support through policy initiation and implementation upstream. However, funding came through different budgetary cycles, particularly at the state level.

Other agencies, such as UNICEF, UNESCO and UNFPA initiated programmes with direct beneficiaries such as vulnerable children, youths and women. The Universal Declaration of the Rights of the Child was domesticated and the resultant gazette act translated into local languages, mainstreamed and disseminated in states by UNODC, UNICEF and UNDP. Access to justice by children was expanded but enforcement of child right laws remained a significant challenge.

Capacity was built in pilot focal states, including the FCT Abuja, for law enforcement officers, judicial officers, anti-corruption and election monitoring bodies. All such interventions were carried out at individual agency level with limited, if any, RCO oversight. The implications of this are that whereas development assistance is delivered to the targets, results' coordination and ultimately the reporting of achievements recorded remains weak and dissembled. Some stakeholders within government noted that development partners lacked transparency; they included the UN in this regard, particularly in respect to procurement and financial reporting, which sometimes is reflected in hard currency (US \$ and €) rather than Naira. Some UNDAF partner agencies had good coordination with their government counterparts; but many Government stakeholders noted that they were unable to incorporate UNDAF contributions into their budgets because financial disclosure inadequate to permit this. Some also noted that interventions were planned and implemented without their knowledge; similarly, because there was limited reporting of results, the overall development profile of states was affected negatively.

6.2 Finding 2: The ambition of national development was well thought out in respective plans and management frameworks but the environment did not support their actualisation

In Nigeria, political transitions are still a major destabilization factor in delivering development and dividends of democracy to the populace. The year 2014 was an electioneering period but more so a transitional period characterised by political conflicts and campaigns for the forthcoming 2015 general elections meaning that the attention of both the incumbent governing party and the opposition was fixed on winning the upcoming elections. Whereas progressive achievements recorded in UNDAF II were visible first in the implementation of the DaO tenets and in the plain playing field provided by the National Planning Commission (NPC), other benefits such as the production of Annual Review reports ceased. The NPC not only transform under the succeeding federal administration into a full-fledged Ministry, but Budget responsibility was added to it. Beside this, the new government paid more attention to extricating Nigeria from recession, into which it entered in 2014; focus on technical preparations and planning for the switchover from MDGs to SDGs in 2016 was virtually at a standstill. Thematic group work was also not best pursued. Part of the challenge was the fact that it took the central government a considerable time (effectively

eight months) to finalise the FEC to oversee the affairs of the Ministries. UNDP engagement with the government increasingly was infrequent at the highest level of representation, underlining the understandable changed focus of Ministerial attention and the concomitant decline in leadership at the ministerial level.

6.3 Finding 3: UNCT and Government perception of development was well framed but coherence was weak towards service delivery

The country was beset by numerous conflicts – that orchestrated by Boko Haram in the North East, Fulani-Farmers' conflicts, Niger Delta restiveness – that affected different parts of the country and made development initiatives ever more urgent. The response came in form of capacity building for community resilience, conflict mitigation and direct humanitarian interventions. Conflict and residual conflict issues need to be addressed through a national peace architecture focused on youths, peace building institutions and conflict hotbed states. However, some UN Office respondents observed that the humanitarian-development nexus tended to be more of a challenge than a resource for implementing long-term development policies and plans as well as short-term humanitarian assistance, which came in form of hand outs to affected individuals in affected populations in parts of the country. The weakness in the humanitarian-development nexus challenged the formation of a common platform for development experts and humanitarian agents to understand the definition of common issues, situations and boundaries. They argued that without a humanitarian response plan, there is little that can be achieved in the long-run or even in developing EW/EA schemes hence the need to leave politics out of such considerations. The essence of national capacity building is to harness these gaps and secure the confidence of the CSOs and community and inter-faith leaders to own and preserve what works for sustainable security and risk reduction.

6.4 Conclusions

In summary, therefore, the evaluation team believes: (i) There is evidence of sustainability because (i) There is clear evidence of UNDAF III sustainability but coordination remains a challenge; (ii) The ambition of national development was well thought out in respective plans and management frameworks; and (iii) UNCT and Government perception of development was well framed.

Limitations to sustainability arose because (a) the environment did not support their actualisation and (b) coherence was weak towards service delivery. Clearly, additional attention is required to contextualise the environment in which activities are proposed and pursue greater inter-agency and inter UN – Government coherence.

CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

Over the period of the UNDAF cycle from 2014 to 2017, the country context in Nigeria changed so fundamentally to an extent where it was difficult to characterize the UNDAF as a single cycle. Three distinct phases, namely- the Jonathan administration, the 2015 handover to the Buhari administration and the 2016 economic recession with high inflation rates most of the years, all had significantly profound impact on the UN and its commitment to contribute to the nation's development priorities. UN efforts to respond to these changes were not always successful. The response to the worsening terrorist activities and violent conflicts in different parts of the country particularly reflected in UN's ineffective risk monitoring, coordination and implementation of development assistance. The changes in

context found the UN ill-prepared to prepare and produce comprehensive annual reviews, UNDAF annual reports and budget performance monitoring.

7.2 Design and Relevance

UNDAF 3 was designed in line with the Government of Nigeria's priorities (Vision 20:2020) and informed by its medium-term policies. Equally, Government was a participant at key stages in the development of UNDAF 3, notable (i) agreement to the DaO approach and (ii) the development of the RF and logframe. Similarly, its design was informed by UNS policy and guidance, earlier experience (UNDAF 1 and 2) and shared decision-making that UNDAF 3 would see Nigeria as a 'start-up DaO'.

Having noted this, the evaluation team identified a number of weaknesses, principally in the RF, which affects its utility both as a planning and as a programme management document. In the first instance, the evaluation team believes that while four strategic RAs are appropriate for a country the size of Nigeria and the identified challenges to which the programme sought to respond, the number of Outcomes and, particularly, Outputs are not. The Outputs, in particular, should be much reduced in number, possibly by pitching them at a higher level.

The weakness of the RF as a programme management tool are underlined by the indicators' weaknesses and the challenges experienced around adequate reporting on strategic RAs 1, 3 and 4. This has not permitted satisfactory tracking of progress and, as importantly, negatively affected the implementation of the Monitoring and Evaluation Action Plan. Furthermore, a systematic approach to independent field monitoring has not been evident and such independent monitoring experienced human and financial resource challenges.

Overall, however, the evaluation team is of the opinion that it was possible to address the identified weaknesses in the course of implementation. It is also of the opinion that the inclusive design process was in line with international commitments (Paris, Accra and Busan) and the design was, and, in many instances, remains, relevant to Nigeria's needs and priorities.

7.3 Efficiency

Reliable expenditure⁷² data was available neither to the evaluation nor the RC's office. Despite reporting templates being prepared, repeated, and generally fruitless, reminders to the four pillar lead agencies of the need to submit timely and comprehensive reporting, such reports were generally not forthcoming. As a result, the evaluation team is unable to make a judgement as to the efficiency of the UNDAF III. Based on the available data, however, it is able to say that, in the majority of cases, total expenditure exceeded indicative investments.

Nor, is the team able to make a judgement in regard to cost effectiveness of the investments, especially with regard to whether other investments would have demonstrated both greater efficiency and cost effectiveness.

The absence of expenditure information is a major gap; as a result, the evaluators can only conclude that UNDAF III, as opposed to the individual agency interventions, was inefficient.

7.4 Effectiveness

⁷² One head of agency noted in correspondence with the evaluation team that 'it is difficult to nail down this expenditure'.

Effectiveness is discussed under three headings, Programme Management, Progress to Outcomes and Monitoring and Evaluation.

7.4.i Programme Management

While the structure is an appropriate response to the guidance and oversight requirements of the complexity of an UNDAF approach, in reality it was beset by a number of challenges. In the first instance, the thematic group structures are dependent on individuals and individual agency's commitment to and enthusiasm for the thematic subject. Without this, little is achievable. Second, the expertise assembled in the M&E advisory group was largely wasted in the absence of adequate resourcing of the necessary activities. Lastly, the Steering Committee's efficacy was overtaken by events arising from issues outside of its control. Overall, therefore, the efficacy of the project management structure was limited.

7.4.ii Progress to Outcomes

The evaluation was hampered by the inadequate reporting of project achievements, in particular there was no comparison of achievements to the established baselines. Furthermore, the decision to report activities as meaning that an output was 'on track' added to the challenges surrounding interpretation. Consequently, determining output and outcomes progress is problematic.

The continuation of a silo approach to project implementation and absence of inter-agency information sharing makes a complete consolidated report virtually impossible. Delivery is a challenge because of the limited implementing agencies [Ministries, Agencies and Departments (MDAs)] capacity. The absence of counterpart funding by the respective state governments affected the implementation of programmes at the state level. To a large extent, it affected the UNDAF effectiveness in meeting its targets.

7.4.iii Monitoring and Evaluation

The MTR (Light Review) and subsequent annual reports were generally positive. But its focus was on Outputs; no attempt was made to estimate whether these would contribute to the expected Outcomes. Judgements were based upon activities, not the effects of those activities (with the broad exception of the Social Capital Development Result Area).

The field monitoring visits failed to achieve the aims intended in the UNDAF M&E plan. Amongst the main reasons for this was the absence of dedicated financial resources, which limited their scope. This was a major constraining factor on M&E effectiveness, which, according to information provided to the evaluation team, was limited further by personality clashes. In the evaluation team's view, the effectiveness of the monitoring visits, and the entire M&E plan, was limited at best.

Overall, and based on the light MTR and subsequent annual reports, the evaluation team's opinion is that UNDAF 3 has been effective. However, the evaluation has serious reservations around the direct link between implementing an activity and determining that the output was on track. This raises questions surrounding the evaluation's judgement around efficacy, which, therefore, may be limited. To an extent, this is due to factors outside the control of the UNCT and, indeed, the Government. DaO was always going to be a challenge; under constrained economic circumstances and an effective continuation of business as usual by UN agencies, implementing the approach effectively proved impossible.

7.5 Impact

Despite the evident policy and legislative impact, as well as that in other areas (e.g. WASH and child morbidity and mortality gains), impact has been subject to limitations. One such limitation arises from the fact that the 'spill over effect' appears not to have been definitively thought through during the project design phase. Despite efforts by the UNDAF to address this, several other organizations implemented similar activities as those planned in UNDAF III. (e.g. IFES support INEC in capacity building of staff and election related activities). Hence, the most that can be said is that UNDAF 3 contributed to achieved changes and impact in Nigeria's democratic governance.

7.6 Sustainability

The evaluation team believes there is evidence of sustainability because (i) clear evidence of UNDAF III sustainability exists but coordination remains a challenge; (ii) the ambition of national development was well thought out in respective plans and management frameworks; and (iii) UNCT and Government perception of development was well framed.

Limitations to sustainability arose because (a) the environment did not support their actualisation and (b) coherence was weak towards service delivery. Clearly, additional attention is required to contextualise the environment in which activities are proposed and pursue greater inter-agency and inter UN – Government coherence.

7.7 Recommendations

The following are the recommendations emanating from the evaluation exercise.

Recommendation 1:

Explore innovative approaches to resource mobilization (e.g. crowd sourcing) and build in security into while limiting the scope of programmes to permit UN Agencies' flexibility to design other relevant activities in the course of a programme cycle.

Recommendation 2:

The UNCT should develop a 'light' UNDAF at outcome level with a simplified results framework to give UN agencies sufficient flexibility to shift focus and respond to changing context without the need to review the UNDAF.

Recommendation 3:

The UNCT must agree and apply a common reporting template for the entire programme cycle, similarly uniform performance ratings throughout the programme cycle.

Recommendation 4:

UN agencies must improve their reporting of UNDAF activities, *inter alia* through timely submission of activity reports to Work Stream Leaders and the RCO for dissemination, ensuring that UNDAF contributions to development results are not underreported. A silo approach to project implementation and lack of sharing of information among agencies UN agencies and the ministries should be discouraged.

Recommendation 5:

Ownership of the DaO approach within the UN family should be entrenched to reap higher benefits i. e. wider pool of skills, experience and expertise accruing to the UN's capacities to effectively implement development assistance on one hand and driving government (federal, state and local) priorities through counterpart funding on the other.

Recommendation 6:

For the purposes of efficiency in delivering UN's development assistance, Lead/Co-lead agencies, Dao States and the RC's Office must build sustainable trust and confidence in each other by holding regular programming, coordination and review meetings.

Recommendation 7:

The UNCT should strengthen capacity in the RCO, particularly by ensuring adequate capacity to support key functions such as strategic planning and policy advisory capacity, M&E, coordination and communications capacity. This should include the identification and mobilisation of 'Champions of Change' to drive the coordination of UN-supported intervention together with the RCO. A counterpart group of 'Champions of Change' should be identified to drive forward the reforms throughout the UN as a whole.

Recommendation 8:

The RCO should develop an UNDAF performance monitoring system to track and report progress based on outcome and output indicators, as well as budget performance monitoring tool. It should also encourage common budget basket.

Recommendation 9:

There is need to put in place 'Switch Monitors' in UNDAF programme design to allow for appropriate responses to Government or policy changes and avoid unnecessary delays.

Recommendation 10:

Alignment of implementing UN agencies priorities with those of state governments is a priority to promote synergy in development efforts and contribute to both meeting their development aspirations.

Recommendation 11:

UN agencies with coordination responsibilities should implement capacity building activities, especially for state ministries implementing various activities under the UNDAF framework.

Recommendation 12:

State and federal governments must provide timely counterpart funding for the effective implementation of programmes at the state or sub-national level.

Annexes/Appendices

ANNEX 1: OVERVIEW OF FEDERAL REPUBLIC OF NIGERIA

1. Administrative Governance

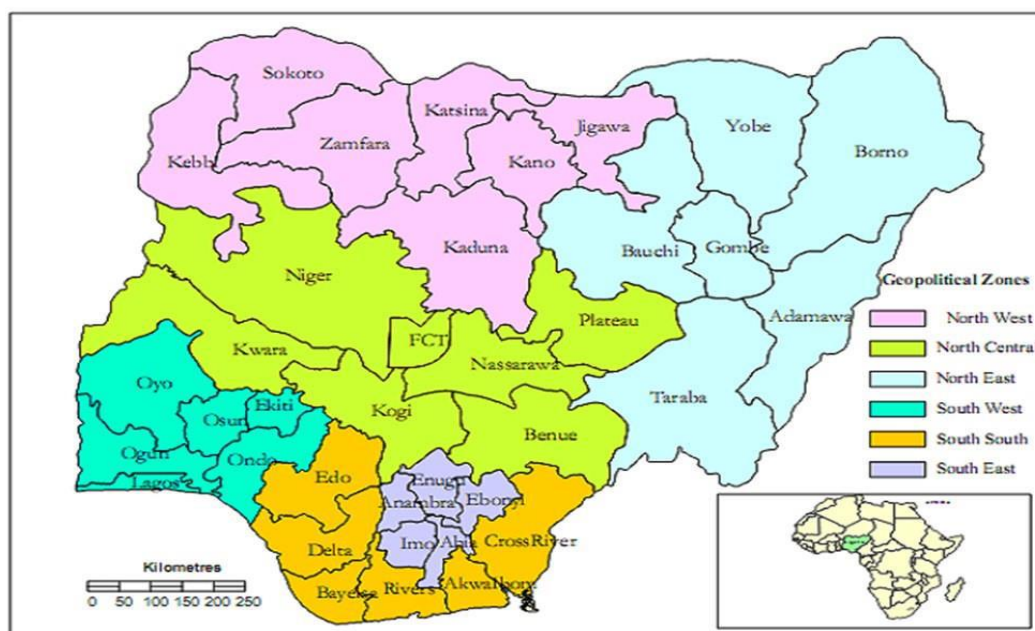
Nigeria is one of the largest countries in Africa, covering an area of 923,678 square kilometres. It is located within the tropics along the Gulf of Guinea on the West Coast of Africa and lies between the latitudes of 4°16' and 13°05' N and longitudes 2°40' and 14°41' E. It is bordered to the west by the Republic of Benin, to the east by the Republic of Cameroon, to the north by Republic of Niger and Chad, and the Atlantic Ocean and Gulf of Guinea to the south.

