



Image sourced from www.unicef.org

Evaluability Assessment of Nigeria - UNICEF's Country Programme of Cooperation 2023-27

Inception Report

Submitted by:



IPE Global Limited

IPE Global House, B - 84, Defence Colony, New Delhi

- 110 024, India

www.ipeglobal.com

Date: 30 August, 2023

Table of Contents

Introduction to the Inception Report	1
1. Background & Introduction	1
1.1 Background.....	1
1.2 Strategic Framework of the Nigeria Country Programme.....	2
1.3 Key Sectors of the Country Programme	3
1. Health.....	4
2. Nutrition.....	5
3. Education	6
4. Water, Sanitation, and Hygiene (WASH).....	7
5. Social Policy.....	8
6. Child Protection.....	9
1.4 Implementation Arrangements.....	11
2. Purpose, Objectives and Scope	11
2.1 Purpose of the Assignment	11
2.2 Objectives.....	11
2.3 Strategic Questions	12
3. Approach & Methodology	12
3.1 Evaluability Assessment Approach.....	12
3.2 Evaluability Assessment Methodology.....	14
3.3 Evaluability Assessment Criteria and Questions	1
4. Assessment Workplan	7
4.1 Detailed Gantt Chart	7
4.2 Quality Assurance Mechanisms.....	1
4.3 Ethical Considerations	1
4.4 Logistic & Management Support.....	1
Annexure 1.....	3
Annexure 2.....	8
Annexure 3.....	9

List of Abbreviations

AMP	Annual Management Plan
CMT	Country Management Team
CP	Country Programme
CPD	Country Programme Document
CPE	Country Programme Evaluation
CO	Country Office
COVID	Coronavirus Disease
CSOs	Civil Society Organizations
DaO	Delivering as One
DAPM	Data, Analytics, Planning and Monitoring
DPG	Development Partners Group
EA	Evaluability Assessment
EAA/EAC	Education Above All/Educate a Child
EARC	Evaluability Assessment Review Committee
ECHO	European Civil Protection and Humanitarian Aid Operations
ECW	Education Cannot Wait
EU	European Union
FCDO	Foreign, Commonwealth and Development Office
FGM	Female Genital Mutilation
FMHA	The Federal Ministry of Humanitarian Affairs
DMSD	Disaster Management and Social Development
FMWR	Federal Ministry of Water Resources
GDP	Gross Domestic Product
GEP3	Girls' Education Project Phase 3
GPE	Global Partnership for Education
HDI	Human Development Index
HH	Household
ILO	International Labour Organization
IR	Inception Report
KEAQ's	Key Evaluability Assessment Questions
KfW	Kreditanstalt für Wiederaufbau
KII's	Key Informant Interviews
KMS	Knowledge Management System
KPI's	Key Performance Indicators
KRC	Key Results for Children
LGA	Local Government Area
LNOB	Leaving No One Behind
M&E	Monitoring and Evaluation
NM&EP	National Monitoring and Evaluation Policy
MDAs	Ministries, Departments and Agencies
MFBNP	The Ministry of Finance, Budget and National Planning
MNCH	Maternal, Newborn and Child Health
NBS	The National Bureau of Statistics
NDP	National Development Plan
NGO's	Non- governmental Organizations
NPC	National Productivity Centre
NSHDP	National Strategic Health Development Plan
PHC	Primary Health Care
PSN	Programme Strategy Notes
RRF	Results and Resource Framework
RWP's	Rolling Work Plans
SAM	Severe Acute Malnutrition

SDG's	Sustainable Development Goals
SEAQ	Sub Evaluability Assessment Questions
SPOC	Single Point of Contact
SMART	Specific, Measurable, Attainable, Realistic, and Time-Bound
ToC	Theory of Change
UHC	Universal Health Care
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
US	United States
UNSDCF	United Nations Sustainable Development Cooperation
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme

Introduction to the Inception Report

UNICEF Nigeria has engaged IPE Global Limited to conduct the **Evaluability Assessment of UNICEF's Country Programme of Cooperation 2023-2027**. The main purpose of the inception phase was to allow the evaluation team to develop an understanding of the Country Programme (CP) and refine the proposed approach and methodology based on a desk review of available documents and preliminary consultations with the UNICEF Nigeria team. The Inception Report defines the approach to the Evaluability Assessment (EA), seeks to finalise the EA questions and sub-questions, map the stakeholders for Key Informant Interviews (KIIs), and a workplan.

This report is divided into 4 sections. [Section 1](#) provides the background and context about the multidimensional challenges faced by people of Nigeria and how the Country Programme address these (an operational mapping of the stakeholders involved). [Section 2](#) elucidates the purpose, objectives and scope. [Section 3](#) details the approach and methodology for this EA. [Section 4](#) highlights the assessment workplan, including risk management, quality assurance, and ethical considerations. The main inception report is followed by annexures that contain the list of documents referred to during the inception phase ([annexure 1](#)), the mapping of key stakeholders identified for discussions ([annexure 2](#)) and the consultations held with UNICEF Nigeria officials ([annexure 3](#)).

1. Background & Introduction

1.1 Background

Being the most populous country in Africa, Nigeria has a population of over 200 million, which is projected to grow over 375 million by 2050¹. Approximately half the population is below 18 years of age, and one out of three Nigerians is an adolescent or young adult aged 10-24 years. About 76 percent of the population have access to an **improved drinking water source**, and 56 percent have access to **improved sanitation facilities**.²

Nigeria has the largest economy in Africa, and yet its human development index (HDI) ranks among the lowest in the world.³ Nigeria has a HDI score of **0.535, with 163rd ranking in 191 countries**⁴. The GDP of Nigeria was worth 477.39 billion US dollars in 2022, according to official data from the World Bank⁵. Despite the fact that elementary **education is both free and compulsory**, one in every five of the world's out-of-school children is Nigerian. Nigeria **ranked 123 on the Global Gender Gap Index** in 2022.⁶ Nigeria has the **second highest burden of stunted children in the world**, with a national prevalence rate of 33percent of children under 5.⁷

Nigeria also faces challenges in **quality service delivery and human resource capacity across sectors**, against a backdrop of environmental shocks, violence, and armed conflict. Nigeria's public spending as a percentage of GDP is among the lowest in the world, though it increased from 11 to 13 percent from 2020 to 2021.⁸⁹ With 90 million Nigerians living in extreme poverty with less than US\$1.90/day, and unemployment and underemployment rates registered at 23 percent and 20 percent, increased efforts and progressive policymaking are imperative for **achieving the envisaged Sustainable Developmental Goals (SDGs)**.¹⁰ Despite the commitment of Nigeria to the SDGs, the country continues to lag behind in meeting the set targets. For instance, Nigeria **ranked 146th¹¹ among 193 UN Member countries in the 2023 SDG index**, which measured the total progress of the countries in achieving all 17 SDGs.

Given this background, the Government of Nigeria introduced a **National Development Plan 2021- 2025 (NDP)**, with seven cluster areas, aiming to make Nigeria a country that would unlock its potential in all sectors of the economy for a sustainable, holistic, and inclusive national development. The plan envisioned a country where the building blocks are put in place for everyone to **attain their full potential**. The overarching objectives entailed **elimination**

¹ World Population Prospects 2022, UNDESA, as mentioned in [Nigeria COAR 2022](#)

² Nigeria Country Office Annual Report 2022. <https://www.unicef.org/media/142201/file/Nigeria-2022-COAR.pdf>

³ Human Development Report - Nigeria <https://hdr.undp.org/data-center/specific-country-data/#/countries/NGA>

⁴ UNDP - <https://hdr.undp.org/data-center/specific-country-data/#/countries/NGA>

⁵ Nigeria GDP - <https://tradingeconomics.com/nigeria/gdp>

⁶ Global Gender Gap Report, World Economic Forum, 2022 - https://www3.weforum.org/docs/WEF_GGGR_2022.pdf

⁷ National Food Consumption and Micronutrient Survey 2021 - National Food Consumption and Micronutrient Survey 2021

⁸ Source: <https://www.imf.org/external/datamapper/exp@FPP/USA/FRA/JPN/GBR/SWE/ESP/ITA/ZAF/IND>

⁹ Nigeria Country Office Annual Report 2022. <https://www.unicef.org/media/142201/file/Nigeria-2022-COAR.pdf>

¹⁰ NDP 2021-2025. https://nationalplanning.gov.ng/wp-content/uploads/2021/12/NDP-2021-2025_AA_FINAL_PRINTING.pdf

¹¹ Source: <https://dashboards.sdgindex.org/rankings>

of poverty, reduction of inequality, fostering rapid economic growth, promotion of greater opportunities for young people and facilitation of gender equality.

The **United Nations Sustainable Development Cooperation Framework (UNSDCF)** for Nigeria 2023-2027 is aligned to the NDP 2021-2025 around four strategic priority areas: Prosperity, 2) Planet, 3) People, 4) Peace. The 11 outcomes of the UNSDCF 2023–2027 are the foundation of Nigeria–UNICEF Country Program of Cooperation 2023–2027, which aims to ensure that **every child in Nigeria, especially the most marginalized ones, survives, thrives, learns, is protected, and develops to her/his/their full potential, free from poverty, in a safe and sustainable environment.**

The evaluation team has not encountered any emerging issues or challenges during the inception phase of the EA. **However, it is important to address the following potential challenges at the data collection phase.**

Availability of documentation: The EA depends significantly on the documents provided by the UNICEF team during the inception phase and throughout the assignment. As such, unavailability of documents/scattered information across documents/ inconclusive evidence to answer some of the EA questions may pose challenges. To mitigate this challenge, we will use the KIIs to gather information, and additional documents and data wherever possible. Kindly share the following documents mentioned in the comments by Cindy:

1. [KRC Booklet.pdf](#)
2. [UNICEF Nigeria Innovation and Digital Transformation.pdf](#)
3. Any other essential document.

Work Plan: As discussed in our last discussion, we have updated the work plan in 4.1 with week-wise deliverables. For the timely implementation of the programme, it is vital to get feedback on time from all the UNICEF stakeholders involved in the programme.

Availability of respondents: Non-availability of key respondents for sharing insights or perspectives with respect to the validation of EA questions may pose a significant challenge, especially in a time-bound project like this. To mitigate this challenge, we will keep clear communication with UNICEF team, offering flexible scheduling and advanced planning. Despite best efforts if the respondents are not available to participate, we will mention the same as a limitation in our final report.

1.2 Strategic Framework of the Nigeria Country Programme

The rationale behind the UNICEF Nigeria Country Programme is essentially **to help fulfil the goals of the National Development Plan (2021–2025)**, whose focus is to secure **rapid inclusive growth, reduce poverty and support economic and social equity and human capital development, thereby leading to the achievement of the SDGs.**

The CP is informed by evidence from programme evaluations and the United Nations Common Country Analysis that identifies **three critical barriers** that must be overcome to bring about **sustainable, universal access to child-centred social services and practices.** These barriers are:

1. **Gender inequalities** that cause girls to experience worse outcomes than boys.
2. **Insufficient government investment**, leading to basic social services being predominantly financed by out-of-pocket expenditure and therefore excluding millions of the most poor and vulnerable; and
3. **Limitations in the skilled human resource capacities** of state and local governments that are responsible for service delivery.

The programme will work with other United Nations agencies supporting 11 outcomes of the UNSDCF, **focusing on the states and local government areas where children face the greatest deprivations.** The focus will be particularly on **areas vulnerable to climate-related shocks** and remote rural and urban areas where poverty is highest and hardest-to-reach children live. UNICEF will seek to use joint programming approaches with other United Nations agencies where appropriate, including through the Joint Sustainable Development Goals Fund. **Child-sensitive programming will address climate change, disaster risks and environmental degradation in partnership with other United Nations agencies.**

The **core strategies** for this country programme to achieve its **goals** includes:

1. Generating and promoting the use of **gender-disaggregated and local-level evidence** and data on children, including the multiple indicator cluster survey in 2024 and 2027.
2. Advocating for **strategically balanced investments** in service delivery and sustainable systems, focusing on enhanced public finance management and human resource capacity, efficiency, and integration of services.
3. Leveraging **innovation and technology for effective social service delivery**, for example, in birth registration and digital learning, and to amplify the voices of young people, especially girls.
4. Modelling integrated approaches that focus on up to 20 states covering all six geopolitical zones, which will be evaluated, and the findings used to **advocate for the scaling up of successful initiatives** nationwide.
5. **Aligning interventions** within the humanitarian, development, and peace agendas, including resilience-building measures, sustainable solutions, and humanitarian prevention and exit strategies.

