EMR Tracker

Evaluation Management Response Document

Region: WCAR

Office: Nigeria

Evaluation Year: 2024

Evaluation Title: Evaluability Assessment of Nigeria - UNICEF's Country Programme of Cooperation 2023-2027 (EA)

Person In Charge For Follow Up to Management Response: Donatien Tameko

Overall response to evaluation
UNICEF Nigeria acknowledges the findings and recommendations from the Evaluability Assessment. The insights provided are invaluable for enhancing program effectiveness and ensuring alignment with national priorities. This Management Response Plan outlines actionable steps to address the recommendations and improve overall program performance. The findings from this evaluability assessment will enhance the program planning excellence, the measurability, and the coherence of the ongoing Country Program of Cooperation. The final recommendations of the EA will contribute to strengthening the CP coherence, measurability, and effectiveness. In addition, addressing recommendations from this EA will strengthen risk-informed programming by linking humanitarian and development programming for children in Nigeria.

Planned Use of the Evaluation
Nigeria Country Office will use the findings and recommendations to optimize the program's design, operational logic, and overall effectiveness, thereby ensuring the theory of change reflects both practical realities and contextual specificities. This means that efforts will be made to improve how we design and implement the Country Program, ensure that work plans are fit-for-purpose, agile, and reflect the needs and rights of children and women. The NCO will also ensure that capacities for implementation are created to match demand and contextual strengths and opportunities. These modifications will facilitate the improvement of the monitoring and evaluation (M&E) framework, which is particularly crucial for the first-ever comprehensive Country Program Evaluation to be conducted at the conclusion of the program cycle (2023-2027). Furthermore, the insights derived from the Evaluability Assessment will advance Result-Based Management and Programming competencies among UNICEF staff and key implementing partners, while simultaneously strengthening data collection methodologies and refining intervention/change strategies. The evaluation outcomes will inform Nigeria Country Office's evidence-based advocacy initiatives to support policy formulation and strategic decision-making processes, optimize resource allocation mechanisms, and enhance national data collection and M&E capabilities at Federal and state levels. By addressing the recommendations from the E.A., UNICEF NCO will reinforce coordination mechanisms between/within Ministries and implementing partners for better results for children.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	UNICEF Nigeria needs to consider multisectoral actions to strengthen coordination, planning, and accountability to mainstream and strengthen programming on disability rights in all program components (Recommendation A, issue 1(Disability)).				Agree	
1.0	Establish disability technical working group and conduct a mapping of UNICEF interventions in line with the UNICEF Disability Inclusion Policy and Strategy (DIPAS)	UNICEF NCO	Alejandra Moncada Bustamante,F Khan	12/31/2024	Completed	A mapping on disability was completed and is being used to identify UNICEF NCO alignment with the DIPAS (Global strategy to mainstream disability work) The mapping also provides opportunities to upscale ongoing efforts and list available studies and tools available to inform disability planning.
1.0	Integrate a chapter PwDs/CwDs in the SITAN and analyze cross-cutting barriers and bottlenecks for disability programming	UNICEF NCO	Charlotte Lie-Piang,Wayne Bacale	12/31/2024	Completed	An analysis of existing data on disability was part of the SITAN. The results will serve the advocacy strategy and program work plans

1.0	A3-Integrate disability-specific KPIs into monitoring frameworks	UNICEF NCO	Charlotte Lie-Piang	4/30/2025	Completed	The review of RRF to integrate disability - specific KPIs has been completed. The NCO agreed that integrating disability-specific KPIs must start from the SITAN. In line with the previous a full chapter on disability was part of the SITAN. The Field Monitoring Module probes for the inclusivity of children with disabilities in services or information. A disability review exercise is planned for 2026 as part of the evidence to inform the new country programme and may also inform changes to the current results framework.
1.0	Develop disability advocacy strategy	UNICEF NCO	Rajat Madhok,Row Khan	9/30/2025	Cancelled	The NCO estimated that the disability advocacy needs to be based on sound evidence. In addition to the expected findings on disability from the MICS Survey, a disability review exercise is planned for 2026 as part of the evidence to inform the new country programme and may also inform changes to the current results framework, and help design the advocacy strategy
2	Use Programme Review to align emerging priorities (climate action, MHPSS, gender-transformative parenting). Recommendation A issue 2				Agree	
2.0	Develop a climate action integration strategy, including its articulation in the programme structure	UNICEF NCO	Chiranjibi Tiwari	6/30/2025	Completed	A new output focussing on Climate Change program for the country has been developed and endorsed by the CMT. The Output provides details of the interventions, activities, and indicators that will be monitored, providing a robust framework for the evaluability of climate change programming. A multi-sectoral task team is recommended to be established to ensure proper integration of the output with sectoral programs and to monitor the implementation of the Climate Change program. Future steps include collating all climate-change-related interventions and indicators to strengthen coordinated planning, implementation, and reporting.