The name 'Nigeria' was said to have been coined by British colonialists to describe the vast land around the River Niger and its basin. It was then called Niger- area, however after long usage it was shortened to Nigeria⁷³. It is located on the Gulf of Guinea in West Africa and surrounded by French speaking countries; in the West by Benin Republic, in the North by Niger Republic, in the North-East by Chad Republic, and in the East by Cameroon Republic. In terms of land area, Nigeria is the fourth largest country in West Africa after Niger, Mali and Mauritania. It has a total land area of 923,768 square kilometres.

Nigeria currently has 36 states and the Federal Capital Territory (FCT). These are divided into six geo-political zones (Table 2). Figure 2.1 is a map of Nigeria showing the 36 States/FCT and the six geo-political zones. There are about 250 ethnic groups in Nigeria with the main ones being Hausa/ Fulani in the North, Ibos in the South-East and Yoruba's in the South West. About 4,000 dialects are spoken in Nigeria. Nigeria's has a federal election are held for the Federal Presidency system with an FCT that is divided into 774 Local Government Areas (LGAs). National and the National Assembly -which is made up of the Senate and House of Representatives- every four years. The Senate has 109 members, while the House of Representatives has 360 members. Nigeria has 36 State House of Assembly and 1205 State House of Assembly legislators. The Independent National Electoral Commission (INEC) administers these elections and the political processes behind them at the Federal level as well as those for State Governors and State Assemblies. Within Nigeria's states, the State Independent Electoral Commissions (SIECs) administer local government elections.

Figure 1: Map of Nigeria showing the 36 states and FCT Abuja broken into six geopolitical zones

⁷³ Final Evaluation Report on Democratic Government for Development (DGD II) Project (2012-2015) submitted to the UNDP Country Office Abuja-Nigeria on 4th November, 2016



2. National Economy

Nigeria is a lower middle income developing country with one of the fastest growing economies in Africa with a Gross National Income (GNI) Per Capita of \$5, 341.⁷⁴ However, the steady economic growth in Nigeria has not translated into shared prosperity, social progress and protection of the environment. Despite huge natural and human resources across the country, Nigeria failed to meet the MDGs. With a Human Development Index (HDI) of 0.514, Nigeria is ranked 152 among 188 countries of the world.⁷⁵

Between 2011 and 2015, Nigeria had one of the fastest growing economies in Africa with a gross domestic product (GDP) per capita of US\$1,645⁷⁶. The economy, which maintained a steady growth between 1999 and 2014, entered into a recessionary period in 2016. Revenue fell by 33 per cent and GDP contracted by 0.36 per cent in the first quarter of 2016. According to the National Bureau of Statistics (NBS), 64 per cent of the population live below the poverty line⁷⁷. Although there was a 13.1 per cent increase between 2005 and 2015, Nigeria's Human Development Index (HDI)⁷⁸ of 0.527 makes it the 152nd of 188 countries of the world⁷⁹. With the current challenges affecting the country, including the economic recession witnessed in 2016, there is an urgent need to design policies and programmes to ensure that the upward trend in human development is sustained.

Development shortfalls such as low earnings for individuals, poor social indicators and disparities by income, gender and location persist in Nigeria. The UN Multi-Dimensional Poverty Index and National Bureau of Statistics (NBS) data indicate that poverty and hunger have remained high in rural areas, remote communities and among female-headed households, and cuts across geo-political zones, with prevalence ranging from 19.3 per cent in North Central to 45.7 per cent in the South West to 80.9 per cent in the North West. Analysis by states indicates variations in the prevalence of poverty. Poverty and location are correlated with limited access to nutrition, health, education, shelter, clean water and

⁷⁴ Human Development Report 2014

⁷⁵United Nations Development Fund (2014). Human Development Report 2015 - Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience <http://hdr.undp.org/sites/default/files/hdr14-report-en-1.pdf>

⁷⁶ CCA, 2016

⁷⁷ Human Development Index 2016

⁷⁸Human Development Index 2016

⁷⁹ Human Development Index 2015

sanitation, and electricity, with the northern regions recording lower development and social indicators compared to southern regions. Thus, the human development outcomes remain low in a country that missed most of the MDGs despite its abundant resources and wealth.

In spite of this, Nigeria has the potential to become a major player in the global economy by virtue of its human and natural resource endowments. However, this potential has remained relatively untapped over the years. After a shift from agriculture to crude oil and gas in the late 1960s, Nigeria's growth has continued to be driven by consumption and high oil prices. Previous economic policies left the country ill-prepared for the recent collapse of crude oil prices and production⁸⁰. The structure of the economy remains highly import dependent, consumption driven and undiversified. Oil accounts for more than 95 per cent of exports and foreign exchange earnings while the manufacturing sector accounts for less than one percent of total exports. The high growth recorded during 2011-2015, which averaged 4.8 per cent per annum, mainly driven by higher oil prices, was largely non-inclusive. Majority of Nigerians remain under the burden of poverty, inequality and unemployment. General economic performance was also seriously undermined by deplorable infrastructure, corruption and mismanagement of public finances. Decades of consumption and high oil price-driven growth led to an economy with a positive but jobless growth trajectory.

The challenges in the oil sector, including sabotage of oil export terminals in the Niger Delta, negatively impacted government revenue and export earnings, as well as the fiscal capacity to prevent the economy contracting. The capacity of government spending was equally constrained by lack of fiscal buffers to absorb the shock, as well as leakages of public resources due to corruption and inefficient spending in the recent past.

Nigeria faces the challenge of food insufficiency due to various factors, including reliance on rain-fed agriculture, global economic downturn and increase in food prices, negative impact of climate change, insecurity and conflict⁸¹. According to the United Nations Conference on Trade and Development, Nigeria receives more foreign direct investment than any other country in Africa⁸².

3. Human and Social Development

Nigeria is an ethnically and linguistically diverse country, with over 350 ethnic groups and even more languages spoken within its territory. According to the most recent census, conducted in 2006, the population of Nigeria stood at 140 million people. According to the most recent data provided by the World Bank in 2014,⁸³ the total population stands at 178.5 million, making Nigeria the most populated African country. The 2015 Human Development Index notes that the violent conflict in the North East of Nigeria has eroded progress made in the past and left communities less resistant to risks and shocks.

According to the 2013 National Demographic and Health Survey (NDHS), 37 per cent of children under-five years are stunted, 18 per cent wasted, 29 per cent are underweight. Overall, only 10 per cent of children aged 6-23 months are fed appropriately based on recommended infant and young children feeding (IYCF) practices. Eleven per cent of women are under-nourished (BMI<18.15), and 25 per cent are overweight or obese (BMI>25.0). Malnutrition continues to be a public health issue importance and an underlying cause of more than half of the estimated 2,300 and 960,000 under-5 deaths daily and annually respectively. Some 262,000 or 27 per cent of these deaths are estimated to occur within the first 28 days of birth. Being underweight in the early years of life accounts for 8 per cent of

⁸⁰ Economic Recovery and Growth Plan. Abuja: Ministry of Budget & National Planning, February, 2017

⁸¹Izsak, Rita. Report of the Special Rapporteur on Minority Issues (Mission to Nigeria), 17 to 28 February, 2014

⁸²United Nations Conference on Trade and Development, *World Investment Report 2013* (United Nations publication, Sales No. E.13.II.D.5) p.241. Available from http://unctad.org/en/publicationslibrary/wir2013_en.pdf.

⁸³Available from www.worldbank.org/en/country/nigeria.

Disability-Adjusted-Life-Years (DALYs). The DALYs lost from Vitamin A deficiency in Nigeria is nearly 800,000 annually, with virtually all losses occurring in children under five years of age⁸⁴. In mid-2016, four cases of the wild polio virus were confirmed in Borno state after two years of no polio cases in Nigeria. The UN and partners responded with a major immunization campaign in Lake Chad Basin area to vaccinate over 41 million children against polio to contain the outbreak.

In spite of the great strides made in the fight against HIV, Nigeria has the world's second highest HIV burden in terms of numbers with an estimated 3.4 million Nigerians living with HIV (three per cent of the adult population). The epidemic is heterogeneous in nature with 70 per cent of all HIV infections occurring in 12 states, which have HIV prevalence rates ranging between 3 per cent and 13 per cent. The incidence of HIV is relatively high among young people, especially females. Reported drivers of the epidemic among adolescents and young people include multiple and concurrent sexual partnerships, intergenerational sex, sexual coercion, low risk perception and transactional sex.

Notwithstanding Nigeria's strong macroeconomic performance, a number of human development indicators and socioeconomic statistics reveal profound deficits that must be addressed: the poverty rate has reached 48 per cent of the population, with stark disparities between regions; poverty is particularly concentrated in the northern regions, while the south-west has the lowest poverty rates;⁸⁵ in 2011, almost 24 per cent of the population was unemployed;⁸⁶ the infant under-five mortality rate ranks among the highest in the world, with 124 deaths per 1,000 live births in 2012;⁸⁷ and the school attendance rate is low, with only 54 per cent of children of secondary school age going to school, and with vast differences across States and gender disparities favouring boys over girls⁸⁸.

Corruption in Nigeria is at a critical level. The country was ranked 136 out of 177 countries on Transparency International's 2015 Corruption Perceptions Index, with a score of 26 (with 0 being most corrupt on a scale of 100), despite having made some incremental improvements over the past decade. Findings from the World Bank Institute, notably the Control of Corruption Indicator for Nigeria, present a similar picture. Although corruption decreased in Nigeria from 2002 to 2007, it worsened from 2008 to 2012⁸⁹. In spite of the yearning of Nigerians that the in-coming federal government would fight corruption better than previous administrations in the country, things however, got worse.

A federal agency, National Bureau of Statistics reported that the Nigeria Police Force was the most corrupt public institution in 2016 in Nigeria and that under the present administration of President Muhammad Buhari about N400 billion exchanged hands in bribes and corrupt dealings in 2016, with the northwest and northeast geopolitical zones featuring most incidences. Transparency International (TI) ranked Nigeria low in its 2017 Corruption Perception Index (CPI) as 148th position out of 180 countries. The country, according to the CPI, scored 28 out of 100, a figure lower than the average in the Sub-Saharan African region.

⁸⁴ UNICEF 2016

⁸⁵ See World Bank, Nigeria Economic Report, 2013, pp. 8 and 9.

⁸⁶ National Bureau of Statistics, 2011 Socio-Economic Survey: Unemployment 2011. (Download available from www.nigerianstat.gov.ng/pages/download/38.)

⁸⁷ United Nations Children's Fund (UNICEF), Nigeria Basic Indicators, available from www.unicef.org/infobycountry/nigeria_statistics.html.

⁸⁸ UNICEF, Nigeria Multiple Indicator Cluster Survey 2011, pp. 171-185. (Available from www.unicef.org/nigeria/Multiple_Indicators_Cluster_Survey_4_Report.pdf).

⁸⁹ Corruption Risk Assessment and Integrity Planning: Preventive measures to addressing corruption in Nigeria. Abuja: UNDP Nigeria, 2016

Several sources assess Nigeria as a country deeply divided on religious, regional, ethnic and political lines. This is evidence in the UN-backed Strategic Conflict Assessment⁹⁰ report, which showed that violent conflicts were reported in all the six geo-political zones of the country, especially in the Middle Belt and North East regions (Blench, R. 2004- Natural resource conflicts in North-central Nigeria, UK: Mandarins Publishing). 24.5 million people are living in affected areas. Over 10.3 million people have been displaced since the Boko Haram insurgency started in 2009. In addition, cattle herders-farmers crises have led to many combat deaths, displacements and humanitarian challenges- 4.6 million are in humanitarian needs. There are also natural disasters which have affected population settlements (SRP, 2015)⁹¹. The HNO conducted in November 2014 found close to 15.5 million people in Nigeria were living in areas affected by conflict, food insecurity, malnutrition and epidemics. Faced with resource limitations and based on the prioritisation framework, humanitarian actors will target around 2.8 million people for relief assistance⁹².

4. Government Priorities and Strategies

The primary development policy framework of the Federal Government of Nigeria is articulated in the National Development Plan, known as Vision 20:2020⁹³, which envisions that by 2020, Nigeria will have a large, strong diversified, sustainable and competitive economy that effectively harnesses the talents and energies of its people and responsibly exploits its natural endowments to guarantee a high standard of living and quality of life to its citizens. The roadmap for Nigeria's economic transformation is anchored upon three overarching thrusts: 1. Creating the platform for success by urgently and immediately addressing the most debilitating constraints to Nigeria's growth and competitiveness; 2. Forging ahead with diligence and focus in developing the fabric of the envisioned economy by aggressively pursuing a structural transformation from a mono-product economy to a diversified, industrialized economy; investing to transform the Nigerian people into catalysts for growth and national renewal, and a lasting source of comparative advantage; and investing to create an environment that enables the co-existence of growth and development on an enduring and sustainable basis and 3. Developing and deepening the capability of government to consistently translate national strategic intent into action and results by instituting evidence-based decision making in Nigeria's public policy space. This Vision reflects the intent of the Federal Republic of Nigeria to become one of the top twenty economies in the world by the year 2020, with an overarching growth target of no less than \$900 billion in GDP and a per capita income of no less than \$4000 per annum and has four dimensions, namely- social; economic; institutional and environmental.

In early 2017, the Muhammad Buhari administration launched its Economic Recovery Growth Plan (ERGP)⁹⁴, with a vision for a sustained inclusive growth which by 2020, Nigeria will have made significant progress towards achieving structural economic change and having a more diversified and inclusive economy. Overall, the Plan is expected to deliver on the following key outcomes: - stable Macroeconomic environment; restoration of growth; agricultural transformation and food security; power and petroleum products sufficiency; improved stock of transportation infrastructure; industrialised economy; job creation; and improved foreign exchange inflows. On the whole, Nigeria is expected to witness a major improvement in economic performance which should result in the following, amongst others: a) reduction in importation of food items and refined petroleum products, b) improved power supply, c) higher quality transport infrastructure, d) expansion in the level of industrial

⁹⁰2016 Strategic Conflict Assessment of Nigeria. Abuja: Institute for Peace & Conflict Resolution, 2017

⁹¹2015 Strategic Response Plan (2014-2016). Abuja: UNCT Humanitarian Country Team Report January 2014- December 2016

⁹² Full HNO: <http://www.humanitarianresponse.info/operations/nigeria/document/nigeria-humanitarian-needs-overview-2015>

⁹³ Nigeria Vision 20:2020 Economic Transformation Blueprint. Abuja: National Planning Commission, December 2009.