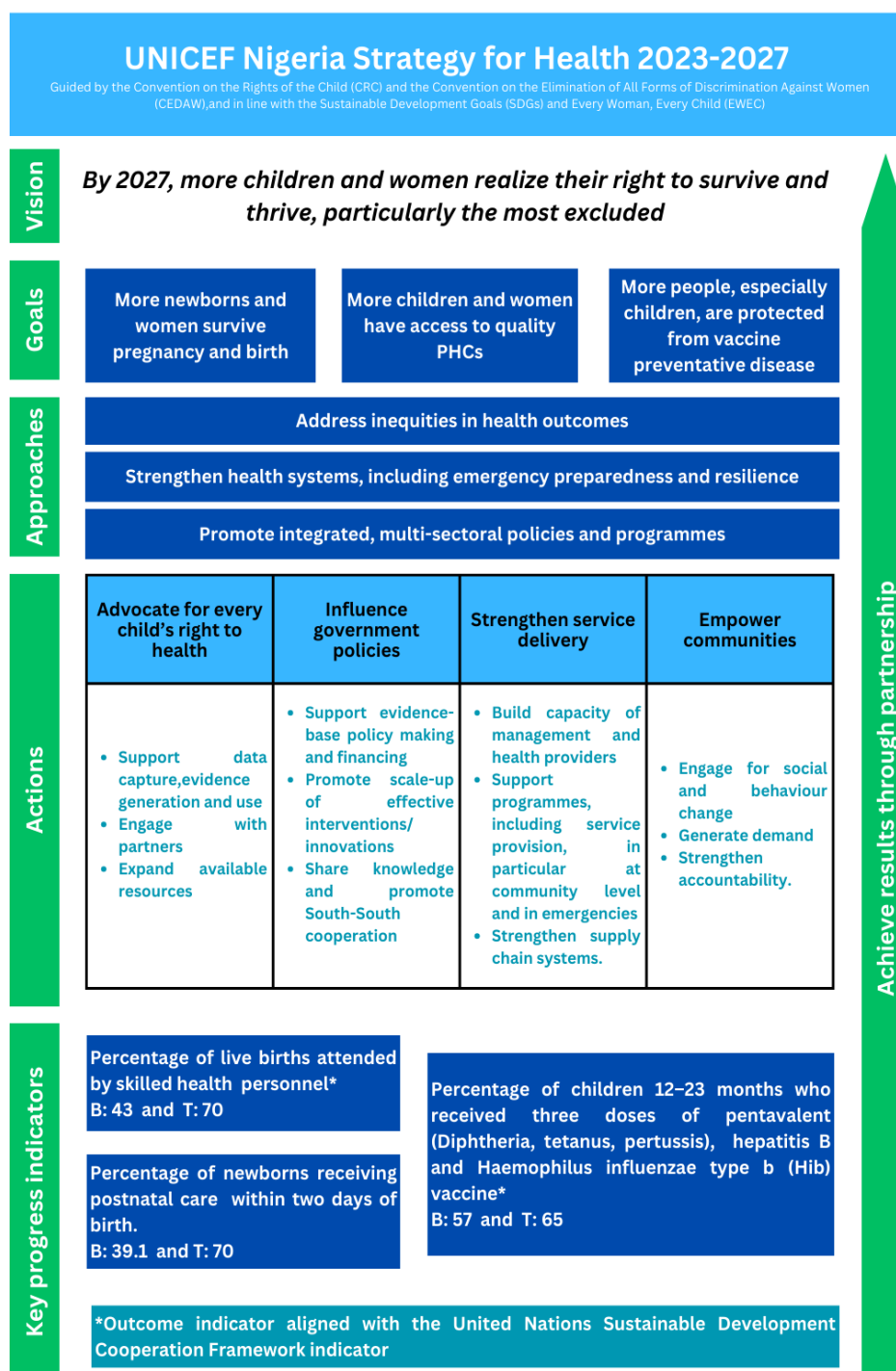
The programme sectors **contribute to multiple UNSDCF outcomes** by ensuring that the country programme is effectively designed, coordinated, managed and supported to meet quality programming standards in achieving results for children, including the coordination of multisectoral approaches, gender-responsive programming and efficient operational support and field office management.

1.3 Key Sectors of the Country Programme

The CP has 6 thematic areas - **Health, Nutrition, Education, Child Protection, Water, Sanitation and Hygiene (WASH), and Social Policy**, and **addresses the cross-cutting issues** of human and child rights, gender mainstreaming, climate change, and disability. The following sub-sections encapsulates our understanding of the key sectors, along with vision, goals, approaches, strategies, and results.

1. Health

The vision of the Health Programme is “**by 2027, more children and women realize their right to survive and thrive, particularly the most excluded.**” From a strategic perspective, the Health programme embraces a systems approach for equitable universal coverage of high-impact, evidence-based, integrated maternal, newborn, and child health (MNCH) services with the principle of leaving no one behind (LNOB). Strengthening PHC, including community health systems, to achieve universal health care (UHC) will be the cornerstone of the health programme strategy through national and sub national capacity building, evidence generation, district health system strengthening including financial and other accountability mechanisms. UNICEF will leverage lessons learned through demonstrating effective and scalable PHC models –both in urban and rural areas focusing on neglected communities – specially zero-dose – building investment case scenarios with fiscal space analysis for more inclusive, financed, gender responsive, equitable and quality integrated MNCH service delivery through collaboration with relevant sectors and adequate health system support enhancing effectiveness, efficiency, scale and sustainability.

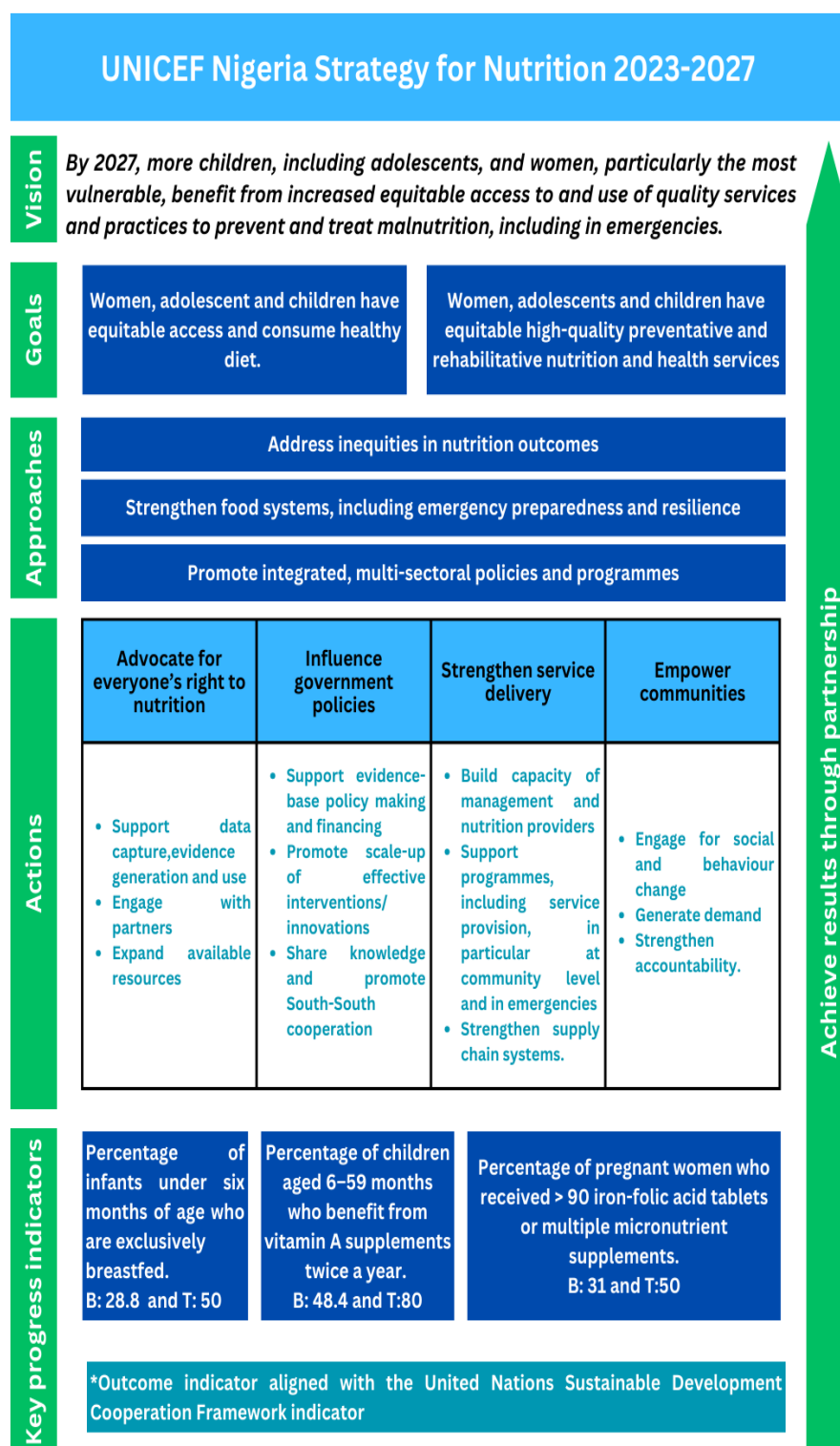


UNICEF intends to work with multiple stakeholders such as the Federal and State Ministries of Finance, Budget and National Planning, Federal and State Ministries of Health, National and State Primary Health Care Development Agencies, Nigeria Governors Forum, Office of the Vice President, and various implementing partners (Hellen Keller International, Save the Children, Action Against Hunger, Alima, among others) to ensure successful implementation.

2. Nutrition

The vision of the Programme Component is **“By 2027, more children, including adolescents, and women, particularly the most vulnerable, benefit from increased equitable access to and use of quality services and practices to prevent and treat malnutrition, including in emergencies.”** UNICEF will support the Government to put prevention at the centre of its programme and consider targeted treatment when prevention fails. The programme will focus on the first 1000 days of life. It will support the strengthening of the health, the food and social protection system at national and subnational levels to deliver quality nutrition services at scale for all children, adolescents and women – including framing strategies to ensure families have the knowledge, skills and resources to apply quality infant and young child feeding practices.

UNICEF will work with multiple stakeholders such as the Federal and State Ministries of Finance, Budget and National Planning, Federal and State Ministries of Health, National and State Primary Health Care Development Agencies, Nigeria Governors Forum, Office of the Vice President, and various implementing partners (Hellen Keller International, Save the Children, Action Against Hunger, Alima, among others) to ensure successful implementation.