2.0	Design and implement an NCO MHPSS framework across program sections	UNICEF NCO	Mona Aika,Ibrahim Sesay	8/31/2025	Completed	- Conducted a gap analysis on Mental Health and Psychosocial Support (MHPSS) for children in Nigeria. - Developed a training manual for frontline workers. - Facilitated training across Northern states. - Provision of MHPSS services for children and women is ongoing.
2.0	Design a gender-transformative parenting approach	UNICEF NCO	Takudzwa Kanyangarara	9/30/2025	Completed	Update • The Fathers for Good Health initiative, originally launched in two LGAs has been expanded to 10 LGAs in Bauchi and also to Adamawa and Gombe States. A flip chart, which orients fathers on the routine immunization schedule and the importance of fathers' involvement in their children's health was developed and orientation of the F4H volunteers on the flipchart is currently ongoing in Bauchi, with sessions planned for the other states in the new year. As part of the Bauchi FO's integration efforts, the F4H groups have also been leveraged to support child protection (birth registration and positive masculinities) and nutrition programming. *Positive parenting programme has been rolled out in 6 states (Osun, Zamfara,Imo, Katsina, Bauchi and Gombe). The programme consists of 10 sessions with parents and/or caregivers of adolescent children specifically. 6900 parents and caregivers will graduate by December with knowledge on positive disciplining methods, effective communication, practicing emotional well being and ending sexual violence against children. All the attending parents and caregivers received a state specific referral tool to be able to respond to sexual violence. Apart from gaining knowledge and tool, parents and caregivers are actively forming parenting support groups to strengthen community level child protection system. *The Playful Parental Engagement Programme was assessed, and an additional booklet was developed to support the 0-3 age group parents. The programme aims to support the development of parents' knowledge and skills in actively engaging in their child's learning process and

						in communicating with schools as important partners in identifying children's needs. The results confirmed its relevance for strengthening home-school learning continuity. 3,911 parents, teachers and community members have been trained on the programme. The Rapid Gender Barrier Analysis (RGBA)—conducted to inform Nigeria's Gavi FPP application and strengthen immunization programming at a broader scale—generated valuable insights into gender, behavioral and social factors influencing immunization. The analysis drew on established global Gender and Social and Behavioral Change (SBC) frameworks to guide its findings. Previous • As part of the polio and routine immunization programming, men's groups have been established or strengthened to address vaccine non-compliance and promote fathers' involvement in children's health. • For Child Protection, a bi-Alayo Programme for Parents and Teens Family Guidebook is being contextualised and will be rolled out in Q3. • In education, training sessions are being conducted on playful parental engagement in early childhood education to encourage caregivers, including fathers, to play a key role in enhancing their child's development. • Through the nutrition programme, there is ongoing advocacy for six months of paid maternity leave for civil servants. The programme is also leveraging social and behaviour change approaches to challenge harmful gender norms around the roles of fathers and mothers in childcare and feeding - In the near future, NCO will initiate a mapping of ongoing parenting initiatives in Q2. However, several program sections are already taking key actions to enhance gender-transformative parenting across the life course in alignment with UNICEF's global vision for elevating parenting.
3	Develop a Country Programme level theory of change (Recommendation B, Program Logic and Design)				Disagree	