⁹⁴ Economic Recovery and Growth Plan. Abuja: Ministry of Budget & National Planning, February, 2017

production, e) improved competitiveness, f) greater availability of foreign exchange, g) job creation, h) reduction in poverty and i) greater inclusiveness in the spread of the benefits of economic growth.

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Annex 3: Persons Met

1. UNCT

Edward Kallon, Resident Representative, UNDP and Resident Coordinator

Kwasi Amankwaah, Head, Resident Coordinator's Office

Elina Faber Silen, Special Assistant to UN Resident Coordinator

Yinka Akibu, RC's Office, UNDP

Zebulon SuifonTakwa, PDA, UNDP

Erners B Mutanga, Resilience Advisor, UNDP

Okoye Uchechukwu, UNDP Anambra State

Okoye Nonso, UNDP Social Protection, Anambra

Engr. Precious Agbesor, FAO

Denis Jobin, Chief, Planning, Monitoring and Evaluation and Field Coordination, Unicef

Terry Durnnian, Chief, Education, Unicef

Diene Keita, Representative, UNFPA

Eugene Kongnyuy, Deputy Representative, UNFPA

Osaretin Adoni, Assistant Representative, UNFPA

Dashe Dasogot, Programme Analyst, Demography, UNFPA

Joachim Chijide, Reproductive Health Analyst, UNFPA, Cross River

Kenneth Ehouzow, Head Office, UNFPA

Christy Ayi, Programme Officer, UNFPA, Cross River

Boubacar Bamba, Assistant Representative (Operations), UNHCR

Alfred Kanu, Senior Programme Officer, UNHCR

Enira Krdzalic, Head, IOM

2. Government of Nigeria

2.i Federal Government

Sanjo O Faniran, Deputy Director, Multilateral Economic Cooperation. Ministry of Budget and Planning

Margaret Dibigbo, Multilateral Economic Cooperation. Ministry of Budget and Planning

Mariam Keyode, Multilateral Economic Cooperation. Ministry of Budget and Planning

Sa'ad Taiye, Multilateral Economic Cooperation. Ministry of Budget and Planning

Jesica Aligu, Multilateral Economic Cooperation. Ministry of Budget and Planning

F Effenyong, Multilateral Economic Cooperation. Ministry of Budget and Planning

Hajarat T. Alayande, SDS

Auta Emmanuel, FCT UBEB

Ismaila Mohammed, WB (RWSS)

Ogu Emmanuel, Security Services

Ahmed M. Kabin, EPRS

Fatgun Olusegun, EPRS

Abubakan Sani, EPRS
Ekwuene Chiyere, PHCB
Grace Daniel, SSD
Okoro Clementina, PHCB
Tosin Olafusi, SSA (L&M)
Emmanuel Tosin Olafusi, Senior Special Assistant, Minister (FCT), Legal and Multilateral Cooperation
Olosumbo Ayinder-Yakub., Deputy Director, Department of Monitoring and Evaluation, Ministry of Budget and Planning
Sanya Mathew, UNICEF Focal Officer, Department of Monitoring and Evaluation, Ministry of Budget and Planning

2.ii State Governments

2.ii.a Ananbra

Chukwudum Chinwe, Ministry of Education
Nwafor Cletus, M & E Officer, RUFIN
Emeka Ejide, CPU
Njaji Chyke, SASCPN M & E SAPC
Andy Nwanze, PMEO RUWASSA
Victor C Ezekwo, PM RUWASSA
Ijeoma D Uzoma, RH Coordinator, MoH
Franca Madike, Desk Officer, ABS
Aghaji Ebere, Principal Statistician
Emeafuali Uzomamaka, SPC RUFIN
Vivian Nzewi, Desk Officer, MoE
Nkechi V Nowuvunka, ASIO/ANSPHCDA
Ilodubalfeyinwa, Desk Officer, UNDP
George Chimere, SOMTEC Desk Officer
Asogwa Nonso, SOMTEC Asst.
Onyejimbe Uche, Dir. PH Disease Control
B.U Azi, Dir. PCD, Ministry of Economic Planning
Onyebuchi Okechukwu, Desk Officer, OVC
Emma Izuchukwu, PO SEMA

2.ii.b Benue (Telephone)

Jacintha Tor Wombo,

2.ii.c Cross River

Hon. Francis Ettah, Commissioner, MIDC
Dr. Gabriel Akpeke, PS, MIDC
Mike Mgbekem, Director, MIDC
Sonigtu Ekpe, Assistant Director, MIDC
Sanih O. Ode, CMO, CRSRUMASSA
Lucy I. Okeh, Data Officer, CRSPHCDA
Richard E. Idiong, DP Officer, MIDC
Lanre Alabi,
Edu Effiom, State Coordinator REDD, Forestry

2.ii.c Oyo

Tayo Ayoade, HCR&R, OYSEMA
J Durosaro, Taiwo. Deputy Director, Bureau of Statistics
K.O Mustaphi, Director, Youths and Sport

E.O Oke, Desk Officer, Women Affairs
 I.O Otunla, Desk Officer, RUWASSA
 Tunde Adedaja, Director, BIP/PPP
 Adeyemi Doro, AD(SPDP), BPP/DC
 K Omosuma, AD(SPDP, BPP/DC
 Adeniyi Adegbebe, OYE, BPP/DC
 Oladipo, Principal Officer, BPP/DC
 E.A Raji, Assistant Director, Trade and Industry
 A. O. Salaam, Ministry of Education Science & TECH., SUBEB
 Okesade Olajide Mamud, Director M&E, Planning Commissions
 R. F. (Mrs) Olawoye, Director PRS, Environment and Water Resources
 A. O Akindele, SPC, SPC
 S. G Olatunji, NOA Desk Officer
 S. G Olamase, Planning Officer, OYSPC
 A. R Akindele, Director, OYSPC
 Mrs. M. O. Adebisi, PS, OYSPC
 Mr. L. A Osungbekun, Director, OYSPC
 M. A. Oyetunji, Director, OYSPC
 Dr.Ishiaka Kolawole. SA (EP&B), OYSPC

ANNEX 4: SWOT Analysis of Anambra State DaO Experience

Anambra	Strengths	Weaknesses	Opportunities	Threats
Relevance	Political will demonstrated in signing MOUs on UNDAF and Annual Work Plans (AWPs) MDAs input their development priorities into AWPs Release of Government Counterpart Cash Contribution (GCCC) for DaO activities		Existence of Public policy: vision 20-2020, the Transformation Agenda and/or economic Recovery and Growth Plan designed to move the country out of poverty and citizens eagerness to key into this vision plan	Non-compliance with AWPs
Ownership of the DaO State	State Ministry of Economic Planning, Budget and Development Partners and MDAs participate in DaO processes, such as meetings to prepare AWPs. AWPs are implemented by MDAs	State Ministry of Economic Planning, Budget and Development Partners and some MDAs feel programme design and implementation are solely determined by UN agencies	Existence of UNDAF coordinating mechanism at the DaOs to facilitate participation and sense of ownership of UNDAF	*High turnover rate of skill personnel from services of the state *Technicalities of UN language not understood by some MDAs
Role and presence of	Role UN agencies	Some templates,	Endorsement of UNSDPF and	*Late release of funds by some

UN agencies, and participation of non-resident agencies (NRAs)	<p>provide technical assistance (e.g. results-based template for planning and reporting); Funding and capacity building is provided by UN agencies; Monitoring and evaluation of intervention</p> <p>Presence Some UN agencies are in the state making contributions (WHO, UNFPA, UNICEF, UNODC)</p> <p>Participation Partnership during emergencies such as flooding and outbreak of diseases Non-Resident Agencies run interventions</p>	<p>manuals are not being used by MDAs</p> <p>Nonattendance of planning and review meetings of UN agencies Poor attendance of planning and review meetings of UN agencies</p> <p>Reluctance of the UN agencies to go beyond periodic and ad-hoc interventions to having joint programmes</p>	<p>commitments to make a change from UNDAF III</p> <p>Endorsement of UNSDPF and AWP by UN agencies</p> <p>Commencement of UNSDPF with its commitment towards collaboration of UN agencies</p>	<p>agencies to implementing partners (IPs) *None release of funds by some UN agencies to IPs *Trained staff of MDAs proceed on retirement/transfers without passing skills to the next officers</p> <p>Strong gender-based cultural and religious beliefs, armed robberies; attacks on polio workers; political tension; flooding; threats of civil disturbance due to MASSB/IPOB activities</p> <p>Difficult appreciation of the differences between UNDAF & UNSDPF as it relates to the implementation of joint programming</p>
Coordination mechanisms	<p>UNICEF is a coordinating agency and is active and enthusiastic to work on DaO principles. There is the existence of a coordination mechanism led by the Ministry of Economic Planning, Budget and Development Partners</p>	<p>Inadequate technical capacity of the State Partnership Coordinating Agency</p>	<p>Presence of UN capacity building programmes</p>	<p>Protection and defence of agency mandates, especially UNODC and UNDP</p>
Effectiveness in achieving results	<p>UN agency interventions in the various results areas</p>	<p>Late release of funds from both UN agencies and</p>	<p>Adoption of HACT, a uniform fund disbursement</p>	<p>Non-release of allocations by government</p>

	have yielded some results in the state	State government	modality for all UN agencies	
Joint programming	Few collaborations during periods of emergencies such as outbreak of diseases and flood (e.g., WHO, UNFPA, UNICEF) Participation of MDAs in writing of AWP	No joint programming among UN agencies Lack of joint implementation of DaO activities in the AWP No joint programming among MDAs	There is an understanding of the need for joint programming Existence of baselines data (a State database that captures routine health indicators) that can be used for joint programming. Presence of UNDP, UNICEF, UNESCO, ILO, UNODC offices and staff in the state can be used to achieve high level advocacy, consultation for better health outcome Operating under UNSDPF, MDAs can be introduced to joint programming	*Protection and defence of agency mandates, adherence to agency administrative and financial regulations and reporting *The MDAs are not structured and designed for joint programming
Partnerships, CSOs	UN, government and CSOs partnered in implementing UNDAF e.g., faith based organisations, Children Correctional Centre at Abagana in result area 4, none in result area 1, 2, 3	Civil society is not involved in design of AWP	Increasing commitment by UN and Government to promote participation of citizens in Government and its programmes	CSOs weak understanding of the workings of the UN Regime change that may not be friendly to CSOs
M&E and reporting	M&E and reporting frameworks are included in the UNDAF documents and AWP at DaO state level	Inadequate and poorly conducted joint monitoring visits by the UN agencies.	UNSDPF provided a chance to improve on M&E framework	Commitment to individual agencies' activities
Cross-cutting	Human Rights	The	The presence of	Weak

issues	Activities related to human rights are included in the AWP of the state	mainstreaming and reporting of human rights issues in AWP is weak	a vibrant human rights community in the state with whistle blower capacity and advocacy skills	understanding of mainstreaming HR principles by government officials
	<u>Gender</u> Included in the design of AWP	The actual mainstreaming is not reported	The presence of a vibrant gender based groups in the state with good advocacy skills	Strong gender-based cultural and religious beliefs in the states
	<u>Environmental Sustainability</u> There is an understanding that it should be mainstreamed and many output targets address it		Government emphasis in Vision 20:2020 and the Economic Recovery and Growth Plan provides basis for States to key into the idea	State government seeing itself as an independent tier of Government and not bound to use Federal State policies
	<u>Public-private partnership</u> There is recognition given to it in UNDAF and AWP	Public-private partnership are not mainstreamed in the AWP	The place of the private sector in development is enshrined in UN and Government policies in Vision 20:2020 and the Economic Recovery and Growth Plan	Continued government control of the economy
Efficiency in the use of resources	Resources are allocated in budgets in order to meet the needs of citizens of the state		The implementation of the Public Procurement law and the campaign against corruption in the state	Poor release of allocations to some ministries
Sustainability	Capacity building by UN agencies Laws, manuals/models and frameworks are in place amongst MDAs and citizens in conspicuous places	Some frameworks/ manuals are not being used by MDAs	Implementation of UNSDPF	*High rate of turnover of skill staff *Non-release of funds by state government

Annex 5: Proposed Tools and Interview Guide

PERSONAL INTERVIEW (IDI) GUIDE FOR RESULT AREAS

INTERVIEW GUIDE FOR STAKEHOLDERS IN RESULT AREA 1: GOOD GOVERNANCE

1. To what extent do the UNDAF III outcomes reflect national priorities in your focus area?
2. Did the UNDAF III build the capacity of justice sector institutions at Federal and State level for coordination, law reforms and service delivery to provide timely access to Justice, and for anti-corruption institutions to prevent and regulate corruption?
3. What role did the UNDAF III played in building the capacity of CSOs, including their internal governance mechanisms, and for constructive dialogue between civil society organizations, media, other stakeholders and government to enable civil society to monitor the budgetary and judicial processes and other watchdog roles?
4. What are the different kinds of support did the UNDAF III provided to election management bodies' (especially Independent National Electoral Commission) in strategic planning, policy formulation and administration of elections?
5. What are the different pillars of support did the UNDAF III provided to Political parties to strengthened their platforms and mechanisms (IPAC, INEC, Civil Society) to promote human rights, women's participation and respect for non-violence in the democratic processes?
6. What are the different kinds of support that UNDAF III provided to CSOs, traditional leaders, women's groups and other key stakeholders to enable them to conduct civic education and advocacy for affirmative action to increase women's participation in politics and the electoral process?
7. How did the UNDAF III strengthened capacity for legislative and regulatory reform at Federal and State level in compliance with international norms and standards and Nigeria's commitments to human rights and gender equality?
8. How did the UNDAF III empowered the public, civil society, communities and media to advocate for, report and demand greater state promotion, respect, and protection of human rights?
9. What role did the UNDAF III played in the development of Replicable Model of Local Governance for evidence-based advocacy to influence decentralization and de-concentration of power and resources?
10. What role did the UNDAF III played in strengthening accountability mechanisms at local and community levels on development priorities for promoting inclusive equitable and gender responsive participatory planning, budgetary processes and monitoring and evaluation?
11. What role did the UNDAF III play in improving institutional capacity of local government and urban governance to coordinate, plan, generate resources, implement and monitor, for equitable?

12. What role did the UNDAF III played in strengthening National and State Planning institutions for coordination, evidence based and gender responsive planning, budgeting, reporting, monitoring, and evaluation on VISION 20:2020, other national priorities and related UNDAF-supported priorities?
13. What role did the UNDAF III play in supporting Statistical agencies, line MDAs and research institutions to be able to generate, analyse and use quality, timely disaggregated data and make it accessible for evidence-based decision making and programming?
14. Will the outputs delivered through the projects be sustained by national capacities after the end of the project duration? If not, why?
15. Will there be adequate funding available to sustain the functionality over the short, medium and longer term?
16. Has the intervention developed the necessary capacities (both human and institutional) for sustainability?