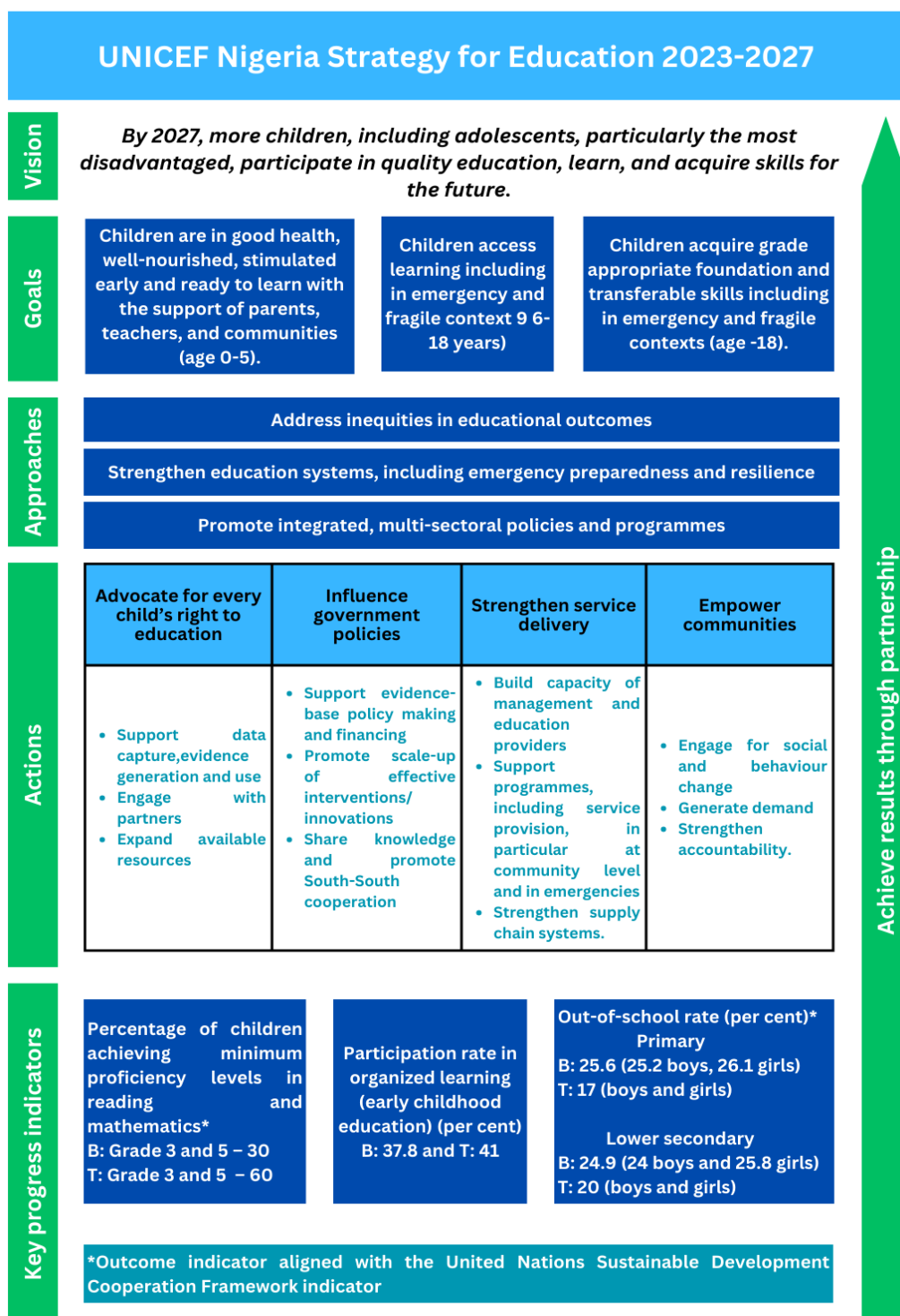


Achieve results through partnership

3. Education

The vision of the 2023-2027 UNICEF Nigeria Country Programme engagement for the education sector is “**By 2027, more children, including adolescents, particularly the most disadvantaged, participate in quality education, learn, and acquire skills for the future.**” The strategic focus of the education programme is to strengthen education system through advocacy for public financing in education, improved education data management and use, administration of learning assessment, and capacity building for evidence-based sector planning. In partnership at federal, state and local levels, UNICEF supports the government to deliver inclusive and equitable quality education services for all girls and boys and in reduction of out of school children, with a focus on the most marginalized girls and boys and children in fragile and humanitarian context from early learning through secondary education. Emphasis will be placed on improving the quality of learning, particularly foundational learning skills, as an overarching result, with intensive and accelerated efforts throughout the implementation period. This

will not only ensure children’s right to learn is met, but also ensure more children are motivated to enroll, stay in school, and learn, and more parents of out-of-school children will see the benefit of sending their children to school. The Associated partners for Education sector includes Federal and State Ministries of Education, Universal Basic Education Commission, State Universal Basic Education Board, National Teacher Institute, National Institute of Educational Planning and Administration, Nigeria Educational Research and Development Council, development partners such as UNESCO, Global Partnership for Education (GPE), FCDO, European Union, Education Cannot Wait (ECW), European Civil Protection and Humanitarian Aid Operations (ECHO), Bill and Melinda Gates Foundation, Kreditanstalt für Wiederaufbau (KfW), Education Above All/Educate a Child (EAA/EAC) and The World Bank, as well as the private sector partners such as AirTel Nigeria and IHS Towers.



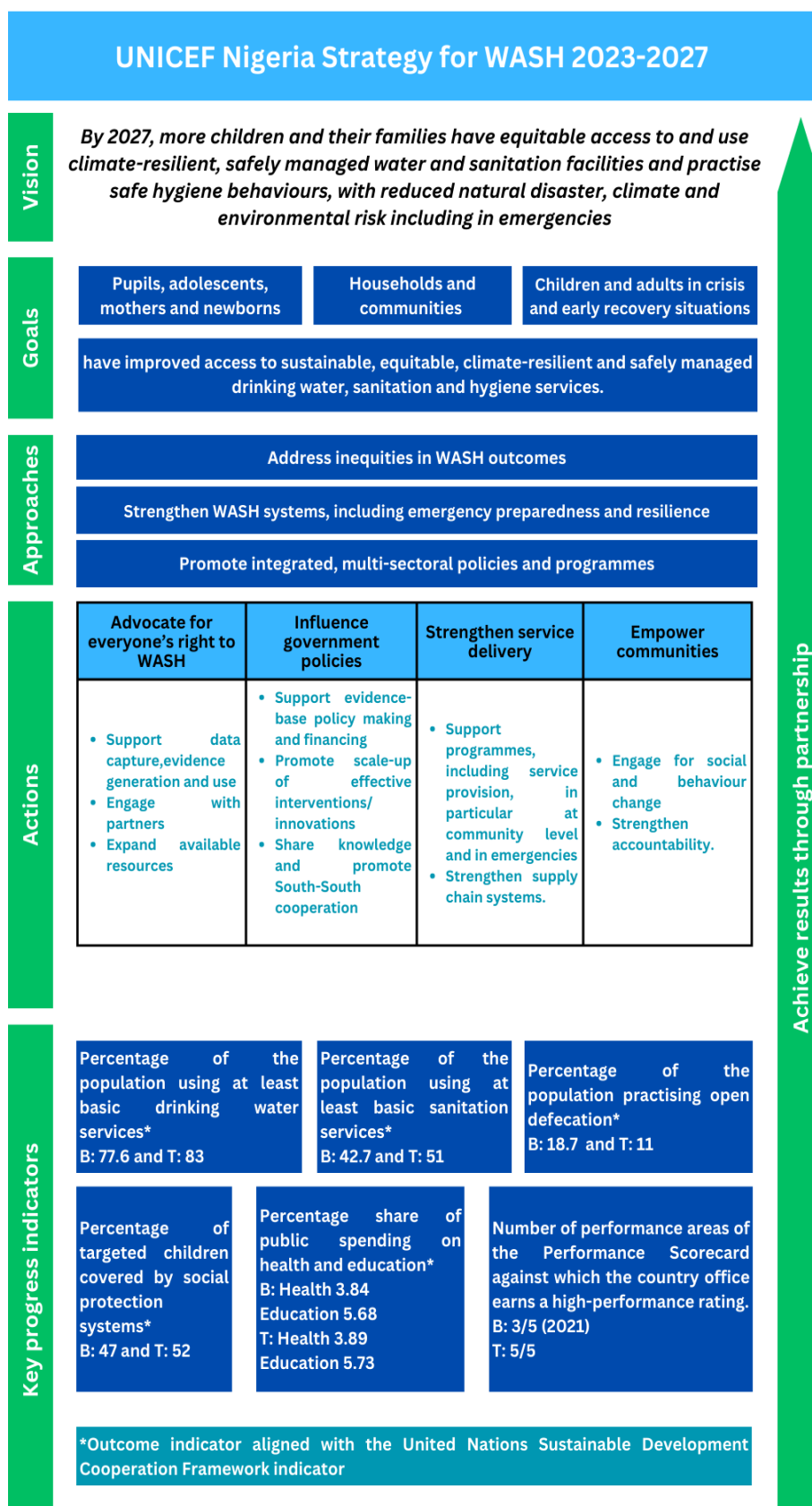
Achieve results through partnership

4. Water, Sanitation, and Hygiene (WASH)

The WASH programme vision is that **"by 2027, more children and their families have equitable access to and use climate-resilient, safely managed water and sanitation facilities and practise safe hygiene behaviours, with reduced natural disaster, climate and environmental risk"**. The programme will strategically focus on the issues of poor financing for the WASH sector, weak capacity of the state, Local Government Area (LGA) and community for the implementation of WASH interventions at scale, humanitarian preparedness and response and sustainability of WASH systems, with the aim to support the government's administrative and technical capacities to improve WASH coverage and quality and promote positive WASH behaviours including in Humanitarian settings. The programme will also support building/strengthening systems and community resilience to current and future shocks in preparing for and responding to emergencies while looking into the long-term triple nexus of humanitarian, development, and peace, for sustainable development.

UNICEF will work with multiple stakeholders such as Federal Ministry of Water Resources (FMWR), State ministries for water sanitation and hygiene, the State water, sanitation and hygiene agencies, LGA, WASH Units and Departments and other Ministries, Departments and Agencies (MDAs) at the federal, state and local government levels,

especially those in the Environment, Health and Education sectors for implementing the WASH programme.



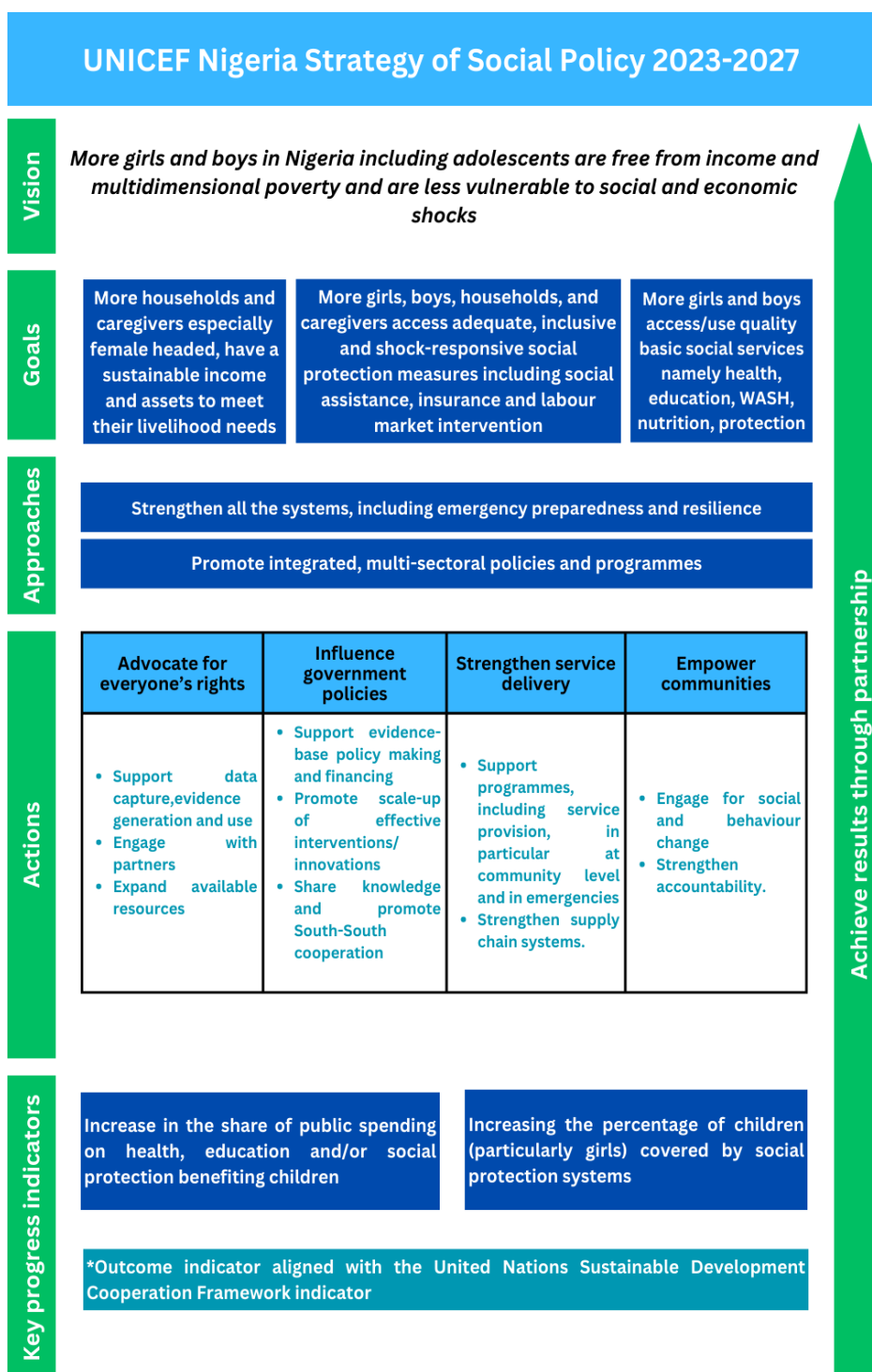
Achieve results through partnership

5. Social Policy

The Social Policy programme component vision is “**more girls and boys in Nigeria including adolescents are free from income and multidimensional poverty and are less vulnerable to social and economic shocks**”. This assistance is delivered using an interlinked four pillar strategic focus which include child poverty analysis, social protection system strengthening, public finance management for children and local governance. UNICEF will continue to strengthen state and local government capacities to (i) generate and use evidence on child poverty, (ii) strengthen comprehensiveness and shock-resistance of social protection mechanisms, including in humanitarian context; (iii) increase effective public investment in basic social sectors for children and (iv) improve child-sensitive local planning. Across all interventions, gender-sensitive (and in some cases, transformative) and disability responsive programming will be ensured.