INTERVIEW GUIDE FOR STAKEHOLDERS IN RESULT AREA 2: SOCIAL CAPITAL DEVELOPMENT

1. To what extent do the UNDAF III outcomes reflect national priorities in your focus area?
2. What are the various initiatives implemented under UNDAF III to strengthen advocacy, programming and budgeting capacities of Federal, State and LGA education authorities and what are the results of those initiatives towards improved education service delivery?
3. How did the UNDAF III enhance capacity at all levels of the Federation for the implementation of education sector strategic and operational plans, aim at increasing enrolment and retention of school-aged children?
4. What are the outcomes of these capacity enhancement with respect to increasing enrolment and retention of school-aged children?
5. Has the UNDAF III's strengthening of the human and institutional capacities for child/learner-centred, interactive teaching and quality assurance at all levels of educational service provision in Nigeria achieve the intended result? (Probe deeper for reasons for answers)
6. To what extent are Public agencies and Civil Society Organizations at federal, State, and LGA levels are able to implement updated, harmonized, evidence based, gender responsive policies and plans to facilitate equitable access to quality water supply and sanitation services in Nigeria?
7. To what extent are the capacity building of government institutions and its partners at all levels under UNDAF III help to strengthen their capacity to implement high impact, equitable, gender responsive and innovative nutrition and food security interventions?

8. What are the various initiatives implemented under UNDAF III to strengthen public and private health institutions including Civil Society Organizations at all levels to deliver accessible, equitable, quality, gender responsive, evidence based and, adequately funded, reproductive, maternal, new-born, child and adolescent health interventions?
9. What are the outcomes of these capacity enhancements with respect to public and private health institutions capacity to deliver accessible, equitable, quality, gender responsive health interventions?
10. To what extent has the UNDAF III strengthening of public and private health institutions including Civil Society Organizations at all levels to deliver accessible, equitable, quality, gender responsive, evidence based and, adequately funded, reproductive, maternal, new-born, child and adolescent health interventions effective?
11. How has the UNDAF III support to National coordination mechanisms and partnerships promoted an equitable enabling environment for PLHIV and implementation of innovative policies and plans?
12. How would you describe the capacity of institutions for increased Behaviour Change Communication and demand creation for HIV prevention, treatment, care and support services in the general population as a result of the UNDAF III?
13. How would you describe the capacity of Federal, State and LGA level coordination, integration and delivery of quality eMTCT services, promotion of community involvement and data collection and management systems as a result of the UNDAF III?
14. How would you describe the capacity of key institutions for equitable delivery of prevention interventions for adolescents and young people as a result of the UNDAF III Implementation?
15. How has the UNDAF III supported the development of age appropriate and gender sensitive, fiscally sustainable national social protection policy and framework in Nigeria?
16. To what extent has the UNDAF III supported the capacities of public and community institutions, including CSOs to design, implement, monitor and evaluate social protection mechanisms at all levels?
17. To what extent has the UNDAF III supported decision-making capacities at all levels through evidence-based advocacy and learning, including South-south cooperation?
18. Will the outputs delivered through the projects be sustained by national capacities after the end of the project duration? If not, why?
19. Will there be adequate funding available to sustain the functionality over the short, medium and longer term?
20. Has the intervention developed the necessary capacities (both human and institutional) for sustainability?

INTERVIEW GUIDE FOR STAKEHOLDERS IN RESULT AREA 3: EQUITABLE & SUSTAINABLE ECONOMIC GROWTH

1. To what extent do the UNDAF III outcomes reflect national priorities in your focus area?
2. What role did the UNDAF III play in the development of a national, sectorally-linked and inclusive investment policy with implementation plan and coordination mechanism put in place across Federal and State levels?
3. What roles did the UNDAF III play in strengthening the institutional and human capacities of investment related Federal and State ministries, Departments and Agencies, CSOs and relevant private sector stakeholders through technological and knowledge acquisition?
4. To what extent did the UNDAF III supported the energy supply diversification strategies and practices to promote the use of renewable energy sources into the national energy policy?
5. How did the UNDAF III strengthened the South-South Cooperation to expand the adoption and use of green technologies for the promotion and use of renewable energy?
6. How effective is the UNDAF III in building the capacity of the national energy institutions and the private sector operators to develop, coordinate and monitor energy policy implementation?
7. How effective was the UNDAF III support to national Policies and strategies for strengthening productivity and enterprise development that is gender-responsive and youth-inclusive?
8. To what extent did the UNDAF III strengthen the entrepreneurial skills of small and medium scale producers to grow into commercial enterprises through innovative and adaptive models of technology?
9. What role did the UNDAF III play in strengthening and development of strategies for enhanced valued added production?
10. How did the UNDAF III build the human and institutional capacities of relevant government agencies, and private sector institutions, of the productive subsectors of the economy to enhance productivity at primary and secondary levels?
11. What role did the UNDAF III play in the endorsement of National Trade policy as well as the development and adoption of the implementation plan?
12. To what extent did the UNDAF III support relevant Trade and Investment MDAs to develop and monitor the implementation of trade policy that boost domestic trade and promote international trade?
13. How effective was the UNDAF III support to the development of a national employment policy that promotes labour-based technologies with high employment multiplier and decent jobs?
14. How effective was the UNDAF III in strengthening of the Human and institutional capacities of relevant Federal and State MDAs, workers and private sector

organizations strengthening to develop, coordinate and monitor the implementation of pro-poor, gender-responsive, youth-inclusive and evidence-based employment policy?

15. Will the outputs delivered through the projects be sustained by national capacities after the end of the project duration? If not, why?
16. Will there be adequate funding available to sustain the functionality over the short, medium and longer term?
17. Has the intervention developed the necessary capacities (both human and institutional) for sustainability?

INTERVIEW GUIDE FOR STAKEHOLDERS IN RESULT AREA 4: HUMAN SECURITY AND RISK MANAGEMENT

1. To what extent do the UNDAF III outcomes reflect national priorities in your focus area?
2. What role did the UNDAF III play in strengthening national legal and policy framework for emergency coordination, risk reduction and response in conformity with international standards?
3. What role did the UNDAF III play in developing an integrated EW/EA system covering the three tiers of the Federation that produces timely and actionable gender disaggregated, equity sensitive information, direction and advice for decision makers, agencies, CSOs and communities?
4. How did the UNDAF III strengthen institutional capacity to coordinate, prepare for and respond to emergencies?
5. What role did the UNDAF III play in the establishment of National peace architecture in Nigeria?
6. To what extent has the UNDAF III contributed to the development of a comprehensive national regulatory framework in line with ratified international protocols?
7. Are there changes in environmental institutions at Federal, State and LGA levels capacities to implement policies and enforce laws that are attributable to UNDAF III?
8. What are the various partnership developed and capacities of Government, Civil Society and Private sector enhanced to promote a culture of environmental awareness by UNDAF III?
9. To what extent is the national legal and policy framework for migration, drug-related and organized crime management strengthened and reformed through laws and policies as a result of UNDAF III?
10. What role did the UNDAF III play in building institutional capacities for managing internal migration, harnessing Diaspora for development, prevention of and response to irregular migration and management of regular migration?
11. Will the outputs delivered through the projects be sustained by national capacities after the end of the project duration? If not, why?

12. Will there be adequate funding available to sustain the functionality over the short, medium and longer term?
13. Has the intervention developed the necessary capacities (both human and institutional) for sustainability?

INTERVIEW GUIDE FOR THE PROGRAMME MANAGEMENT TEAM (PMT)

Relevance

1. To what extent is the UNDAF III aligned with the national development needs and priorities in Nigeria?
2. How well does the design of the UNDAF III address the needs of the most vulnerable groups in Nigeria?
3. To what extent has the UNDAF III and its Outcomes been relevant in terms of internationally agreed goals and commitments, norms and standards?
4. Was the initial design of the UNDAF III adequate to properly address the issues envisaged in formulation of the Programme?
5. Has it remained relevant?

Effectiveness

1. To what extent is the current UNDAF III on track to achieving its planned results (incl. intended and unintended, positive or negative)?
2. To what extent has the UN been able to form and maintain partnerships with other development actors including bilateral and multi-lateral organizations, civil society organizations and the private sector to leverage results?
3. To what extent were human rights and gender mainstreaming approaches taken into consideration in the implementation of the UNDAF III in Nigeria?
4. What progress has been made towards the realisation of UNDAF III outcomes in Nigeria?
5. What factors contributed to the realisation or non-realisation of the UNDAF III outcomes in Nigeria?
6. To what extent can progress towards UNDAF III Outcomes be attributed to the work of the UN agencies in Nigeria?
7. To what extent has the UNDAF support been effective in strengthening accountability and respect for the Rule of Law, compliant with international standards and human rights? (Outcome 1)
8. To what extent has UNDAF support helped to ensure that the formal education system produce increased numbers of graduates with relevant functional, technical and vocational market-driven knowledge and skills; through quality education system (Outcome 2) in Nigeria?
9. To what extent has UNDAF support helped to ensure that Nigeria has a favourable, equitable and gender sensitive Investment climate that enhances the ease of doing business as a basis for increased and sustainable domestic investments and capital inflows? (Outcome 3)
10. To what extent has the UNDAF contributed to ensuring that the effects of disasters and emergencies on the population in emergency prone areas are reduced through an effectively regulated framework for prevention, preparedness and timely response? (Outcome 4)

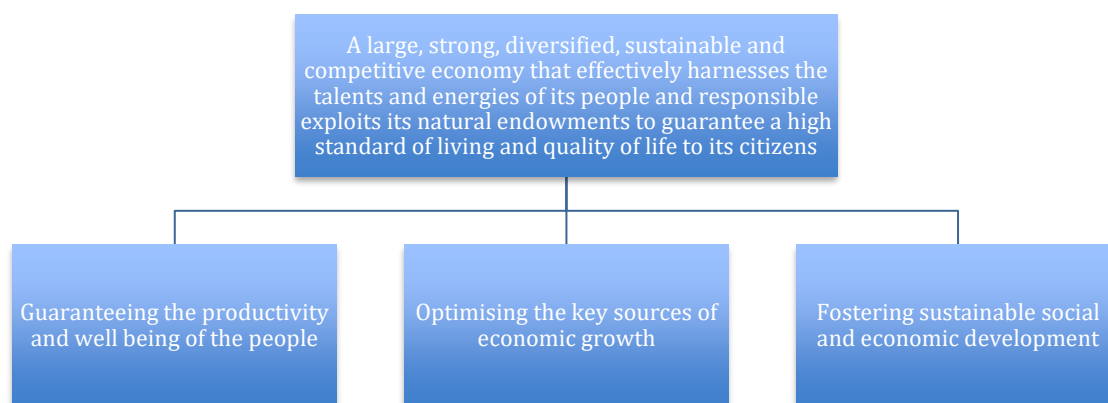
Efficiency

1. Was UNDAF support to the projects appropriate to achieving the desired objectives and intended results? If not, what were the key weaknesses?
2. Has there been an economical use of financial and human resources?
3. Were the results delivered in a reasonable proportion to the operational and other costs?
4. Could a different type of intervention lead to similar results at a lower cost? How?
5. Did the monitoring and evaluation systems that UNDAF had in place help ensure that the project was managed efficiently and effectively?

Sustainability (of the UNDAF III Outcomes 1 -4)

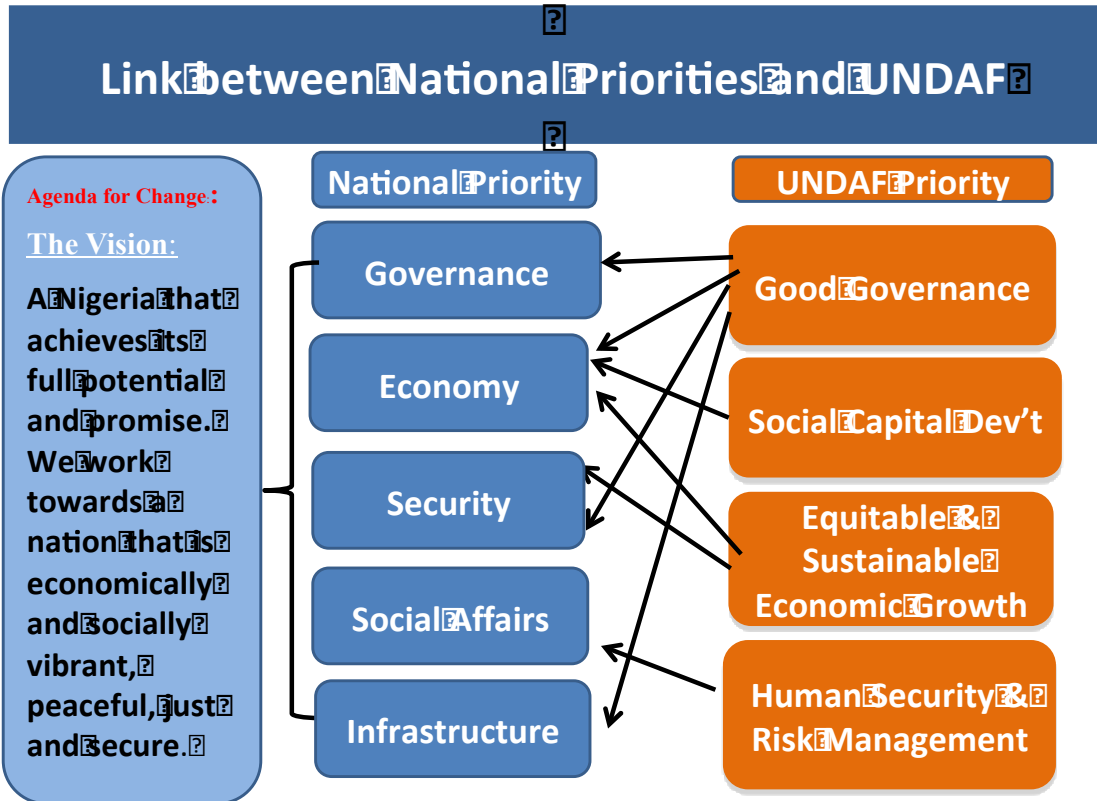
1. To what extent and in what ways have the national capacities been enhanced in terms of:
 - Technical capacity;
 - Financial independence;
 - Mechanisms to exercise rights;
2. Have complementarities, collaboration and/or synergies fostered by UNDAF III contributed to greater sustainability of results of Donors intervention in the country?
3. What are the enabling as well as constraining factors that have influenced the sustainability of the policies and programmes (at national level and at sub-national level)?
4. To what extent have the partnerships with ministries, agencies, and other representatives of the partner government allowed the UNDAF to make use of its comparative strengths, while, at the same time, safeguarding and promoting national ownership?
5. To what extent has the capacity of the Government to sustain programmes and related results been developed in the course of the UNDAF III implementation?

Annex 6: Fig. 1: Vision 20:2020



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Source: Vision 20:2020

Fig. 2: UNDAF 3 Alignment with Vision 20:2020 and National Priorities



Source: UNDAF 3 P 9

Fig. 3: Agency Share of Investment Budget - %

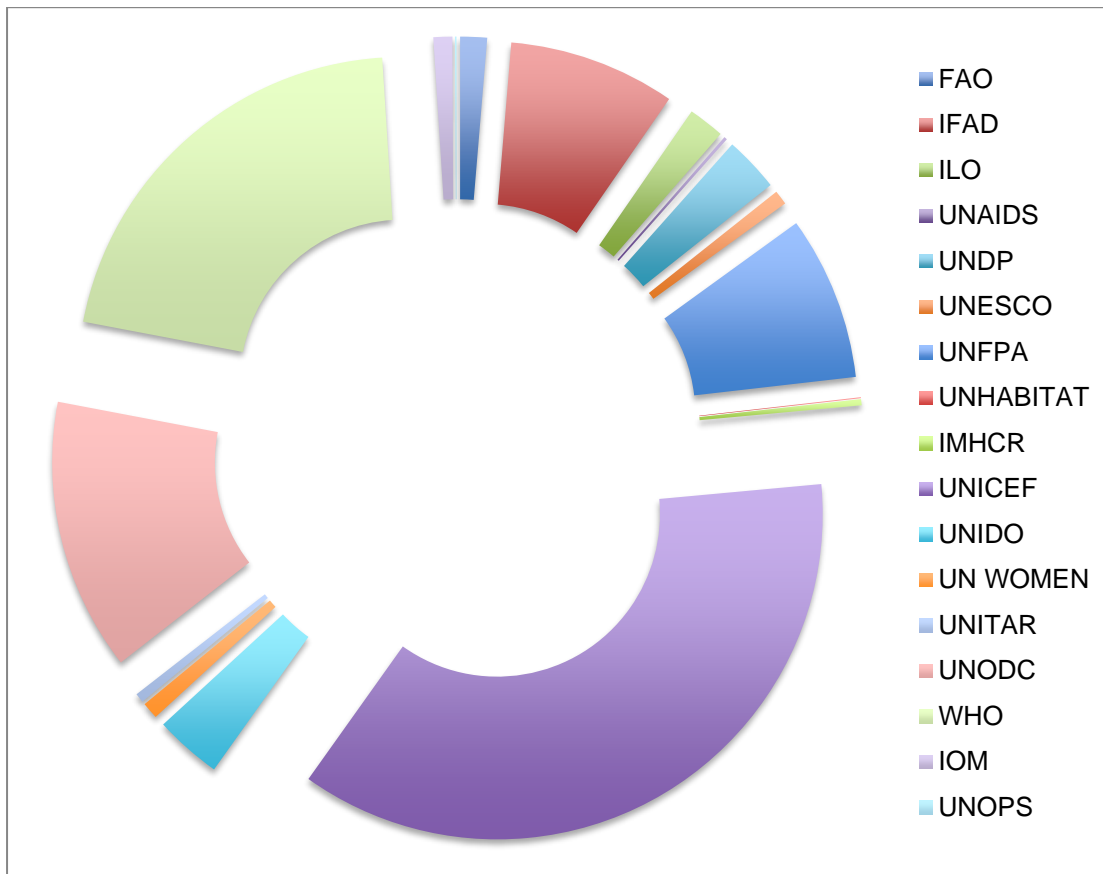


Fig. 4: Investment Share (%) by Outcome

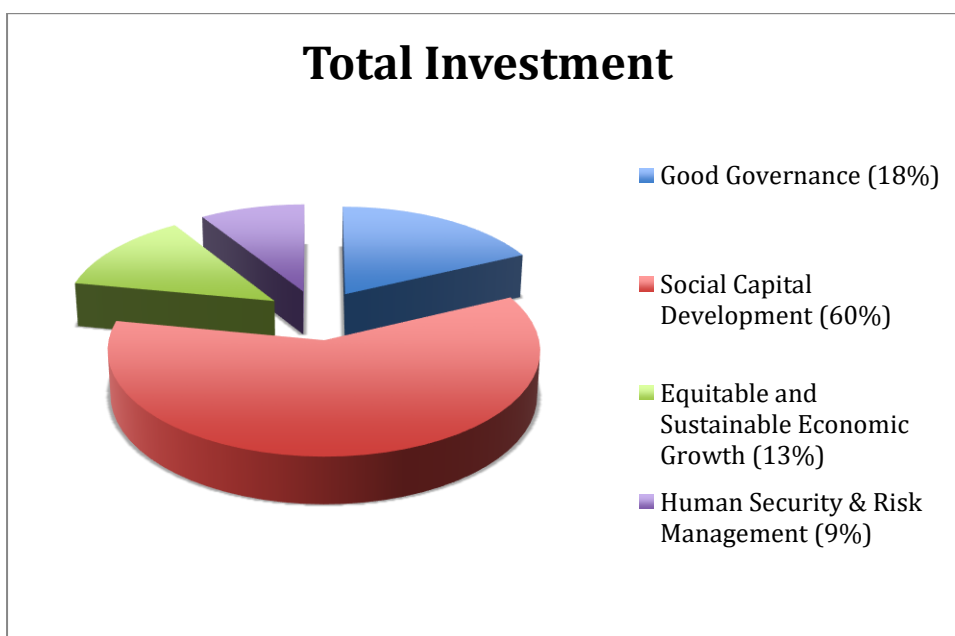
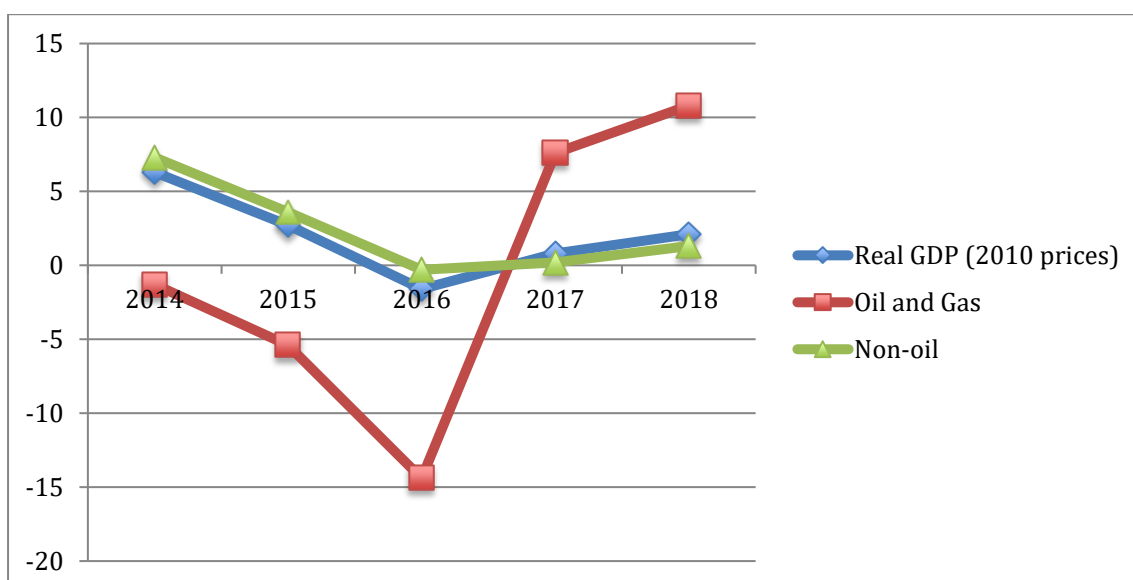
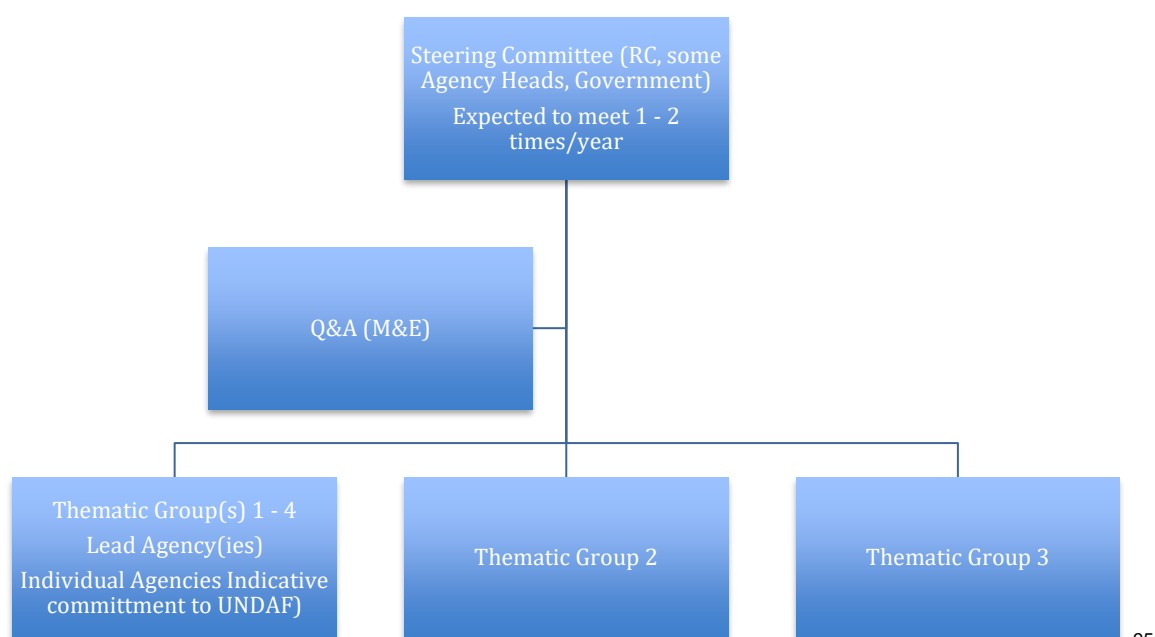


Fig. 5: % Contribution to GDP (all sectors)



Source: Article IV Consultations, various years

Fig. 6: Management Strucutre



95

Fig. 7: Reported Progress by Year

⁹⁵ There is also a fourth thematic group reflecting all four strategic RAs. According to the RCO, the purpose of the Steering Committee meeting was for the Annual Review and report, which took place, see all the four years reports. It is fair to recognise the efforts of the Directors in the Ministries who worked on behalf of the chairs. It could be said that, the non-direct involvement of the Minister is a minus but, in the Buhari administration, anyone can represent the Minister.

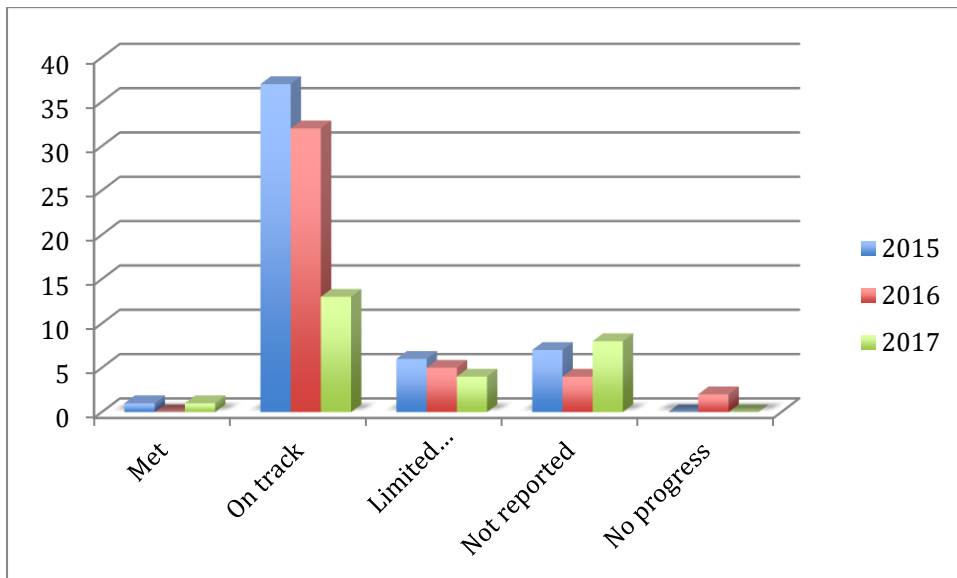


Fig. 8: Total Reported Progress

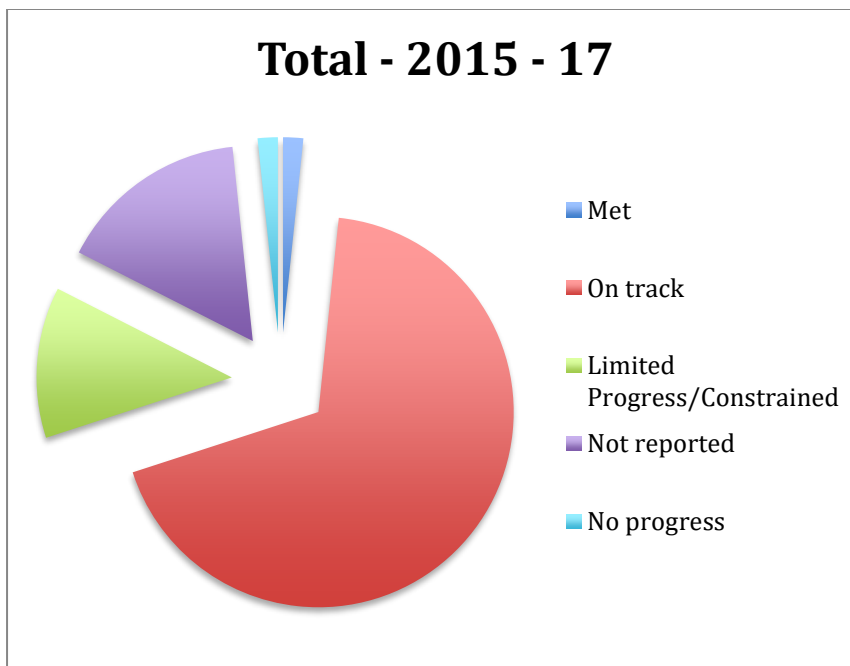


Fig. 9 provides an overview of performance by Outcome Area.