The strategic focus will identify the type of systemic changes needed to accelerate progress towards key child-rights–related SDGs. They include leveraging financing for children; supporting rights-based policies and legislation; brokering partnerships for children; transforming the landscape of data on children; and influencing social behaviours and norms using a gender sensitive and transformative approach. Leveraging on generated evidence and data, the programme will adopt a systems-building approach in focus States and across all core thematic areas, providing continued technical and programmatic support in the routine measurement and use of child poverty data to improve the design and implementation of shock-responsive social protection programmes and policies. The programme will also provide technical support, particularly capacity development, of Public Finance Management and Local Governance efforts to ensure participatory and child-sensitive State Development Planning and improve the identification and use of fiscal space to meet the needs of the poorest and most disadvantaged children and adolescents.

The main implementing partners of the programme are the Office of the Vice President, The National Assembly, The Ministry of Finance, Budget and National Planning (MFBNP), The Federal Ministry of Humanitarian Affairs, Disaster



Management and Social Development (FMHADMSD), The National Bureau of Statistics (NBS) and their State-level correspondent nationwide as well as State Health contributory Schemes. UNICEF also works closely with several international partners/donors and CSOs including EU, FCDO, WB, ILO, WFP and UNDP, while serving as the Chair of the Development Partners' Group (DPG) which coordinates international support to Social Protection efforts in Nigeria.

6. Child Protection

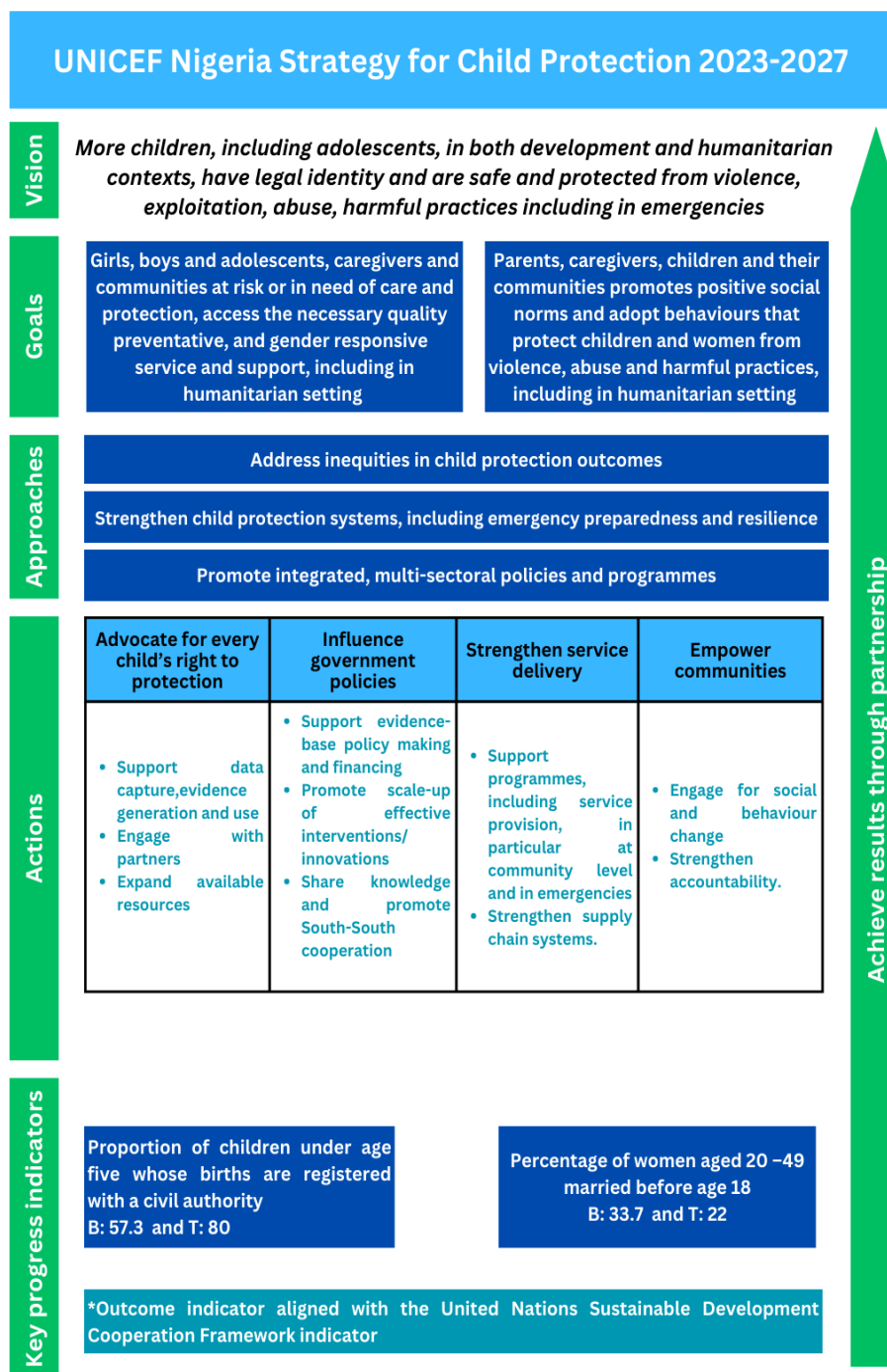
The UNICEF Child Protection strategic focus for 2023-2027 is to support Nigeria to build a rights-based and integrated protective environment that both prevents and responds to violence, abuse and exploitation against children and women. The vision for the sector is that *“more children, including adolescents, in both development and humanitarian contexts, have legal identity and are safe and protected from violence, exploitation, abuse, harmful practices”*.

The strategic focus for UNICEF's child protection programming will be to continue to accelerate approaches to build a high-quality, well-resourced, and effective child protection system across the country and to promote protective norms and practices to address the multiple child protection issues that are prioritized for the Country Programme. UNICEF will continue to adopt a complementary dual-track approach: changing harmful social norms and promoting positive norms as well as protection systems development. It will collaborate with government, NGOs, CSOs, other implementing partners, as well as with children themselves to promote the development of protective norms and practices that will establish a safe childhood for every child and will invest in enhancing the availability and quality of systems and services that protect and respond to individual children and their families who are vulnerable to or experiencing violence, exploitation, abuse and harmful practices. Schools will be considered as integrated protective platforms and environments that can provide child-friendly services, promote child rights norms, positive peer to peer behaviours and provide safe spaces for counselling, guidance, referrals, and support. UNICEF will address barriers to inclusion (gender, disability, discrimination of specific groups) which are also triggers for vulnerability through increasing the diversity of partners, ensuring equitable recruitment processes in partner organisations and increasing monitoring of disability within programme frameworks.

UNICEF will employ a core set of strategies across the programme –

1. UNICEF will continue investing in government-led child protection service delivery, standard setting and accountability assurance activities for all child protection actors within their jurisdiction.
2. The Child Protection Information Management (CPIMS+) as well as the GBVIMS systems will be rolled out to all partners throughout the country, providing child protection and gender-based violence (GBV) workers with tools that will help them to support, monitor and serve vulnerable families and children.
3. UNICEF will provide technical support to assist the development of policies and strategies, and to strengthen the Government's capacity at federal and state levels to analyse and use well-disaggregated qualitative and quantitative data to better identify, plan for and delivery services to the most vulnerable and disadvantaged groups.
4. UNICEF will continue to invest in the higher education sector to develop certificate, diploma, and bachelor qualifications in social work as well as short courses in key child protection areas. Universities will be encouraged to look at specific child protection modules for specific actors who have critical engagements with children such as teachers, police, Imams, community health workers and nurses.
5. UNICEF will seek to go beyond standard monitoring and evaluation processes to identify and implement evidence-based methods, as well as contribute to new thinking by piloting/researching new and innovative programme strategies.
6. For community engagement and social mobilization, mapping of key stakeholders and influencers will be routinely conducted at the community as well as broader state and national levels to identify key pressure points in ensuring the adoption of protective norms.

7. UNICEF will use technology innovations such as the Organizational Network Analysis (ONA) mapping and monitoring system (for administrative service point level data), the CPIMS+ and the GBVIMS+ to provide real time data to upstream and downstream partners. In addition, the programme will improve and strengthen civil registration and vital statistics, including a birth registration and birth certification system as part of the civil registration and vital statistics.
8. Core to this programme is a strategy to act upon unequal gender relations that have an impact upon the lives of girls. For this, UNICEF will promote enhancing the number of women engaged in community committees, ensuring parity in training programmes and ensuring women and girls are key stakeholders in consultation and dialogue sessions across all segments of the programme. Engagement of men and boys will also be done to transform gender norms.
9. To pursue a change in social norms, improving the protective environment for women and girls, changing norms regarding FGM, changed beliefs regarding the value of education for girls and decreased stigma associated with survivors of sexual violence will be looked into. Community based social norm change activities will include advocacy and mobilisation of religious leaders, multi-media campaigns promoting pro-social norms, adolescent (particularly girls) empowerment programmes and evidence-based parenting programmes.



1.4 Implementation Arrangements

UNICEF's support in the country programme will be **anchored in collaboration and partnerships with government, other UN Agencies, Development Partners/donor organisations, and other relevant stakeholders**- civil society, communities, businesses, caregivers and families, children and young people.

. In order to successfully implement the UNICEF Country Programme in Nigeria, **engaging the private sector** will be a core strategy, not just for fundraising, but also as a supplier of goods and services, an employer, an innovator and investor, and as an advocate for the well-being of children and women. One of the principal initiatives will be **Generation Unlimited Nigeria**, a partnership between the private sector, young people and the Government.

Along with the federal government ministries and national agencies, state level department and local government **agencies** will be important stakeholders for implementation of the programme. This will encompass all six sectors (health, nutrition, education, child protection, WASH, and social policy). To ensure **cross-sectoral collaborations**, UNICEF aims to strengthen its role as a convenor to influence improvement in coordination mechanisms, build alliances and partnerships, and strengthen knowledge management across and between critical sectors.

2. Purpose, Objectives and Scope

2.1 Purpose of the Assignment

The strategic intent of the independent evaluability assessment is to:

- a) Secure the responsibility and accountability of UNICEF to achieve expected results agreed with Government and Development Partners within the Country Program Development 2023- 2027 Results Framework, in contribution to the realization of Child Rights and the Global Agenda 2030 for children in Nigeria and
- b) To ensure that the **CPD 2023-2027 can be fully and meaningfully evaluated**.

Hence, the primary purpose of the EA is to **ensure enhancement of the program planning excellence, the measurability, and the coherence of the ongoing Country Program of Cooperation** in addition to its level of risk management based on (i) an in-depth review of the CP logic; (ii) a careful assessment of the validity of the CP Theory of Change; and (iii) a diagnostic measuring the availability of data pertaining to key CP results and processes. The final recommendations of the EA are expected to **contribute to the strengthening of the CP** coherence and measurability, it is also expected to provide actionable recommendations for strengthening of risk informed programming and linking the humanitarian and development programming for children in Nigeria.

2.2 Objectives

The specific objectives of the evaluability assessment are:

1. To assess the **clarity of objectives, logic**, and the overall coherence of the CP
2. To determine how **well aligned** the CP is to the country context, sectors strategic plans and the new UNICEF Strategic Plan 2022-2025
3. To assess whether the CP logic is **sufficiently risk-informed to withstand risks to achievement of expected results** taking into consideration the presidential and state governments transitions that are to spill over most of 2023, household (HH) poverty, cash scarcity, and insecurity being major risk for the CP
4. To assess the equity of the Country Programme results and expected outcomes across gender, disability, and human and child rights, and to what extent these considerations including the emerging issue of climate changes are explicitly articulated in programme logic and Programme Strategy Notes
5. To identify how **innovative strategies, "technology and innovation"** have been embedded into the CP across the outcome areas and the extent to which it can be harnessed to accelerate results for marginalized children and to enhance programme performance monitoring;
6. To assess the gap of accountability and learning ecosystem of the CP at all levels (Federal, State and Local levels) in liaison with the new M&E Policy for Nigeria endorsed in August 2022, identify gaps in availability of data and in alignment of results across the Country Programme outputs and outcomes, particularly about the output level rolling work plans (RWPs)

7. Identify the likely **usefulness of a future Country Program Evaluation** (Mid-Term CPE) in relation to areas of inquiry and potential evaluation questions.

2.3 Strategic Questions

The three strategic questions that need to be addressed for comprehensive coverage are:

Question 1: To what extent the CP vertical logic (ToC and Results Chains) is evidence-based, well-articulated and holistically relevant with causality analysis, lessons learned and recommendations from recent evaluations and studies and coherent with the global agenda and national priorities for children and sufficiently risk-informed to withstand changes in operating environment and context.

Question 2: To what extent the CP Horizontal Logic and the monitoring and evaluation (M&E) framework and Ecosystem is strongly developed and operational to measure the effectiveness of innovative strategies, expected Outcomes and Outputs both for development and humanitarian actions at federal and subnational levels and to generate timely information on changes in risk factors and mitigation measures.

Question 3: To what extent cross sectoral issues and strategies of equity, innovation, gender, climate change and humanitarian have been fully integrated into programming, and how these are measured.

3. Approach & Methodology

3.1 Evaluability Assessment Approach

In line with the objectives, a **participatory, consultative, and utilization-focused approach** will be adopted to address the strategic intent and benefit the users comprising of UNICEF officials, multiple partners and stakeholders. The overall approach will be iterative, with initial country programme analysis interspersed with preliminary consultations followed by further in-depth document analysis and key informant interviews. **Avenues for collaboration** and justification shall be built into the process through scoping discussions, validation of preliminary findings, and soliciting inputs from stakeholders on the draft evaluability assessment report.

This evaluation of the UNICEF Country Programme will utilize an adapted version of **Rick Davies (2013)' Evaluability Assessment Framework**. The EA will provide insights on the key evaluability questions using:

- **'In principle' evaluability:** which will look at the **nature of the program design**, including its Theory of Change (ToC), and assess if it is possible to evaluate it as it is described at present. Under this component, the adequacy of the program design including its clarity, coherence, feasibility, validity of underlying assumptions, and relevance will be assessed.
- **'In practice' evaluability:** which will look at the **availability of relevant data**, as well as systems and capacities in place for program delivery, capturing learning and program adaptation and reporting as per the current design of the Country Programme.

Utilize an adapted version of **Rick Davies' Evaluability Assessment Framework**.

Evaluability assessment will provide insights on the key evaluability questions using:

- 'in principle' evaluability:** will look at the nature of the program design, including its Theory of Change (ToC), and assess if it is possible to evaluate it as it is described at present. Under this component, the adequacy of the program design including its clarity, coherence, feasibility, validity of underlying assumptions, and relevance will be assessed.
- 'in practice' evaluability of the CP:** component will look at the availability of relevant data, as well as systems and capacities in place for program delivery, capturing learning and program adaptation and reporting as per the current design of the CP.

Availability and adequacy of relevant data and information

adequacy of the programme design

Systems and capacities in place for program delivery

Whether identified data sources are aligned with the activities?

Whether the activities are measurable / Their contribution to results could be measured?

Assess if the existing M&E frameworks, tools, and data collection and analysis systems are sufficiently risk-informed to measure the results

Whether plausible plans to monitor the KPIs in any practical manner exist?

Participatory and Utilization-focused

Strong engagement with UNICEF Nigeria



Other stakeholders and partners

Understand

Co-Develop

Adapt

Measure

Coherent with Sector strategic plans, NDF 2021-2025, Aligned to Nigeria's Context.

UNSDCF 2023-2027, UNICEF Strategic Plan 2022-2025, and Key Results for Children for WCAR

Strengthen links amongst the CP outcome areas through a shared understanding of results and programme logic amongst stakeholders

Maximize likelihood that UNICEF achieves expected results

Key Objectives

To ensure that the CPD 2023-2027 can be fully and meaningfully evaluated

Assess the extent to which the Design & accountability elements are developed

Assess if progress towards the results set out in the CP can be readily and reliably measured, monitored, and evaluated

Produce findings and recommendations that are useful & aid convergence in programming

The key cross-cutting theme for this evaluability assessment is human rights (focusing on children and young people) and gender equity. (HR GE)

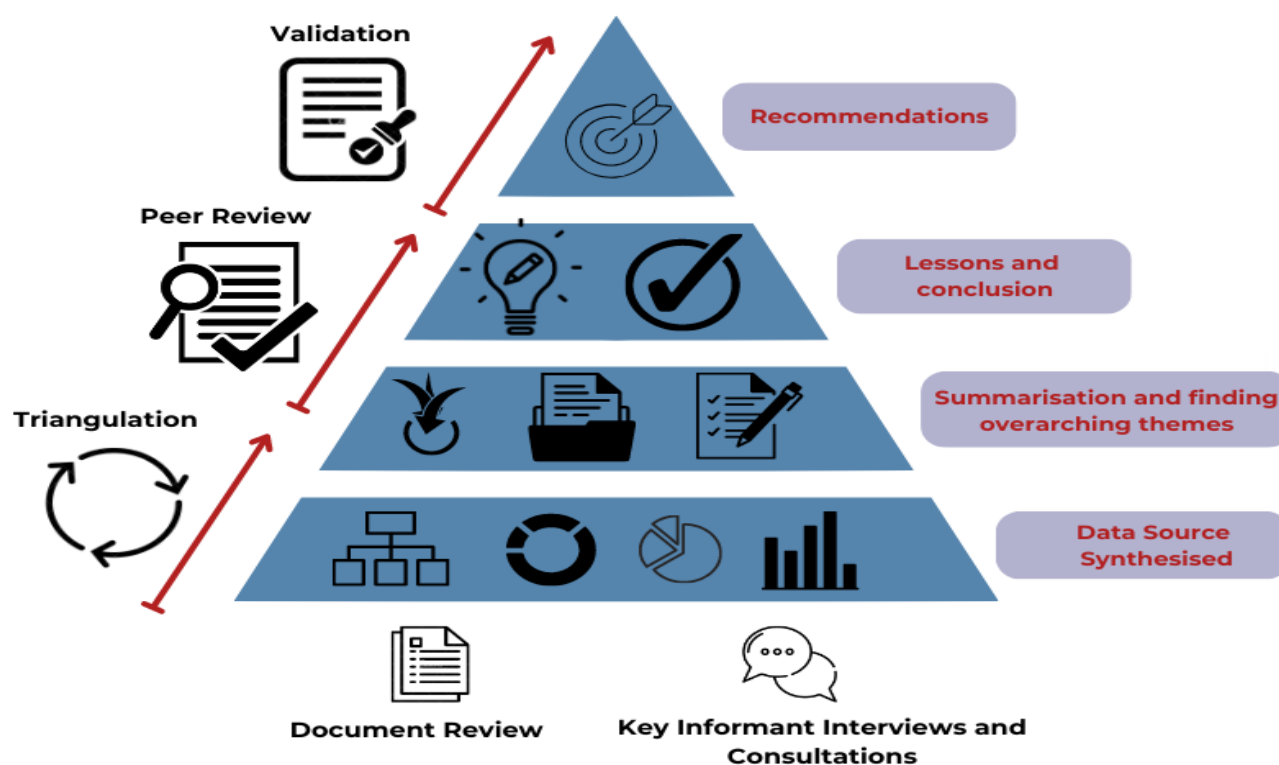
The achievement of the outcomes mentioned in the Results and Resources Framework requires a thoughtful analysis of the Program excellence design, the institutional context, the implementation capacity, measurability aspects and accountability systems upfront. It is also necessary to critically assess the complementarity i.e the integration of the sector plans with the country plan as well as the alignment of the Country plan with the National Development Plan and SDGs. In line with the same, we plan to assess the CP's evaluability against the mandated 4 parameters: (EA1) Program Logic and Structure (EA2) Program Measurability/Accountability (EA 3) Governance and Resources and (EA 4) Demand for Evaluation. EA1 and EA3 has been clubbed and covered under the project design. The table below depicts the same.

EA1+EA3 CPD DESIGN (Program Logic and Accountability Ecosystem, +Governance & Resources)	EA2 INFORMATION AVAILABILITY (MEASUREMENT & ACCOUNTABILITY)	EA 4 DEMAND FOR EVALUATION
- Clarity on ToC, Results framework, and assumptions - Relevance, logic and coherence of the strategies - Plausible design - Validity and reliability of indicators - Testable linkages within the design - Contextualise the CP and sector Prog - Consistency in the CP design with national priorities - Complexity of the interaction between CPD components - Agreement within the CPD on Governance and resources - Organizational Readiness - Structures, Procedures, Processes	- Prevalence of well-defined and SMART indicators - Availability of CP documents - Existence of baseline measures for CP indicators - Data availability for all indicators - Availability of CP-related data - Availability of gender-segregated data - Availability of reports of reviews/evaluations done - Capacity of existing M&E system - A Knowledge Management System in place to facilitate Access and Use of all evidence generated	- Stakeholder accessibility and availability for the country evaluation and thematic evaluations - Availability of resources for evaluation, Timing of evaluations - Coordination requirements for evaluation - Primary users of evaluation findings - Information required by stakeholders from the evaluation - Stakeholders' point of view on evaluation - Ethical issues concerning the evaluations - Anticipated and unanticipated risks

3.2 Evaluability Assessment Methodology

Data will be collected through a **desk review** of all the pertinent programme documents provided by UNICEF, as well as **key informant interviews (KIIs)** with major stakeholders involved in the programme (federal government, state and local, UNICEF and other UN organisations, programme implementing partners, private sector, NGOs, civil society organisations (CSOs), donors, and other consortiums) to bring out nuances in all the sectors engaged in the country programme. At this stage, we have mapped available resources to assess the extent to which the **existing evidence** provides a base to inform each area of assessment.

Literature review and secondary data will complement key informant interviews at national and state levels. Interviews will be semi-structured **to capture a cross-section of perspectives on the CP to guide the EA design**. The inputs and data from the desk review will be **triangulated by KIIs with pertinent stakeholders**. The approach to making judgments for each EA question will combine the principles of triangulation across responses and documentary sources to understand variations and consistencies of information across different sources, building an emerging narrative around each EA question. Triangulation will also allow help **cross-validate findings and minimise common method bias**.



3.2.1 Desk Review of Key Programme Documents

As part of the desk review of CP documents and secondary data analysis, we will review the UNICEF Global Framework, different programme evaluations undertaken in Nigeria so far (UNICEF programmes, and otherwise), national framework of Nigeria (including policies, strategic plans of other sectors, federal deliverables, Programme Documents, processes, and activities undertaken to date), and the UNICEF Programme Strategy Notes for each sector (. The documents have been broadly categorised into four categories:

1. **UNICEF Global Framework:** The documents reviewed included the 2023 Agenda for Sustainable Development, and the UNICEF Strategic Plan 2022-2025 (framework, goal areas, enablers, and strategies)
2. **Evaluation and Research Documents:** The documents reviewed included the evaluation of various programmes in Nigeria, such as the evaluation of UNICEF's coverage and quality in complex humanitarian situations, the evaluation of the UN joint programme to accelerate the SDGs in Nigeria, the evaluation of the UNICEF Country Programme of Cooperation 2018-2022, as well as evaluation of various sector programmes (nutrition, health, child protection, etc.)

3. **Nigeria National Framework:** A Review of documents related to various national-level policies in Nigeria for relevant sectors. This included a review of the National Strategic Health Development Plan (2018-2022), Education Sector Strategic Plan 2016-2019, the Monitoring and Evaluation Policy of Nigeria, the National Social Investment Programme, Nigeria Economic Sustainability Plan 2020, Nigeria One Health Strategic Plan 2019-2023, Nigeria Poverty Index report, and Nigeria's Opportunities in the Global Context
4. **UNICEF Country Programme Documents:** The documents reviewed included the UNICEF Nigeria Country Programme Document, the costed evaluation plan, description of focus states for the CP, and comprehensive Programme Strategy Notes for each sector (health, nutrition, education, WASH, child protection, and social policy) which described the UNICEF strategic programme focus, critical approaches, theory of change, results framework, and outcomes for each of these sectors.