Fig. 9: Performance by Year and Outcome Area

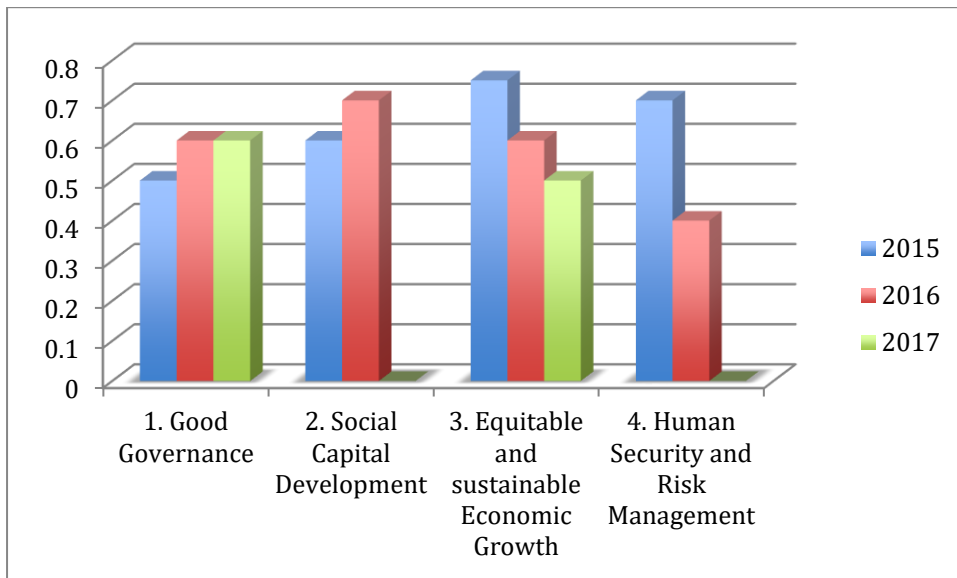
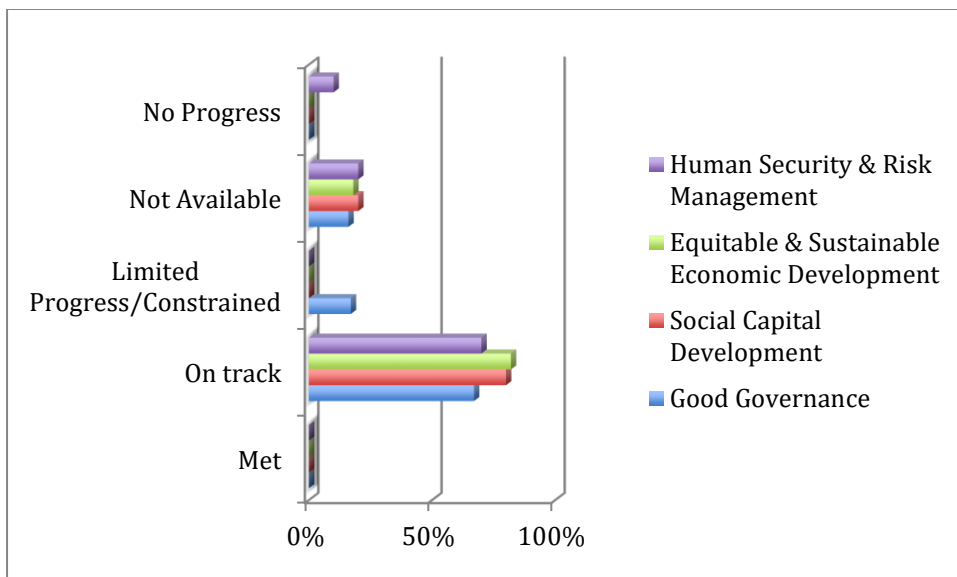


Fig. 10: % Achievement



Annex 7: Tables

Table 1: Investment Budget by RA and UN Agency

Agency	Good Governance (US \$)	Social Capital Development (US \$)	Equitable & Sustainable Economic Growth (US \$)	Human Security & Risk Management (US \$)	Agency Total (US \$)
FAO	200 000	8 500 000	2 423 000	1 130 990	12 253 990
IFAD	7 000 000	0	69 300 000	0	76 300 000
ILO	1 810 000	2 460 000	8 750 000	3 500 000	16 520 000
UNAIDS	0	1 450 000	0	0	1 450 000
UNDP	8 400 000	1 000 000	8 000 000	7 788 000	25 188 000
UNESCO	52 000	6 210 000	0	338 000	6 600 000
UNFPA	20 000 000	52 000 000	0	3 000 000	75 000 000
UNHABITAT	0	0	0	460 000	460 000
UNHCR	400 000	880 000	400 000	1 120 000	2 800 000
UNICEF	35 500 000	296 616 975	0	2 000 000	334 116 975
UNIDO	0	0	30 600 000	0	30 600 000
UN WOMEN	2 949 980	1 510 000	1 600 000	1 568 000	7 627 980
UNITAR	1 850 000	0	1 200 000	1 200 000	4 250 000
UNODC	78 278 825	1 489 612	0	44 625 807	124 404 244
WHO	8 919 110	177 390 717	0	6 918 333	193 227 760
IOM	0	0	0	8 624 008	8 624 008
UNOPS	50 000	250 000	320 000	60 000	680 000
TOTAL	165 409 915	549 756 904	122 593 000	82 343 138	920 102 957

Source: UNDAF 3, 2014 – 17

Table 2: Indicators, Baseline and Targets for Outcome 2.1

S/N	Indicator	Baseline	Target	Status
1	Percentage of total graduates who majored in Sciences/Tech, Mathematics and Vocational subjects graduates – disaggregated by level, gender	NA	10% increase	Unreported
2	Percentage of Federal and State budgets allocated to education, disaggregated by formal and non-formal	7.4%	NA	Met
3	Gender Parity Index (disaggregated by geopolitical zones).	85.4% (94.3%); F (76.9%)	10% reduction	On track (7.9% reduction).

Table 3: Indicators, Baseline and Targets Outputs 2.1.1

S/N	Indicator	Baseline	Target	Rating
1	No. of focal states and LGAs that have and implement evidence-based equity-focused and gender responsive basic education policies and plans	13 states; LGAs 0	13+1 states; LGAs 100%	Met
2	No. of focal states and LGAs that undertake expenditure reviews in line with the annual budget cycles	0 states, 0 LGAs	13+1 states; LGAs 100%	Unreported
3	No. of focal states and LGAs that have harmonized their education planning and expenditure review cycles with the annual budget cycles.	0	13+1 states; LGAs 100%	On Track
4	No. of states and LGEA officials trained in educational planning, costing simulations and quality assurance	0	36 states +1	Unreported
5	No. of states and LGEA with functional LGEA level monitoring for results systems.	0	36 states +1	Unreported

Table 4: Indicators, Baseline and Targets for Output 2.1.2

S/N	Indicator	Baseline	Target	Status
1	Number of Focus States and LGAs implementing interventions to increase enrolment for the erstwhile child Labourers, children at the risk of trafficking and disadvantaged.	4 states, 12 LGAs	13+1 states; LGAs 100%	Met
2	Number of disadvantaged/marginalized children having access to education	20,000	500,000	Met
3	Number of schools in focal states and LGEA with functional SBMCs	3,500	8,500	On tracked
4	Number of schools implementing whole school development plans	3,500	8,500	unreported

Table 5: Indicators, Baseline and Targets for Output 2.1.2

S/N	Indicator	Baseline	Target	Status
1	% (result) in learning outcomes in (a) life skills (b) numeracy (c) numeracy in primary schools	(a) NA (b) 58% (c) 41 %	a) NA (b) 65% (c) 50%	Unreported
2	No. of schools in focus states that meets the CFS bench marks	55%	62%	Unreported
3	No. of head teachers/teachers trained and applying CFS methodology	55%	62%	Unreported
4	No. of focus states and LGEA with functional quality assurance systems	0	13+1	Unreported

Table 6: Indicators, Baseline and Targets for Outcome 2.2

S/N	Indicator	Baseline	Target	Status
1	Percentage of people with access to improved water and sanitation	a) 31%; b) 58%	a)67%; b)80%	On track
2	Contraceptive prevalence rate	17.5%	30%	No progress
3	Proportion of pregnant women attending 4 antenatal care visits	56.6%	80%	On track
4	% of pregnant women attended to by skilled birth attendant at delivery	48.7%	85%	On track
5	Proportion of new born and mothers visited within 72 hours of delivery by skill health care provider	NA	50%	On track
6	Percentage of infants under 6 months breastfed exclusively	15.1%	35%	on track
7	Proportion of children aged 12-23 months fully immunized	27.6%	80%	No progress
8	Percentage of children under five with suspected (c)malaria receiving appropriate treatment from a health provider	a)29.4%	80%	On track
9	Prevalence of children under 5 years of age that are under weight	24.2%	12.1%	Met
10	Adolescent birth rate (per thousand)	89		On track
11	No. of new polio virus cases	118	0	Met
12	Percentage of children under 5 and pregnant women who slept under an LLN the previous night	16.4	80	On track

Table 7: Indicators, Baseline and Targets for Outcome 2.3

S/N	Indicator	Baseline	Target	Status
1	HIV prevalence in the general population (NARHS)	3.6	2.7	On track
2	Proportion of Adolescents and young people with comprehensive knowledge for HIV prevention	121.9% (MICS (2012) 20-25 yrs.	NA	Unreported
3	Percentage of child HIV infections from HIV-positive women delivering in the past 12 months.	NA	NA	Unreported

Table 8: Indicators, Baseline and Targets for Outcome 2.4

S/N	Indicator	Baseline	Target	Status
1	Government spending on social protection as a % of the total government expenditure	NA	NA	Unreported
2	% of households in the bottom two quintiles with increased income	NA	30% reduction	Unreported
3	% of children living in poor households	NA		Unreported
4	Participating households indicate increased levels of trust, satisfaction and cooperation at community level	NA	NA	Unreported
5	% of households living below poverty line and in extreme poverty	NA	30% reduction	Unreported

Table 9: Indicators, Baseline and Targets for Outcome 3.0

S/N	Indicator	Baseline	Target	Status
1	Real GDP Growth rate	7.4%	13%	No progress
2	Human development index	0.525	0.650	On track
3	Gender inequality index	NA	0.500	Unreported

Table 10: Indicators, Baseline and Targets for Outcome 3.3

S/N	Indicator	Baseline	Target	Status
1	% value added for key sector	Agriculture (40.2%), Manufacturing (4.2%) Services (35.4%)	Agriculture (32%), Manufacturing (10%) Services (40%)	
2	% of contribution to employment by key sector	Agriculture (30.5%), Manufacturing (11%) Services (6.7%)	Agriculture (25%), Manufacturing (20%) Services (12%)	

Table 11: Value Ascribed by Criterion

Criterion	Value
Met	1
On track	0.75
Limited Progress/Constrained	0.5
Not reported	0
Not available	- 0.25
No progress	- 0.5

Table 12: Flagship Project 1

The Wadata PHC is located in Ankpa/Wadata ward in Makurdi LGA and has a catchment area population of 35,008 people covering the nine settlements. Amongst the population are 7,702 women of reproductive age and there are estimated 1,750 live birth per annum. It is a UNICEF project, supported with EU funding.

The Primary Health Centre –Wadena, Makurdi															
2016								2017 ⁹⁶							
Children immunized per week	ANC per month	Deliveries per month	# of women provided with FP per month	# of pregnant women newly initiated on ARVs for PMTCT	# of adolescent and young people tested for HIV cumulative	# of TB client on TB-DOTS per month	# of outreach sessions per month	Children immunized per week	ANC per month	Deliveries per month	# of women provided with FP per month	# of pregnant women newly initiated on ARVs for PMTCT	# of adolescent and young people tested for HIV cumulative	# of TB client on TB-DOTS per month	# of outreach sessions per month
40	40	13	40	3	202	5	4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Source: Field Monitoring Reports, 2016 and 2017

⁹⁶ The 2017 field-monitoring visit focused on the operational status of the cold chain system, necessary for the viable storage of vaccines. An absence of a reliable electricity supply and the associated high cost of providing electricity through a generator was noted.

Table 13: Flagship Project 2

The “Guma Shelter Support Project” at Guma Local Government Area, Benue state⁹⁷.									
2016					2017 ⁹⁸				
Materials	# Units	Unit Size (Rooms)	US \$/unit	Status	Materials	# Units	Unit Size (Rooms)	US \$/unit	Status
Local	100	2	500	Incomplete ⁹⁹					

Source: ibid

Table 14: Flagship Project 3

The “Hand propelled Borehole¹⁰⁰” at Makurdi Local Government Area, Benue state					
2016			2017 ¹⁰¹		
Serves	Functionality	Other	Serves	Functionality	Other
School and surrounding community (No numerical data)	Functioning well	Not part of UNDAF 3			

Source: ibid

Field Monitoring, 2017, Cross River State

Table 15: Flagship Project 1

The “Fistula Centre” at General Hospital Calabar, Cross-river State.		
2016 ¹⁰²		
Training	# Successful	Other

⁹⁷ The Shelter, supported by UNHCR, was intended to provide temporary accommodation for the IDPs for a period of six months during which it was expected they would have been capacitated live on their own.

⁹⁸ No information on the visit to the facility provided. The work plan included a visit to the PHC facility but no information was provided.

⁹⁹ Work commenced 14 May; visit took place 9 July.

¹⁰⁰ The facility, located at NSKT UBE Junior Secondary School, Wadata, Makurdi, was installed in 2012 by UNICEF at the cost of ₦500, 000.00 to provide water to IDPs who were victims of the 2012 flood that engulfed the State.

¹⁰¹ No information on the facility's visit provided.

¹⁰² Visit conducted 2017; all information relates to 2016.

	Procedures	
Three persons (one doctor, two nurses)	10	There is need for an independent operation site and for more surgical kit for the operations.

Source: Field Monitoring Visit Report, 2017

Table 16: Flagship Project 1

NIHOR –Supported
2017
Challenges (i) Lack of resources to effectively run the facility and to repair the broken down equipment (2) High cost of running generator due to poor supply of electricity. (3) The facility requires N 400 million annually to sustain its operations, but received only N 200 million for two years.

Source: Field Monitoring Visit Report, 2017

Supported by UNIDO.

Table 17: Flagship Project 2

Private Sector Empowerment (Das Focus Company)
2017
No information is available.

Annex 8: Disbursements by Theme

Good Governance

	2014 – US \$		2015 – US \$		2016 – US \$		2017 – US \$	
Agency	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed
UNDP	6 100 000	22 641 433		28 600 000		8 633 671		
UNICEF	17 600 000	19 865 460		23 786 400		27 200 568		27 531 931
UNODC	78 075 710	6 053 660		23 786 400	5 060 000 294 966	2 166 637 206 779		2 893 363
UN WOMEN	1 575 000	526 000						
UNFPA		8 142 388		6 742 723		5 930 370		4 714 033
UNOPS	50 000							
ILO	460 000	150 000		300 000		500 000		190 000
UNHCR	200 000							
UNITAR	1 400 000							
UNESCO	30 000							
IFAD	7 000 000	610 572		1 255 887		1 728 970		3 504 713

Source: UNDAF III Consolidated Thematic Groups Reports, 30 December 2014; Calculations from Agency annual reports and information provided by agencies.

Social Capital Development (Education)

	2014 – US \$		2015 – US \$		2016 – US \$		2017 – US \$	
Agency	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed
UNICEF ¹⁰³	24 000 000	19 485 073			36 736 471	21 739 964	55 537 963	22 099 101
UNOPS	100 000							
ILO	1 000 000	370 000		230 000		350 000		200 000

¹⁰³ Total disbursements across the four years were calculated to be: \$ 166 420 080 (2014), \$ 199 267 200 (2015), \$ 227 868 905 (2016), and \$ 230 644 859 (2017), an overall investment in Social Capital Development of \$ 824 201 044.

UNHCR	160 000							
UNESCO	6 050 000				930 557	910 000	795 080	

Source: UNDAF III Consolidated Thematic Groups Reports, 30 December 2014; UNDAF Thematic Reporting (Education) 2016; UNDAF Thematic Reporting (Education) 2017; Calculations from Agency annual reports and information provided by agencies.

Social Capital Development (Health/HIV)

	2014 – US \$		2015 – US \$		2016 – US \$		2017 – US \$	
Agency	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed
UNHCR	520 000							
UNAIDS	1 226 985	405 838		363 169		142 503		291 798
UNDP	500 000							
UNICEF	211 116 975	2 800 000						
UNODC	409 750							
UN WOMEN	590 000							
ILO	710 000							
UNFPA	51 000 000	21 174 484		17 534 621		15 422 077		12 258 963
UNESCO	160 000							
WHO	175 744 317							
FAO	8 500 000							
UNAIDS	1 450 000	89 188.32						
UNOPS	150 000							

Source: UNDAF III Consolidated Thematic Groups Reports, 30 December 2014; UNDAF Progress Report, HIV/AIDS Thematic Group, 2016; Calculations from Agency annual reports and information provided by agencies.

SOCIAL CAPITAL DEVELOPMENT (Social Protection)

	2014 – US \$		2015 – US \$		2016 – US \$		2017 – US \$	
Agency	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed
UNDP	500 000	350 000	500 000		500 000		500 000	

UNFPA	1 000 000		1 000 000		1 000 000		1 000 000	
UNHCR	200 000		200 000		• 200 000		200 000	
UNICEF	21 500 000	700 000	21 500 000		21 500 000		21 500 000	
UNODC	1 079 860		1 079 860		1 079 860		1 079 860	
UN WOMEN	920 000		920 000		920 000		920 000	
WHO	1 646 000		1 646 000		1 646 000		1 646 000	
ILO	750 000	155 000	750 000	915 000	750 000	7000	750 000	255 000

Source: UNDAF III Consolidated Thematic Groups Reports, 30 December 2014; Calculations from Agency annual reports and information provided by agencies.

EQUITABLE AND SUSTAINABLE ECONOMIC GROWTH

	2014 – US \$		2015 – US \$		2016 – US \$		2017 – US \$	
Agency	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed
UNDP	8 000 000	20 653 337		13 400 000		12 002 088		
UNIDO	30 600 000	2 158 686	43 089 432	3 290 163	38 696 842	3 146 391	39 104 309	4 579 259
FAO	2 423 000							
UN WOMEN	1 600 000							
UNOPS	320 000							
ILO	8 750 000	200 000						
UNHCR	400 000							
UNITAR	1 200 000							
IFAD	69 300 000	6 026 077		12 395 064		17 064 182		34 589 991
Total	122 593 000	900 000						

Source: UNDAF III Consolidated Thematic Groups Reports, 30 December 2014; Calculations from Agency annual reports and information provided by agencies.

HUMAN SECURITY AND RISK MANAGEMENT

	2014 – US \$		2015 – US \$		2016 – US \$		2017 – US \$	
Agency	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed
UNDP	7 788 000							
UNICEF	2 000 000	1 124 460		1 346 400		1 539 655		1 558 411
UNODC	44 635 807	1 031 888	1 080 64	1 225 591	294 966	863 237		
UNFPA	3 000 000	1 221 664		1 011 661		889 778		707 282
UNIDO		1 471 866	47 508 757	2 353 600	47 468 007	1 280 961	73 608 757	1 040 606
UNHABITAT	460 000	519 201		262 256		821 292		821 292
UN WOMEN	1 568 000							
UNOPS	60 000							
ILO	3 500 000	1 400 000						
IOM	8 624 008	126 686.48		126 686.48		126 686.48		126 686.47
UNHCR	1 120 000	1 500 000						
WHO	6 918 333							
UNESCO	3380							
FAO	1 130 990							

Source: UNDAF III Consolidated Thematic Groups Reports, 30 December 2014; Calculations from Agency annual reports and information provided by agencies.

CROSS CUTTING¹⁰⁴

	2014 – US \$		2015 – US \$		2016 – US \$		2017 – US \$	
Agency	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed	Pledged	Disbursed
UNDP	2 300 000							
UNICEF	17 00 000	1 155 216						
UNODC	203 115	124 000						
UNFPA	20 000 000	3 619 309						
UN	1 374 980							

¹⁰⁴ Reporting on cross-cutting themes was discontinued after 2014.

WOMEN								
WHO	819 110	688 149						
FAO	200 000							
ILO	1 350 000							
UNHCR	200 000							
UNITAR	450 000							
UNESCO	22 000							
IFAD	0							
Total	52 919 205	4 431 728						

Source: UNDAF III Consolidated Thematic Groups Reports 30 December 2014; Information Supplied by UN agencies

The following tables provide the expenditure details agency by agency.

IFAD Expenditure by Result Area, 2014 - 17

Result Area	2014	2015	2016	2017	Total
1. Good Governance (9.2%)	610 572	1 255 887	1 728 970	3 504 713	7 100 142
3. Equitable and Sustainable Growth (90.8%)	6 026 077	12 395 064	17 064 182	34 589 991	70 075 314
Total	6 636 649	13 650 951	18 793 152	38 094 703	77 175 456

Source: IFAD communication, 17 April 2018

ILO Annual Expenditure by Result Area (2014 – 17)

Result Area	2014 – US \$	2015 – US \$	2016 – US \$	2017 – US \$	Total – US \$
Good Governance	150 000	300 000	500 000	190 000	1 140 000
Social Capital Development (Health/HIV)	370 000	230 000	350 000	200 000	1 150 000
Equitable and Sustainable Growth	155 000	915 000	700 000	255 000	2 025 000
Total	675 000	1 445 000	1 550 000	645 000	4 315 000

Source: ILO Communication, 11 April 2018

IOM Annual Expenditure, 2014 – 17

Result Area	2014 ¹⁰⁵	2015	2016	2017	Total ¹⁰⁶
4. Human Security & Risk Management	126 686.48	126 686.48	126 686.48	126 686.47	506 745.91

Source: IOM communication, 13 April 2018

UNAIDS Annual Expenditure by Result Area (2014 – 17)

Result Area	2014	2015	2016	2017	Total ¹⁰⁷
2. Social Capital Development (Health/HIV)	405 838	363 169	142 503	291 798	1 203 308

¹⁰⁵ Notional: total divided by four.

¹⁰⁶ € 1 = US \$ 1.216625 (April average over 2014 – 17 period)

¹⁰⁷ € 1 = US \$ 1.216625 (April average over 2014 – 17 period)

Source: UNAIDS Communication, 18 April 2018

UNDP Annual Expenditure by Result Area (2014 – 16)

Result Area	2014 – US \$	2015 – US \$	2016 – US \$	Total – US \$
Governance and Peace	22 641 433	28 600 000	8 633 671	59 875 104
Equitable and Sustainable Growth ¹⁰⁸	20 653 337	13 400 000	12 002 088	46 055 425
Total	43 294 770	42 000 000	20 645 759	105 940 529

Source: UNDP Annual Reports, 2014, 2015 & 2016

UNHABITAT

Result Area	2014	2015	2016	2017	Total
4. Human Security & Risk Management	519 201	262 256	821 292	821 292	2 424 041

Source: UNHABITAT communication, 13 April 2018

UNIDO Annual Budget and Expenditure by Result Area, 2015 – 17

UNDAF RA	Budgeted				Expenditure			
	2014	2015	2016	2017	2014	2015	2016	2017
3. Equitable & Sustainable Growth		43 089 432	38 696 842	39 104 309	2 158 686	3 290 163	3 146 391	4 579 259
4. Human Security & Risk Management		47 508 757	47 468 007	16 391 320	1 471 866	2 353 600	1 280 961	1 040 606
Total		90 598 189	86 164 849	55 495 629	3 630 522	5 643 763	4 427 353	5 619 865

Source: UNIDO Annual Reports, 2015 – 17; UNIDO communication, 16 April 2018

UNODC Annual Budget and Expenditure by Result Area, 2014 – 17

Result Area	Budgeted				Expenditure			
	2014	2015	2016	2017	2014	2015	2016	2017
1. Governance							2 160 637 ¹⁰⁹	

¹⁰⁸

Result Area	2014 – US \$	2015 – US \$	2016 – US \$	Total – US \$
Inclusive Growth	13 321 804	7 400 000	4 223 551	24 945 355
Sustainable Development	7 331 533	6 000 000	7 778 537	21 110 070
Total	20 653 337	13 400 000	12 002 088	46 055 425

¹⁰⁹ EU

4. Human Security & Risk Management	2 350 000 ¹¹⁰	243 303 ¹¹¹ 442 375 ¹¹² [Total] 685 678	5 060 000 ¹¹³ 294 296 ¹¹⁴ [Total] 5 354 296		1 031 888 ¹¹⁵ [Total] 1 031 888	225 810 ¹¹⁶ 100 000 ¹¹⁷ 537 427 ¹¹⁸ [Total] 863 237	206 779 ¹¹⁹ 411 375 ¹²⁰ [Total] 2 778 731	
Total	2 350 000	685 678	5 354 296					

Source: UNODC Communication, 9 April 2018

UNFPA Expenditure by Year¹²¹ and Result Area

Result Area	Expenditure by Year ¹²² and Result Area				Total Expenditure
	2014	2015	2016	2017	Total by RA
1. Good Governance	8 142 388	6 742 723	5 930 370	4 714 033	25 529 514
2. Social Capital Development	21 174 484	17 534 621	15 422 077	12 258 963	66 390 145
3. Human Security & Risk Management	1 221 664	1 011 661	889 778	707 282	3 830 385

¹¹⁰Nigeria-EU-UNODC-CTED Partnership on Strengthening Criminal Justice Responses for Multidimensional Security (November 2013 – June 2015)

¹¹¹Assisting Nigeria to strengthen rule of law-based criminal justice responses to terrorism (July – December 2015)

¹¹²Capacity building for effective prosecution of terrorism offences in Nigeria (May 2015 – March 2016)

¹¹³EU-Nigeria-UNODC-CTED Partnership Project II: Assisting Nigeria to strengthen rule of law-based criminal justice responses to terrorism (May 2016 – March 2018)

¹¹⁴Assisting Nigeria to strengthen rule of law-based criminal justice responses to terrorism (April – December 2016)

¹¹⁵ EU

¹¹⁶ Germany

¹¹⁷ Denmark

¹¹⁸ EU

¹¹⁹ Germany

¹²⁰ Japan

¹²¹

Year	Total Expenditure
2014	30 541 590
2015	25 291 535
2016	22 244 449
2017	17 682 046
Total	95 759 620

¹²² Calculated from indicative commitments to UNDAF 3 strategic Result Areas, respectively 26.66% (RA 1), 69.33% (RA 2), and 4% (RA 4).

Total	30 538 536	25 289 005	22 242 225	17 680 278	95 750 044 ¹²³
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Source: UNFPA Documentation, 9 April 2018

Indicative UNICEF expenditure across Result Area, therefore, is set out in the Table below¹²⁴.

UNICEF Notional Distribution across Result Areas (excluding emergency)

Result Area	2014	2015	2016	2017	Total
1. Good Governance	19 865 460	23 786 400	27 200 568	27 531 931	98 384 359
2. Social Capital Development	166 420 080	199 267 200	227 868 905	230 644 859	824 201 044
4. Human Security and	1 124 460	1 346 400	1 539 655	1 558 411	5 568 926

¹²³ Totals may not equal because of rounding and the 99.9% percentage total. The US \$9 576 difference between the two totals represents a 0.01% divergence from the UNFPA reported total.

¹²⁴ The Evaluation estimated UNICEF's likely contribution to the UNDAF as follows: based on annual reporting of expenditure and, thereafter, as per each table.

UNICEF Total Expenditure, 2014 - 17¹²⁴

	2014	2015	2016	2017	Total
Emergency (Other Resources)	3 100 000	14 500 000	35 454 640	64 024 450	117 079 090
Other Resources (Regular)	128 000 000	167 400 000	197 963 605	197 226 620	690 590 225
Regular Resources	59 000 000	55 600 000	57 371 153	61 964 798	233 935 951
Support	410 000	1 400 000	1 074 369	543 784	3 428 153
Total	190 510 000	238 900 000	292 063 767	323 759 652	1 045 233 419

Source: Annual Reports, 2014, 2015, 2016 & 2017

UNDAF 3 excluded emergency response. Based on this, US \$117 079 090 is excluded from inclusion in support to the RAs; this leaves a total of US \$ 928 154 329. Assuming that support was distributed as indicated in the indicative UNDAF 3 budget. UNICEF supported three of the four RAs; based on its indicative commitments, the percentage share of the committed resources were as set out in Table 13.a.

% Distribution of UNICEF's Indicative Commitment

Result Area	%
1. Good Governance	10.6
2. Social Capital Development	88.8
4. Human Security and Risk Management	0.6
Total	100

Source: Calculated from indicative investment budget

Distributed annually, total eligible (i.e. excluding emergencies) investment is set out below.

Notional Eligible UNICEF Investment by year

2014	2015	2016	2017	Total
187 410 000	224 400 000	256 609 127	259 735 202	928 154 329

Risk Management					
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Table 14: WMO Contributions, 2014 – 17

	2014	2015	2016	2017	Total
Contributions to RC's Office	15 000	3 500	8 107.14	7 000	33 607.14

Source: WMO Communication, 13 April 2018

Annex 9: Delivery Status of Outcome / Output Indicators for Good Governance (2014-2017)

Outcome/Output Indicators	Performance Rating*			
	2014	2015	2016	2017
Outcome 1.1: By 2017, strengthened accountability and respect for the rule of law, compliant with international standards and human rights, provide inclusive, age- and gender-responsive, equitable access to justice, with strengthened and coordinated institutions ensuring enhanced integrity and reduced corruption through transparency, strengthened preventive and regulatory policies and frameworks and engaged civil society and media.				
1.1.1 Capacity at Federal and State levels for coordination, law reforms and service delivery for Justice Sector institutions to provide inclusive, age- and gender-responsive, equitable and timely access to justice and for anti-corruption institutions to prevent and combat corruption is strengthened.	OT	OT	OT	OT
1.1.2 Capacity of CSOs, including their internal governance mechanisms, and for constructive dialogue between CSOs, media and other stakeholders and government are strengthened to enable them monitor budgetary and judicial processes, anti-corruption	OT	OT	OT	OT
Outcome 1.2: By 2017, Nigeria's democracy is deepened through inclusive electoral processes with independent and transparent regulatory mechanisms, democratic political parties, and active and equitable citizens' participation and women's empowerment holding elected officials to account.				
1.2.1 Election management bodies' (especially Independent National Electoral Commission) capacity strengthened in strategic planning, policy formulation and administration of elections.	OT	M	OT	OT
1.2.2 Political parties have strengthened platforms and mechanisms (IPAC, INEC and civil society) to promote human rights, women's participation, respect for non-violence and democratic processes and their implications for democratic development.	OT	OT	OT	OT
1.2.3 CSOs, traditional leaders, women's groups and other key stakeholders are able to conduct civic education and advocacy for affirmative action to increase women's participation in politics and the electoral process.	OT	OT	OT	OT
Outcome 1.3: By 2017, Human Rights of Nigerians and Gender Equality are promoted and protected through reliable and timely monitoring and reporting mechanisms at Federal, State and LGA levels, effective gender-responsive and age-appropriate redress measures, in an environment compliant with international standards.				
1.3.1 The capacities of government institutions and communities are strengthened for gender and age-appropriate prevention, protection, reliable and timely monitoring and reporting and redress of human rights violations.	OT	OT	OT	OT
1.3.2 Capacities for legislative and regulatory reform at Federal and State levels in compliance with international norms and standards and Nigeria's commitments to human	OT	C	OT	OT

rights and gender equality are strengthened.				
1.3.3 Public, civil society, communities and media are empowered to advocate for, report and demand greater state promotion, respect, and protection of human rights and to form social engagement systems and networks to participate in equitable and sustainable social development through utilization of evidence-based social communication tools, channels and mechanisms.	C	C	NR	C
Outcome 1.4: By 2017, local governance is strengthened through increased de-concentration and decentralization of powers and resources and improved coordination between and among different levels of government for greater accountability and effective service delivery, through improved technical and institutional capacity, and inclusive participation and engagement of citizens, communities, civil society and private sector.				
1.4.1 Replicable Model of local governance in place for evidence-based advocacy to influence de-concentration and decentralization of power and resources in an inclusive manner to the local governments and communities.	C	UR	NR	UR
1.4.2 Strengthened accountability mechanisms at local and community levels on development priorities for promoting inclusive equitable and gender responsive participatory planning, budgetary processes and monitoring and evaluation.	OT	UR	NA	UR
1.4.3 Improved institutional capacity of local government and urban governance to coordinate, plan, generate resources, implement and monitor, for equitable delivery of services.	C		NA	UR
Outcome 1.5: By 2017, public decision-making systems and processes for equitable, gender-responsive and evidence-based planning, budgeting, implementation, monitoring and evaluation are effectively coordinated and driven by quality, timely, harmonized, disaggregated data, at Federal State, and local levels.				
1.5.1 National and state planning institutions have strengthened capacities for coordination, evidence-based and gender-responsive planning, budgeting, reporting, monitoring, and evaluation of VISION 20:2020, other national priorities and related UNDAF-supported priorities.	OT		C	C
1.5.2 Statistical agencies, line MDAs and research institutions are better able to generate, analyse and use quality, timely gender disaggregated data and make it accessible for evidence-based decision-making and programming.	OT		C	C

Notes: C= Constrained M= Met NR= Not reported/Unreported UR= Unreported/Not reported NA= Not available OT= On track. *Different methods of rating were employed for each of the reported years.