A comprehensive list of documents and focus areas is presented in [Annexure 1](#). The findings from the desk review will feed into the checklist of questions/ KIIs for the assessment and provide insights against the KEAQs.

3.2.2 Key Informant Interviews

As part of the EA, key informant interviews will be conducted with the **relevant stakeholders across all EA parameters** to get a nuanced understanding of the Country Programme. A matrix of key stakeholders representing all stakeholder categories is presented in [Annexure 2](#) for review. This will be finalised with inputs from the UNICEF team.

In-depth interviews will be conducted among UNICEF staff and key partners (development partners, government stakeholders) to validate our findings from the desk review, and probing more around areas where information is either not updated or inconclusive or deficient. We will also explore the mechanism of data collection, compilation, aggregation, frequency and usage. We will also explore the **partner's capacity in collecting and collating the quality data, the feasibility of collecting data, and how well indicators are standardised across the partners to capture reliable data**. Further, through consultation with UNICEF staff, we will explore perspectives on the Country Plan, on each strategic and technical element with which the staff claims familiarity, and on the deep-dive parameters of the EA.

We will assess partners' capacity and methods for monitoring and reporting. We will also explore the **partner's capacity in collecting and collating the quality data, the feasibility of collecting data, and how well indicators are standardised across the partners to capture reliable data**

The KIIs would provide insights about participants' and their represented category's understanding of programme purpose, design and implementation; their agreement and disagreement on any aspects of the programme; their expectations from the assignment, evaluation objectives, process and use.

3.2.3 Data Analysis

An in-depth analysis of the findings from the desk review and KIIs will be carried out.

The qualitative data from the KIIs will be analysed in the following steps:

Step 1: *Transcription and translation of recordings discussions will be done (in English)*

Step 2: *A content analysis matrix will be developed as per the discussion guide to categorise responses to understand similarities and dissimilarities of stated facts.*

Step 3: The data will be cleaned by the researchers to ensure that only relevant information is kept.

Step 4: *A code list will be generated using the information areas covered in the checklist i.e., prior and open codes will both be used to analyse the content of the transcripts.*

Triangulation of collected data will be done to deepen and widen the understanding thereby improving the findings. It will not only facilitate validation of data through cross verification from different sources but will also help in testing consistency of finding obtained through desk review, consultations, and Key Informant Interviews.

3.3 Evaluability Assessment Criteria and Questions

The IPE Global team reviewed the 4 broad EA parameters, and associated EA questions which were provided in the Terms of Reference (ToR). These were found to be largely aligned with the EA's objectives, scope and stakeholder expectations. The KEAQs have further been detailed in the form of sub-questions, judgement criteria and source of information in the table below. The judgements will be based on the review of the relevant and available documents, stakeholder interviews and triangulation of the information.

Evaluability Assessment Question	Judgement Criteria	Source of Information
EA PARAMETER: DESIGN ELEMENTS- PROGRAM LOGIC AND STRUCTURE		
KEA Q1: To what extent the CP vertical logic (ToC and Results Chains) is evidence-based driven well-articulated and holistically relevant with causality analysis, lessons learned and recommendations from recent evaluations and studies and coherent with the global agenda and national priorities for children and sufficiently risk-informed to withstand changes in operating environment and context?		
1.1 Is the programme design relevant to the country context & coherent to the country strategy? Does the CP have a clear theory of change/logic model? If so, does it/do they address the problems identified? To what extent is it risk-informed?	• Presence/absence of explicit and articulated ToC that addresses the multi-faceted development issues of the country and people. • Clear articulation of risks and possible mitigation strategies	Document review: • Country programme document. • PSN WASH CO Consultation • PSN Social Policy CO Consultation • PSN Nutrition CO Consultation • PSN Health CO Consultation • PSN Basic Education CO Consultation • PSN Child Protection CO Consultation Key Informant Interviews: Nigeria Country Representative, Deputy Programme/ Deputy Representative, Evaluation Specialist, Program Results Managers/Chief and Planning, Monitoring and Reporting (PMR).
1.2 To what extent is the results framework of the CP coherently articulated and aligned to the country's context and national priorities? How aligned (if any) is it to the UNICEF Strategic Plan and the regional priorities? To what extent do the outputs, outcomes and overall goal follow the result chain logic? 1.3 To what extent are the results chains coherent, logical, and characterized by clearly articulated statements?	• Assessment of degree of alignment of the results framework with the regional and National priorities; congruence with the UNICEF strategic Plan • Assessment of whether the inputs, outputs, outcomes and impact are logically and appropriately mapped and linked to the goal.	Document review: • Country programme document. • National development plan • Results and resource framework • Programme strategy notes • UNICEF Strategic Plan 2022-2025 Key Informant Interviews: representatives of country management team, Evaluation Specialist, Program Results Manager.
1.4 To what extent did the Strategic Prioritization of children's issues and the Logic Model (TOC) are in compliance to the Evidence-Based Programming Guidance?	• Evidence from documents and stakeholder interviews that the ToC and the PSNs have been designed based on the findings, lessons and recommendations of various studies, independent evaluations, and research. • Assessment of the approach/es (right, comprehensive) to address the underlying	Document review: • Country programme document • Results and resource framework • National Monitoring and Evaluation Policy of Nigeria Key Informant Interviews: Nigeria Country Representative, Deputy Representative Programme-Programmes, Evaluation Specialist, Programme Results Manager/Chief.

Evaluability Assessment Question	Judgement Criteria	Source of Information
1.5 Did findings, lessons learned, and recommendations of independent evaluations, studies and research effectively used in the design and formulation of the CPD and PSN 2023-2027?	challenges regarding the situation of children and realization of their rights? Evidence from documents and stakeholder interviews that the ToC and the PSNs have been designed basis the findings, lessons and recommendations of various studies, independent evaluations, and research.	Document review: • UNICEF procedure on humanitarian, development, and peace nexus • Evaluation of UNICEF's coverage and quality in complex humanitarian situations • Evaluation Policy Brief Paper Eval Nigeria-UNICEF Nutrition CPC 2018-2022 • FGM Community Engagement Multi Country Evaluation_ Nigeria Final Report November 2021 • Impact Evaluation of Birth Registration in Nigeria 2012-2016 • Formative Evaluation of the Nutrition Component of the Nigeria–UNICEF Country Programme of Cooperation 2018–2022 • Final Evaluation of Girls' Education Project Phase 3 (GEP3) 2012–2022 in Northern Nigeria • Impact Evaluation of the Volunteer Community Mobilizer Network on Polio Eradication in Nigeria • Formative Evaluation Report -Acceleration strategies for achieving the Key Result for Children # 2 (Prevention of stunting) in Nigeria 2018- 2020 • UNSDPF 2018-2022 Nigeria Final Evaluation Report Final • SDG4 Evaluation Nigeria Final Report Published • SDG3 Evaluation Healthy Lives in Nigeria Final Quality Report • SDG3 Eval Nigeria Policy Brief • Final Evaluation Report OF UN 'Delivering as one (DaO) Program Implementation Modality in the focus states in Nigeria Key Informant Interviews: Nigeria Country/Deputy Representative (Country Office), Evaluation Specialist, Program Results Manager, Chief of Education, Chief of Social Policy, Social Policy Specialist, Chief of Nutrition, Chief of Child Protection, Chief of Health, Chief of WASH Section, Gender and Development Manager/Chief, Chief/Manager of Planning and Monitoring, Social Behavioral Change Manager/Chief.
1.6 To what extent do results statements and the results framework consider equity considerations to programming and gender responsiveness?	• Evidence on whether the results framework and outcomes have clear indicators and measurement frameworks for cross-cutting issues such as equity, gender, and humanitarian • Evidence of integration of cross-cutting issues in the CP	Document review: • Country programme document • UNICEF Gender Action Plan 2022-2025 Key Informant Interviews: Gender and Development Manager, Chief of Planning and Monitoring, Planning and Monitoring Manager
1.7 Is the programme design inclusive of vulnerable communities and Gender?	• Presence/absence of target groups (children, marginalized, youth, women)/	Document Review

Evaluability Assessment Question	Judgement Criteria	Source of Information
	Targeted strategy to reach and provide support and services to the target groups. Comprehensive & appropriateness of the strategy	- Country programme document - UNICEF Gender Action plan 2022-2025 - UNICEF Strategy to end Child Marriage - Situation Analysis of children in Nigeria - Advocacy toolkits (KRC 1-9) - UNICEF Immunization roadmap to 2030 Key Informant Interviews (KIIs): Gender and Development Manager, Chief of Planning and Monitoring, Planning and Monitoring Manager, Chief of Social Policy/Social Policy Specialist, Chief/Manager of Communications
1.8 Is the programme design and ToC adequately capturing the risks and mitigation measures	- Evidence from documents and stakeholders whether risks have been identified with mitigation appropriately and documented well-Presence/absence - Presence/absence of appropriate and continuous risk monitoring practices with well-defined periodicity	Document review: - Country programme document - National development plan - UNICEF procedure on country office annual management plan - UNICEF Strategic Plan 2022-25 Key Informant Interviews (KIIs): Nigeria Country Representative/ Deputy Representative Programme, Deputy Representative Operations, Chief Field Operations, Evaluation Specialist, Program Results Manager/Chief
1.9 To what extent have assumptions about the role of partners, government, and UNICEF been made explicit?	- Evidence of a partnership plan or a development strategy, with clear identification and demarcation of activities between the Government, UNICEF and other implementation partners - Evidence of any action plan or strategy note on how the different components of the CP and their partners will engage and collaborate to achieve the objectives and outcomes	Document review: - Country programme document. - Updated-NSHDP II Country Compact-Revised Key Informant Interviews (KIIs): Nigeria Country Representative Deputy Representative Programme, Evaluation Specialist, Program Results Manager/Chief, Chief of Communications
EA PARAMETER: PROGRAM MEASURABILITY/ACCOUNTABILITY		
KEA Q2: To what extent the CP Horizontal Logic and the monitoring and evaluation (M&E) framework and Ecosystem is strongly developed and operational to measure the effectiveness of innovative strategies, expected Outcomes, and Outputs both for development and humanitarian actions at federal and sub-national levels and to generate timely information on changes in risk factors and mitigation measures?		
2.1 Is the RRF aligned to the ToC? To what extent are indicators SMART? Assess whether and how the thematic areas sum up align and contribute to the overall CP results framework. Are the monitoring system and data from Government and Partners appropriate and adequate to measure the results	Presence/absence of a clear set of indicators based on SMART (Specific, Measurable, Attainable, Relevant, and Time-Bound) principles.	Document review: - Country programme document. - National Monitoring and Evaluation Policy of Nigeria - Programme Strategy Notes - Sector strategies till 2030

Evaluability Assessment Question	Judgement Criteria	Source of Information
	Assessment of data appropriateness and the extent to which these can be used for planning and monitoring purposes	UNICEF Strategic Plan 2022-25 Integrated Results and Resources Framework Key Informant Interviews (KIIs): Nigeria Country Representative, Representatives of country management team, Evaluation Specialist, Program Results Manager/Chief
2.2 To what extent does the CP staff and partners have capacity to provide data for monitoring and evaluation?	- Evidence of any M&E plan on how the different staff and their partners will engage and collaborate to share data - Assessment of the degree of alignment and consensus on CPs objectives, activities, and results framework across various partners - Assessment of the coherence and convergence of views and interests of different partners	Document review: - Country programme document. - National Monitoring and Evaluation Policy of Nigeria Key Informant Interviews (KIIs): Evaluation Specialist, Chief of Planning and Monitoring, Planning and Monitoring Manager/Chief.
2.3 To what extent are baselines available for all the CP indicators?	Evidence of baseline data	Document Review: - Country programme document (11 July 2022)- Results and Resource framework (Annex) - PSN WASH CO Consultation - PSN Social Policy CO Consultation - PSN Nutrition CO Consultation - PSN Health CO Consultation - PSN Basic Education CO Consultation - PSN Child Protection CO Consultation Key Informant Interviews (KIIs): Nigeria Country Representative, Deputy Representative Programme, Evaluation Specialist, Program Results Manager/Chief.
2.4 To what extent does the CP have a monitoring system to gather and systematize the information with defined responsibilities, sources, and periodicity?	- Evidence of M&E framework with clearly articulated roles and responsibilities - Presence/absence of appropriate and continuous risk monitoring practices with well-defined periodicity	Document Review: - Nigeria country compact (distribution of responsibilities given) - Monit & Eval policy of Nigeria – final NPC NM&EP (chapter 6) - NSHDP II final version _Nigeria health sector strategic plan (given in chapter 11, 2018-2022) Key Informant Interviews (KIIs): Evaluation Specialist, Chief of Planning and Monitoring, Planning and Monitoring Manager/Chief.