Annex 10: Delivery Status of Outcome / Output Indicators for Human Security & Risk Management (2014-2017)

OUTCOME/OUTPUT INDICATORS	Performance Rating			
	2014	2015	2016	2017*
Outcome 4.1: By 2017, the effects of disasters and emergencies on the population in emergency prone areas are reduced through an effectively regulated framework for prevention, preparedness and timely response; by coordinated and capacitated institutions at federal, state and local levels in partnership with civil society, informed by equity and gender considerations and an evidence based Early Warning Early Action (EW/EA) system; and resilient communities				
4.1.1: The national legal and policy framework for emergency coordination, risk reduction and response is strengthened in conformity with international standards and systematically cascaded at state level√	OT	OT	OT	NA
4.1.2: An improved and integrated EW/EA system covering the three tiers of the Federation that produces timely and actionable gender disaggregated, equity sensitive information, direction and advice for decision makers, agencies, CSOs and communities	NP	OT	NA	NA
4.1.3: Strengthened institutional capacity to coordinate, prepare for and respond to emergencies and to enhance coping capacity of communities (including safety nets).	OT	OT	NP	NA
Outcome 4.2: By 2017 the occurrence and effects of conflicts and violence are reduced through institutionalized and coordinated prevention and management by the establishment of a peace architecture supporting negotiated solutions at federal, state and community level in partnership with civil society, informed by gender sensitive conflict analysis and other evidence based EW/EA methodologies, and tolerant, peace-loving and resilient communities.				
4.2.1: National peace architecture established through advocacy and strengthened to systematically and institutionally promote tolerance, a culture of peace, dialogue and support negotiated solutions in order to prevent, mitigate and respond timely to conflict and violence	OT	OT	OT	NA
4.2.2: An improved and integrated conflict EW/EA system covering the three tiers of the Federation that produces timely and actionable gender disaggregated, equity-sensitive conflict analysis, strategic directions including do-no-harm alternatives, and guidance for decision makers, agencies, CSOs and communities	NP	OT	NA	NA
Outcome 4.3: By 2017 Nigeria's environmental vulnerability to negative effects of economic activities, urbanization and climate change is reduced through the efficient use of natural resources, a reformed regulatory framework aligned with Nigeria's international commitments, enforced at Federal, State				

and local levels by strengthened institutions, private sector and population that are environmentally conscious and taking action towards				
4.3.1: A comprehensive national regulatory framework is developed in line with ratified international protocols and its implementation supported for the sustainable management of Nigeria's natural resources including land, water, air, oil, biodiversity, natural habitats and extractive industries	NR	NRC	OT	NA
4.3.2: Environmental institutions at Federal, State and LGA levels are capable to implement policies and enforce laws, through multi stakeholders' solutions harnessing indigenous knowledge, innovations and practices for environmental management	NR	NRC	OT	NA
4.3.3: Partnership developed and capacities of Government, Civil Society and Private sector enhanced to promote a culture of environmental awareness, knowledge and commitment for individual and collective action by youth, entrepreneurs, civil and religious leaders and decision	NR	NRC	OT	NA
Outcome 4.4: By 2017 migration is harnessed for development through effective management; and threats of irregular migration, illicit drugs, crime and unregulated internal migration on Human security are reduced through strengthened law enforcement, border management and reformed regulatory framework for prevention and response that are coordinated by capacitated institutions in partnership with media, civil society organizations, informed by evidence-based, age- and gender sensitive approaches.				
4.4.1: The national legal and policy framework for migration, drug-related and organized crime management is strengthened and reformed through laws and policies that are evidence-based, inclusive, age- and gender- responsive	OT	OT	OT	NA
4.4.2: Institutional capacities for managing internal migration, harnessing Diaspora for development, prevention of and response to irregular migration and management of regular migration as well as drugs-related and organized crime are strengthened through improved law enforcement and enhanced coordination, data management and border administration and control	OT		OT	NA

Notes: NR= Not reported/Unreported/Constrained NP= No progress NA= Not available OT= On track. Different methods of rating were employed for each of the reported years. * This year was not reported at all.

Annex 11: Requests for Information

Seamus (clearconsult@aol.com)

To: **y.ydo** + 2 more [Details](#)

Request for Financial Information

Dear Yao Ydo

Mon, Apr 9, 2018 4:49 pm

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown of all expenditure by individual project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.

Furthermore, the evaluation team would appreciate your assistance in identifying up to three 'examples of successful achievement of expected outcomes', which can be considered for inclusion within the final report. The team believes that this is important in order to ensure a balanced representation of achievements in the course of 2014 - 17.

Given the short time frame available to the evaluation (the draft has to be ready by close of business Thursday, 19 April), can I ask that you forward the requested information no later than start of business (08.00 am), Wednesday, 11 April. I realises that this is short notice but I am sure you will understand the time pressures on the evaluation.

I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)

To: **canhandula** + 2 more [Details](#)

Dear Antonio Jose Canhandula

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown of all expenditure by individual project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)
To: **bernard.gomez** + 2 more [Details](#)
Dear Bernard Gomez

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown of all expenditure by individual WMO project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.

Furthermore, the evaluation team would appreciate your assistance in identifying up to three 'examples of successful achievement of expected outcomes', which can be considered for inclusion within the final report. The team believes that this is important in order to ensure a balanced representation of achievements in the course of 2014 - 17.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)
To: **morahe** + 2 more [Details](#)
Dear Erasmus U Morah

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown of all expenditure by individual project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)

To: **comfort.lamptry** + 2 more [Details](#)

Dear Comfort Lamptry

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown of all expenditure by individual project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Dear OussamaAmezianeHassani

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)

To: **Kabir.yari** + 2 more [Details](#)

Dear KabirYari

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)

To: **piuso** + 2 more [Details](#)

Dear Pius Otonu

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)

To: **Larry.boms** + 2 more [Details](#)

Dear Larry Boms

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)

To: **iomnigeria** + 2 more [Details](#)

Dear EniraKrdzalic

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown of all expenditure by individual project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus (clearconsult@aol.com)

To: **alemuw** + 1 more [Details](#)

Dear Dr Wondimagegnehu Alemu

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus Cleary (clearconsult@aol.com)

To: **keita** + 2 more [Details](#)

Dear Diena Keita

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus Cleary (clearconsult@aol.com)

To: **abuja** + 1 more [Details](#)

Dear Denis Zulu

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Seamus Cleary (clearconsult@aol.com)

To: **FAO-NG** + 1 more [Details](#)

Dear SuffyanSanusieKoroma

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Re: Unido Country Office Reports, 2014 - 17 inclusive

Mon, Apr 9, 2018 9:25 am

Seamus Cleary (clearconsult@aol.com)

To: **R.BAMIDELE** + 3 more [Details](#)

Good morning Ruben

Thank you again for the country reports for the period 2015 - 17 inclusive. I have attempted to break the financial information down into the two Result Areas on which Unido focussed, Equitable Growth and Human Security.

As I understand the financial information they contain, it is in respect of Unido's commitment to projects, funded by yourselves and others (e.g. the EU) for a three year period in respect of each year; in other words, in 2015, you committed just over \$43 million to the Equitable Growth RA for the period ending 2017 and the same for each subsequent year.

Can I ask you to please provide me with the expenditure per project for each year (2015, 2016, 2017)? This would enable me to reflect disbursements per RA for each year.

As time is short, could I ask that you sent this information as soon as possible, certainly by close of business (16.00 pm) tomorrow, Tuesday, 10 April.

I look forward to receiving the requested information.

Many thanks for your assistance.

Best wishes

Seamus

Second Reminder

Request for Financial Information

Wed, Apr 11, 2018 11:14 am

Seamus Cleary (clearconsult@aol.com)

To: **Larry.boms** + 10 more [Details](#)

Dear All

Please excuse this round robin email. I refer you to my earlier email to you at the start of the week. Obtaining this information is particularly urgent and I would ask that you facilitate its delivery no later than close of business tomorrow (Thursday, 12 April). Many thanks for your support to the evaluation of UNDAF 3.

Kindly allow me to introduce myself. My name is Seamus Cleary, the International Consultant leading the final review of UNDAF 3, 2014 - 17. You may wish to confirm this with in the RC's Office, who is in copy.

Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown of all expenditure by individual project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.

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I look forward to receiving the information requested.

Many thanks for your cooperation.

Seamus Cleary

Request for Financial Information and Successes, UNDAF 3 final review.

Fri, Apr 13, 2018 8:52 am

Seamus Cleary (clearconsult@aol.com)

To: **Larry.boms** + 10 more [Details](#)

Dear Heads of Agency

Please excuse again this round robin email. I am afraid it is necessary as I have had no response from your agencies to my earlier two emails in this regard. To quote my request again

'....Because of a paucity of information, in particular financial expenditure information, I am emailing to request that your agency provides the evaluation with a breakdown

of all expenditure by individual project in respect of each year in the UNDAF 3 period, 2014 - 17. This will enable me to group the individual projects under the four strategic result areas and provide an indicative overview of actual expenditure against indicative commitments at the commencement of UNDAF 3.'

The draft final report needs to be ready for submission no later than Thursday, 19 April. In the absence of the above information, not only will your individual agency's contribution to UNDAF 3 not be reflected, but the evaluation team will be forced to conclude that the processes was inefficient because of the absence of evidence on which to make a judgment.

Please ensure that I receive this information no later than close of business Monday, 16 April, to enable the team to process it and ensure the report is comprehensive.

Thank you for your assistance.

Seamus Cleary

The tables that follow detail the resource utilisation information available to the evaluation as a result of the individual agencies response. The tables following detail the response by agency and the basis on which the estimations were made.

ANNEX 12: Identified Projects Funded under UNDAF 3

Project Title		Budget		2015		2017	Total
Staple Crops Processing Zones		1,434,309.00		55, 439.61		138,755.00	482,185.09
Support to the SCPZ coordination in Nigeria		300,000.00				73,855.73	73,855.47
Capacity Strengthening for Sustainable Industrial Development in Nigeria		1,590,000.00		478, 118.35		413,814.44	1,282,791.28
Footwear and Leather Product Facility Centre: Stimulating Employment Creation and Rural Economic Growth in Delta State		820, 000.00		140, 570.55		136,461.83	514,784.56

Support to Skills Entrepreneurship and Cluster Development in Nigeria (IDEA Project)		300, 000.00				205,681.82	205,681.82
West Africa Oil Palm Project		4, 600, 000.00					
Investment and Technology Promotion Office		2,700,000.00		15, 091.51		500,604.58	939,936.11
National Industrial Skills Gap Assessment		860, 000.00		376, 066.57		13,394.08	756,137.32

Facilitating Job creation through HP Life and Enterprise Creation		2,082,590.00				259,493.53	263,796.48
National Quality Infrastructure Programme		14, 400, 000.00		2,224, 876.55		3,037,910.52	8,865,851.48
West African Quality Infrastructure		14, 400,000.00		1,581,918.94		3,706,786.89	7,057,766.17
Scaling Up Small Hydro power (SHP) in Nigeria		2, 689,680.00		63,603.66		116,466.44	377,759.28

Hydrochlorofluorocarbon Phase out Management Plan for Nigeria		1, 939, 080.00		34,176.89		25,834.18	823,922.71
Phase 2 Hydrochlorofluorocarbon Phase out Management Plan		1, 900, 000.00		30,837.76			265,289.52
Regional project on promotion of Neem Derived Bio-Pesticide for West Africa		610, 750.00		55,638.16		28,901.33	269,197.26

Minamata Convention Initial Assessment for Nigeria		1, 080, 000.00		671,547.00		44,522.06	1,008,886.36
National Action on Mercury for the Artisanal and Small Scale Gold mining sector in Nigeria		500, 000.00				174,592.66	343,592.66
CP Management and Coordination		2, 000, 000.00		359,167.51		575,210.33	1,736,320.09

Mini Grid based on Renewal Energy (Biomass) to augment Rural Electrification		14, 556, 900.00		1,194,166.88		75,048.85	1,550,788.38
Support to the justice sector in Nigeria		26,000,000.00	2012-2017				26,000,000.00
Support to anti-corruption in Nigeria			2012-2017				Not Available
Nigeria counter terrorism project (May 2016-March 2018)		5,060,000.00			2,166,637.00 01:05:16-31:05:17 31:03:18	2,893,363.00 & 01:06:17-	
Assisting Nigeria to strengthen rule of law-based criminal justice responses to terrorism (April-December 2016)		294,966.00					206,779.00 •
Strengthening national capacity to apply human rights norms, standards and good practices in countering terrorism (August 2015- February 2016)		100,000.00			100,000.00 08:2015- 02:2016		100,000.00
Assisting Nigeria to strengthen rule of law-		243,303.00		225,810.00			225,810.00

based criminal justice responses to terrorism (July–December 2015)						
Capacity building for effective prosecution of terrorism offences in Nigeria (May 2015-March 2016)		442,375.00	•	411,375.00 05:2015- 03:2016		411,375.00
Nigeria-EU-UNODC-CTED Partnership on strengthening criminal justice responses for multidimensional security (November 2013-June 2015)		2,350,000.00		1,569.115 Yr.1 (1,031,688.00) Yr.2 (537,427.00)		1,569,115
Women's Situation Room in Nigeria		Not available	•	03:25- 04:02	•	Not available

Source: Data derived from various reports