Evaluability Assessment Question	Judgement Criteria	Source of Information
2.5 To what extent does M&E framework incorporate risk management and the measurement of risk?	Evidence of M&E framework with clearly articulated risk measures and managements.	Document review: - Country programme document - UNICEF Strategic Plan 2022-25 - Monit & Eval policy of Nigeria – final NPC NM&EP Key Informant Interviews (KIIs): Deputy Representative Operations, Evaluation Specialist, Chief of Planning and Monitoring, Planning and Monitoring Manager/Chief.
2.6 Is there an adequate Knowledge Management System in place that facilitate Access and use of all evidence generated by UNICEF Nigeria and partners for evidence-based programming, learning and accountability of results?	- Evidence of the presence/absence of a KMS from interviews and data/documents. Degree of usage in programme design, learning and monitoring - Assessment of the process and systems developed for KMS and KPIs for internal/ external knowledge management monitoring and decision making - Existence of appropriate and robust tools and processes to store, manage, and disseminate data	Document review: - Country programme document. - Monit & Eval policy of Nigeria – final NPC MN&EP - UNICEF Strategic Plan 2022-25 Key Informant Interviews (KIIs): Deputy Representative Operations, Evaluation Specialist, Chief of Planning and Monitoring, Planning and Monitoring Manager/Chief.
EA PARAMETER: GOVERNANCE AND RESOURCES		
KEA Q3: To what extent are financial resources adequate to meet the intended results		
3.2 To what extent are financial resources adequate to achieve the intended results in the CPD? Are they adequate for each thematic area? SEAQ 3.2 To what extent are data and systems in place to let UNICEF assess the adequacy of resources to achieve the CP intended results? Assess adequacy of partnership arrangements to achieve the results	- Assessment of the adequacy of resources (funds, time, human resources capacity) of CP - Assessment of the adequacy of funds, staff, and capabilities of the implementation partners to collect, track and report the results of their respective programs/projects	Document review: - Country programme document- - Results and Resource Framework - UNICEF Strategic Plan 2022-25 Key Informant Interviews: Nigeria Country Representative, Deputy Representative Programme Programme, Deputy Programme Operations , Chief Field Operations, Evaluation Specialist, Programme Results Manager/Chief.
3.2 To what extent are there financial resources set aside for evaluation and evidence generation at the outset of the Country Programme?	Assessment of the adequacy of budget from data and interviews	Budget Office of the Federation/ Office of the Accountant General of the Federation/ Fiscal Responsibility Commission, National Bureau of Statistics
3.3 Is there adequate institutional and staff capacity among national and other partners to achieve the CP objectives	Assessment of the adequacy of institutional & staff capacity of national & other partners.	
EA PARAMETER: PLANNING EVALUATIONS		
KEA Q4 To what extent is there a demand for evaluation?		
SEAQ 4.1 To what extent is there a demand for evaluation? If no demand for evaluation is there, why is that? If some demand for evaluation exists, is it realistic given the programme design, budget and data availability?	- Presence of an evaluation plan for the duration of CP - Level of robustness, sufficiency, and completeness of the evaluation plan:	Document review: - Country programme document- Results and Resource Framework - Monit & Eval policy of Nigeria

Evaluability Assessment Question	Judgement Criteria	Source of Information
	Quality, comprehensiveness, the relevance of the planned evaluations to meet the needs of the primary users and provide the desired information in a complete and credible manner - Assessment of the appropriateness of the identified timings of the evaluations - Evidence of the presence/ absence of teams/ resources to manage the evaluation	- Evaluation Policy Brief Paper - Recommendations from various thematic evaluations - Country Office Annual Management Plan (AMP) - UNICEF Strategy documents for WASH, Health, Nutrition, Immunization etc (2016/20-2030)
4.2 To what extent is the CP Costed Evaluation Plan realistic and achievable?	Assessment of the extent is the CP Costed Evaluation Plan realistic and achievable.	Key Informant Interviews with CMT members and others: Nigeria Country Representative, Deputy Representative Programme, Ministry of Budget, Finance and National Planning. Evaluation Specialist, Chief of Planning and Monitoring, Planning and Monitoring Manager, Representative from Division of Data, Analytics, Planning and Monitoring (DAPM)

As part of the **analysis framework, we will develop an overall readiness scale** to rate the strategic, and technical parameters of the CP. The final ratings will be based on our team's judgement after considering all evidence and discussions with UNICEF officials.

Readiness Assessment Framework Scale		
Totally Lacking/ Very Poor	The element requires immediate adjustment in order to support implementation of the CP	Rating of 1
Sufficient/ Good	The element is ready to support delivery of outputs, but cannot demonstrate contributions to priority outcomes	Rating of 2
Optimal/Excellent	Robust evidence that supports achievement of outcomes, without any caveats	Rating of 3

Below is the Gantt Chart, depicting the timeline of the work plan and deliverables of the country programme evaluation.

[illegible]

[illegible]

4.2 Quality Assurance Mechanisms

We rely on robust processes and systems for maintaining quality delivery. **For quality control during data collection**, all the interviews will be conducted by the core evaluation team members who have done the desk review and prepared the inception report themselves. This will ensure that primary data collection activities include all the relevant questions and probes to answer the questions set out in the EA matrix. Given that there are no external data collectors under this exercise training has not been envisaged.

Given the objectives and qualitative nature of this exercise, data gathered from the various lines of evidence will be screened for the following criteria to ensure that it meets key quality standards for reliable data analysis:

- **Validity:** The extent to which data and information collected answers what we intend to evaluate
- **Integrity and Reliability:** Stable and consistent data collection processes and analytical methods and cross-validation of findings from different lines of evidence throughout the EA
- **Precision:** Having a sufficient level of detail to present a fair picture of performance and enable decision-making
- **Timeliness:** Making sure that findings are available at the right time to fulfil their purpose for reporting

We will conduct internal QA of all deliverables before submission of first drafts to UNICEF. This will cover normative criteria such as defensible design, independence, impartiality, useful recommendations; as well as technical criteria where the focus is on the contribution of the research and evaluation methods used, e.g., clarity, reliability and validity. The QA will ensure final reports are of high technical quality, easy to read and follow a consistent structure and style; and that there is a clear link between findings, conclusions and recommendations.

Additionally, we would utilise the periodic calls with the UNICEF team to flag any challenges or concerns that are faced and plan follow-up actions.

4.3 Ethical Considerations

Though this EA, we are committed to abiding by the highest ethical norms for data collection, analysis and reporting. During data collection, attention will be paid to ensure that the process is ethical and participants in the process can openly express their opinions, protecting the confidentiality of their answers. Overall, the [UNEG Code of Conduct for Evaluation in the UN System](#) will be strictly respected, notably independence of judgment, impartiality, honesty and integrity, accountability, respect and protection of the rights and welfare of human subjects and communities, confidentiality, avoidance of risks, harm to and burdens on those participating in the evaluation, accuracy, completeness and reliability of the report, transparency. The team will be sensitive to beliefs, manners, and customs and will act with integrity and honesty in her/his relationships with all stakeholders, ensure that their contacts with individuals will be characterized by respect, protect the anonymity and confidentiality of individual information.

Our assignment delivery will centre around the following key principles:

- **Learning:** to support **better decision-making and promote learning** among stakeholders
- **Accountability:** to uphold accountability in implementation and **assess results** at different levels
- **High ethical standards** and norms: **Integrity** (Honesty and Truthfulness, Professionalism, Independence, Impartiality, and incorruptibility), **Accountability** (Transparency, Responsiveness, responsibility to meet evaluation purpose and fair and accurate reporting), **Respect** (Access to the evaluation process, meaningful engagement and fair treatment and Fair Representation) and **Beneficence** (Explicit and ongoing consideration of risks and benefits, Do-No-Harm (non-maleficence),
- Properly resourced, **quality assured** and independently assessed.
- Abide by **Human Rights (HR) and Gender Equality (GE) principles**.

4.4 Logistic & Management Support

The following logistic and management support has been envisaged for rollout of the EA.

From UNICEF Nigeria Team

- Share the contact details of potential respondents of KIIs
- Timely review of Inception Report (incl. stakeholders' list shared) and feedback
- Introduction to external and internal stakeholders and authorization for IPE to conduct interviews under Evaluability Assessment
- Concurrent guidance during the assignment
- Timely Review of Evaluability Assessment Report

Annexure 1

List of Programme Documents for Desk Review

Type of Document	Document Name	Description and Content
GLOBAL FRAMEWORK	UNICEF Strategic Plan 2022-25(PPT)	- Framework of the Strategic Plan 2022-25 (Impact, Outcome, Outputs) 18 Result areas under the strategic plan - Ambition and programme accelerators for the 5 goal areas - Change Strategies- how UNICEF will achieve these results - Enablers- internal to achieve results - Integration of QCPR mandates
	UNICEF Strategic Plan 2022-25 (doc) - 4 August 2021	- Strategic Plan, Background and lessons learnt from previous strategic plan (2018-21) - Guiding principles, Strategic approach, and performance enablers - Partnerships and financing, Risk management and agenda 2030
	Update of the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2022–2025 - 25 April 2022	- Impact-level indicators, - Goal Area-level (outcome) and - result area-level (output) indicators.
	Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2022–2025 – 6 Aug 21	- UNICEF Strategic Plan, 2022–2025 results architecture - Features of the results framework - Alignment with QCPR and inter-agency common and complementary indicators - Impact-level indicators, Goal Area-level (outcome) and result area-level (output) indicators. - Change strategies, Enablers, result, and resource framework.
	2030 Agenda for Sustainable Development	- Visions and principals of the 2030 Agenda - Details about the 2020 Agenda, SDG goals and targets (17 goals) and means of implementation and partnerships
NIGERIA NATIONAL FRAMEWORK	Nigeria Company Compact- b/w federal govt of Nigeria and development partners (PPT)	- Background (Introduction, purpose, objectives, guiding principles) - Management and common working arrangements - Government commitments, Development partners signatories' commitment and Implementation of the compact - Estimated Cost of the NSHDP, Indicators for monitoring the implementation of the compact, Key results of National Health Plan and M& E systems, Schematic diagram for the Coordination Mechanism, Outline for Joint Annual Health Review
	Education sector strategic plan (2016-19)	- Background of the education strategic plan, out of school children (situational analysis, strategies for addressing the issue and challenges) + Action plan - Action plans for Basic education, Pre-service teacher education, Adult Literacy, TVET, Tertiary education - Nigeria education management information system (NEMIS) - ICT in education (situational analysis, strategies for addressing the issue and challenges) + Action plan
	NPC MN&EP (PPT)	- Nigeria country context, M&E practices, issues and challenges - Theory of change, intervention logic and M&E components and procedures - Institutional roles, responsibilities in M&E and implementation arrangements - Governance structure, operational procedures and performance reporting standards - Evaluation of National monitoring and evaluation policy
	One Health Strategic Plan (2019-2023)	- Nigeria Country overview and one health situational analysis of Nigeria - One health strategic plan (vision, mission, goals, core values, themes) + Five-year strategic plan - One year implementation plan and M&E framework for one health strategic plan
	Nigeria Multidimensional Poverty Index (2022)	- Background (since 2018) and status of MPI's - Policy framework, purpose of national MPI and Methodology adopted for MPI 2022 - Nigeria MPI results and multidimensional poverty among children

		Alignment of Nigeria MPI and national social register, Policy implications
	National Strategic Health Development Plan II (NSHDP) 2018-2022	- Background of NSHDP I and process of development of NSHDP II - Situational analysis of healthcare sector, vision, theory of Change, and structure of NSHDP- II - Strategic Pillars one to five and financial Resources: Costing and Budget of NSHDP
	Nigeria's opportunity within the global context (PPT)	- Global comparison of Nigeria with other developing and developed economies - Opportunities in 3 pro-growth dimensions and key priority areas for nigeria and recommendations for future
UNICEF NIGERIA CO STRATEGIC DOCUMENTS	CPD- Nigeria	- Programme rationale and background - Programme priorities and partnerships (health, WASH, education, child protection, social policy) - Effectiveness and budget table
	CEP 2023-27	This document provides detailed budget for different stages of evaluation
	CPD CPMP 2023-2027 (PPT)	- CPD (PSN's) and CPMP consultation and finalisation - CPMP consultation process
	Organisational Chart (proposed) – Annex	This document provides an insight into the proposed staff structure
	CPMP Final Submission (PPT)	This document gives an insight onto the staff turnover
	Basic Education Programme strategy note 2023-2027	- Background of the programme strategy - Situational analysis and priority issues - Theory of change, Programme framework (focus, implementation strategies, linkages with other programmes and results framework)
	Child protection programme strategy note (PSN) 2023-2027	- Introduction and background of the PSN - Theory of change, results structure and framework - Aligning results, strategies and resources - Monitoring achievement of output
	Health PSN 2023-27	- Introduction and background of the PSN - Situational analysis and priority issues, Theory of change - Programme framework (strategic focus and results framework)
	Nutrition PSN 2023-27	- Introduction and background of the PSN - Situational analysis and priority issues - Theory of change, UNICEF framework and required resources
	Social Policy PSN 2023-27	- Introduction and background of the PSN - Situational analysis and priority issues, ToC, UNICEF framework, Required resources, Monitoring of output
	WASH PSN 2023-2027	- Introduction and background of the PSN - Situational analysis and priority issues - Theory of change, UNICEF framework and required resource - Monitoring achievement of output
	Nigeria to West Africa and beyond (PPT)	- Acceleration to scale - Scope, Design and Partnerships
NCO INTERNAL EVALUATION AND RESEARCH	UN Joint DOA Evaluation Report	- Introduction to evaluation & Country context - Findings, Conclusions, lessons, recommendations, strategies
	Evaluation Of UNICEF's Coverage and Quality in Complex Humanitarian Circumstances	- Purpose, objective, scope, and target - Coverage and quality outcomes - Effects of strategies adopted by UNICEF (constraining or enabling) - Do UNICEF inputs enable or constrain programme coverage and quality
	Evaluation Of Un Joint-SDG Project in Nigeria	- Programme background and timeline - Evaluation design, methods, challenges and limitations - Contextual analysis of Nigeria - Evaluation findings and lessons learnt - Recommendations
	Final Evaluation Report Wash Programme (2014-2017)	- Introduction and objectives of evaluation (Theory of change, beneficiaries, stakeholders) - Evaluation purpose and scope - Evaluation design and methods - Findings and analysis - Lessons and recommendations

	Impact evaluation – Birth registration in Nigeria (2012-2016)	• Introduction, Object of the Evaluation • Evaluation Purpose, Objectives, Scope, and Evaluation Stakeholders, Evaluation Design, Methods, Quality Assurance, Ethics and Implementation • Findings & Analysis, Lessons, and Recommendations
	Formative Evaluation of Nutrition Component In Nigeria – UNICEF Country Programme 2018-2022 (same document name different content)	• Contextual background • Description of the programme • Purpose, objective and scope of evaluation • Evaluation questions and methodology • Data collection and analytical findings • Lessons learnt and recommendations
	Final evaluation of girls' education project phase-3 (2012-2022)	• Evaluation object, purpose, objectives, scope • Criteria and evaluation questions • Methodology adopted • Findings and preliminary conclusions
	Impact evaluation of VCM on polio eradication	• Overview, implementation and theory of change of the programme • Evaluation purpose, objective and scope • Evaluation and survey methodology and findings • Conclusions and recommendations • Limitations
	SDG 4 (infographic)	• Positive policies in Nigeria • Evaluation of effectiveness and impact of SDF 4 in Nigeria
	SDG 3 (infographic)	• Impact and equity • Evaluation of effectiveness and impact of SDF 3 in Nigeria
	Formative Evaluation of Nutrition – UNICEF Country Program 2018-2022	• Evaluation background • Findings and impact • Lessons learnt • Recommendations (Government, UNICEF, Donors)
	Nigeria UNSDPF Evaluation (2018-2022)	• Purpose, objective and scope of evaluation • Country context • Methodological approach • Findings from the evaluation and recommendations
	Evaluation of effectiveness and impact of SDG 4	• Introduction and background of education status in Nigeria • Evaluation purpose, objective and scope, methodology • Evaluation findings and analysis, and recommendations
	Evaluation of effectiveness and impact of SDG 3 (doc)	• Introduction and background of health status in Nigeria • Evaluation purpose, objective and scope • Evaluation methodology, Evaluation findings and analysis • Health policies implementation in Nigeria and recommendations
	Highlights of effective evaluation of effectiveness and impact of SDG 3	• Health policy framework in Nigeria , Health financing and efficiency • Effectiveness and impact • Driving factors of maternal and child health • Equity status and policy recommendations
	Evaluation management response in Nigeria 2023	• Planned use of Nutrition CPC formative evaluation 2018-2022 • Special responsibility dedicated to UNICEF (6 recommendations)
	Acceleration strategies for achieving KRC 2 (prevention of stunting) 2018-2020	• Background of health structure and prevalence of stunting • Purpose, objective and scope of evaluation • Criteria and evaluation questions • Methodology adopted • Findings and conclusions, Lessons learnt and recommendations
	Multi country evaluation to end FGM in Nigeria	• Objective of evaluation of programme (country context, purpose, goal, impact), Theory of change • Results, achievements, Lessons learned recommendations
COMPLEMENTARY DOCUMENTS	UNICEF Procedure on country office AMP/RMP& CMT	• Applicability/Scope, Procedure Statements and elements • Special Considerations in Emergency Contexts • Risk Management, • Document Management Information Page
	UNICEF Immunization Roadmap to 2030	• UNICEF's Comparative Advantage, and strategic shifts • Programming framework and change Strategies • Programming Approaches
	Nutrition for Every Child	• Child Malnutrition Today-Vision, Goal and Objectives • Programming Principles and result Areas

Strategy for Health 2016-2030	- Rationale and methodology for developing the strategy - Strategic Focus and implications for UNICEF operations - Implementation of the Strategy and phase
Strategy for WASH 2016-2030	- Rationale, UNICEF's strategy for WASH - Implementing the strategy
UNICEF Procedure on Humanitarian, Development, Peace Nexus	- Rationale, Applicability/Scope - Procedure Statements, Procedure Elements - Risk Management, Document Management Information Page
Integration of the SDGs into NDP	- Review of Implementation of the SDGs in Nigeria - How we achieve the SDGs
Impact Evaluation- Birth Registration in Nigeria 2012-2016	- Introduction, Object of Evaluation - Evaluation Purpose, Objectives, Scope, and Evaluation stakeholders, Evaluation Design, Methods, Quality Assurance, Ethics, and Implementation - Evaluation Findings, Analysis, Conclusion, and Recommendations
Final Evaluation of the UNICEF supported Federal Gov WASH (2014-2017)	- Introduction and objectives of evaluation (background and ToC) - Evaluation purpose and scope - Evaluation design and methods (Methods, limitations and management) - Evaluation findings and analysis
Nigeria Demographic and Health survey	- Marriage and sexual activity, Fertility, Fertility preferences and Family planning, Infant, child mortality and maternal Healthcare - Child health and nutrition of children and women - Malaria, HIV AIDS related knowledge attitudes and behaviour - Adult and maternal mortality, Women's empowerment, domestic violence and disability, Female Genital Mutilation
Evaluability Assessment Guidance	- Purpose of evaluability assessment, Use of evaluability assessment - Evaluability tools, estimate cost and level of efforts - Evaluability resources
Nigeria National Development Plan 2021-2025	- Economic growth and development - Infrastructure, and public administration, Human capital development and social development, Regional development - Plan implementation, communication, financing, M&E
National Strategy to end child marriage in Nigeria	- General Introduction, Conceptual approaches to the development of the strategy, situational analysis, direction on ending child marriage - Strategic objectives and interventions, Implementation, monitoring and evaluation plan, Funding for the strategic plan
Nigeria UNSDCF 2023-2027	- Country progress towards the 2030 agenda - United nations development system support to the 2030 agenda - Cooperation framework implementation plan
UNICEF KRC 9 toolkit	3 KRC accelerator practice categories, Criteria of accelerator practices, Promising practice (Cote d'Ivoire), Strategic approach, challenges and results, Lessons learnt and next steps
KRC 2 stunting prevention toolkit	- Purpose of the toolkit, Impact of COVID 19 - Opportunity to accelerate the scale-up of high-impact interventions - Key changes to be achieved, Main agents of Communications toolkit: Guidance, resources and inspiration, Tools for A&C
KRC 1 toolkit	- Immunisation: what's at stake? What do we want to achieve and impact of COVID 19 on immunisation - Messages, assets and channels per audience, Communications toolkit corner, Guide for videos frontline workers interviews
KRC 3, KRC 4 Toolkit	- KRC 3: Equitable and sustainable access to children - KRC 4: Improved learning outcomes- what's at stake? What is the purpose of the toolkit? - Key players and expected changes-What are the key messages? - Messages, assets and channels per audience, Monitoring framework, Communication toolkit corner
KRC 5 toolkit	- Purpose of the toolkit, Agents of change and what they should do - What are the key messages, Communications toolkit
KRC 6 toolkit	- Impact of COVID-19 on child marriage, Change strategies - Communications toolkit
KRC 7 Toolkit	Birth registration: what's at stake?

		- Regional prevalence and change strategies, A challenge in the era of COVID-19, Audiences and expected changes - Messages, assets and challenge, Communication toolkit corner
	KRC 8 Toolkit	- Background and purpose of the toolkit - Impact of COVID-19, Main agents of change - Communications toolkit
	Situational analysis of children in Nigeria	- Child poverty in Nigeria at a glance, Nigeria and its children - Country context and child poverty, Child survival and development - Education and protection, Other child rights issues and key policy reforms for comprehensive realisation of child rights
	UNICEF Gender Action Plan 2022-2025	- Global context , Overarching principles and priorities - Gender in programme strategies and results - A whole institution approach

Annexure 2

Key Stakeholders

Organization	Stakeholder (Department/Agency)	Relevant Sector/ Purpose
UNICEF	Nigeria Country Representative	Country Management Team responsible for Country Office Annual Management Plan (AMP), CPD, etc
	Deputy Representative Programme-Programmes	
	Deputy Representative Operations-Operations	
	Evaluation Specialist, Office of Representative, Nigeria	
	Manager/Chief of Field Operations and Emergency	
	Program Results Manager/Chief	
	Gender and Development Manager	
	Planning and Monitoring Manager and/or Chief of Planning, Monitoring and Reporting	
	Division of Data, Analytics, Planning and Monitoring (DAPM)	
Other UN Agencies	UNDP	To be finalized with UNICEF Team
Government Ministries and Departments	Department of National Monitoring and Evaluation	Central Repository for all monitoring and evaluation reports
	Ministry of Education	Education
	Ministry of Health (National Policy on Food and Nutrition)	Health, Nutrition
	Ministry of Water Resources, Rural Water Supply and Sanitation Agency	WASH
	Ministry of Budget, Finance and National Planning	Nutrition, Social Policy
	Ministry of Humanitarian Affairs, Disaster Management and Social Development	Social Policy
	Universal Basic Education Committee (UBEC)	Education
	Nigeria Educational Research and Development Council	Education
	National Committee on Food and Nutrition	Nutrition
	State Primary Health Care Development Boards	Health
	State Universal Basic Education Boards	Education
	State Ministry of Water Resources	WASH
Programme Partners (NGOs, Private Sector)	GenU Nigeria	Education
	Action Against Hunger	Nutrition, Social Policy, Health
	Lixil	WASH
	Unilever	WASH
	Save the Children	Child protection
	Pathfinder International	Health
	High Level Women Advocacy (HiLWA)	Education
	Alive and Thrive	Nutrition
	BMGF	Health, Nutrition, Education
	African Development Bank	Child Protection
	Bureau for Humanitarian Assistance	WASH
	Global Fund	Health, Others

Annexure 3

List of Meetings and Consultations Conducted So Far

S.No.	Date	Participants	Key Takeaways
1.	18 July 2023	Robert Ndamobissi (UNICEF Nigeria Office), Alejandra Moncada Bustamante (UNICEF), IPE Team	IPE Global had to send scope and timeline presentation (4-5 slides) to UNICEF team for review
2.	14 August 2023	Donatein Tameko (UNICEF Nigeria Office), IPE Team	- Review of what has been done so far - UNICEF to share CP mid year documents for desk review - UNICEF to give inputs on scope and timeline ppt shared last time - UNICEF to share missing documents - UNICEF to share documents related to outcomes of first six months of sector implementations - Detailed schedule of deliverables – UNICEF to get back on that