4	Improve the intersectionality between sector-specific theories (Recommendation B, Program Logic and Design)				Agree	
4.1	Update sectoral ToCs for alignment with the intersectoral work streams	UNICEF NCO	Charlotte Lie-Piang	1/31/2025	Completed	- A revision and alignment of PSN ToRs was mandated for program section annual review - All program section reviewed their ToR, and confirmed their relevance and alignment with NCO intersectorall work streams. - Specific efforts were devoted to ensuring that the revised ToR captured the NCO 5 key accelerators
4.1	Create ToC monitoring framework	UNICEF NCO	Charlotte Lie-Piang	5/31/2025	Completed	Based on the section's revised TOC, Indicators are reviewed/revised to enable monitoring and RRF is developed
5	Reduce the overall and sector-specific funding gap that presents a significant risk to the achievement of CP results (Evaluation Recommendation C, Governance and Resources)				Agree	
5.1	Conduct a comprehensive funding assessment	UNICEF NCO	Wayne Bacale,Rown Khan	2/28/2025	Completed	- NCO funding comprehensive funding landscape was assessed as part of the program review and the funding cuts resulting from the decision of the new administration in USA
5.0	Develop a resource mobilization strategy	NCO	Rownak Khan,Wayne Bacale	3/31/2025	Completed	- Strategy developed - Donor mapping completed - Targets set
5.1	Implement financial efficiency measures	NCO	Wayne Bacale	12/31/2025	Completed	- Measures identified/Memos - Savings tracked by Deputy Rep/Programme and Operations
5.0	Establish private sector partnerships	UNICEF NCO	Wayne Bacale	9/30/2025	Completed	Private Sector Partnerships Engagement Strategy under development
6	Improve clarity and address gaps in the Results Framework (Recommendation D, Programme Measurement and Accountability)				Agree	
6.1	Review and strengthen the CPD RRF vertical logic	UNICEF NCO	Charlotte Lie-Piang	3/31/2025	Completed	- RRF from PSN and Work Plans were reviewed as part of the annual review - Updates made in the RRF were made and actions taken in the RAM planning
6.0	Revise indicators for SMART compliance: (a) review and revise consistency in baseline values reported in CPDs and PSNs and align target setting appropriately. (b) revise and calibrate baselines and targets to align with historical trends and realistic expectations. (c) establish annual milestones and targets with attention to states	UNICEF NCO	Charlotte Lie-Piang	3/31/2025	Completed	All RAM indicators and their baselines and targets have been updated for 2025-27, and revisions can be done by Q1 each year

6.0	Develop a data disaggregation framework to systematically include age, gender, disability, geography, and wealth quintiles.	UNICEF NCO	Wayne Bacale,Charl Lie-Piang	6/30/2025	Completed	Data gaps have been identified in the SitAn and key consideration for disaggregation has been part of MICS survey design, PMR worked on development of digital ecosystem for monitoring that considers the disaggregation of the data by equity markers.
7	Develop a robust Knowledge Management (KM) plan to optimize research studies, address knowledge gaps, and ensure information sharing across teams and partners (Recommendation E, Demand for Evaluation)				Agree	
7.0	Develop a comprehensive KM plan	UNICEF NCO	Wayne Bacale,Safiya Yoba Akau	5/31/2025	Completed	Recruitment of new KM specialists completed. A KM festival organized to create awareness and develop a strategy for an Office -wide KM's approach
7.0	Establish a repository for knowledge products and create knowledge-sharing mechanisms	UNICEF NCO	Safiya Yoba Akau,Wayne Bacale	6/30/2025	Completed	A repository of KM product created alongside the organization of the KM festival
7.0	Develop and implement a utilization tracking system for evidence (surveys, research/study, evaluation) products	UNICEF NCO	Safiya Yoba Akau,Wayne Bacale	7/31/2025	Completed	None
8	Develop a comprehensive planning for the upcoming MTR or Programme Review to enhance learning, utility, and accountability (Recommendation F, Programme Review)				Agree	
8.1	Finalize the NCO Acceleration and Scaling-up strategy and plan, and ensure its implementation in the 2025-2027 Work Plans	UNICEF NCO	Rownak Khan,Wayne Bacale	3/31/2025	Completed	- Acceleration strategy and plan developed - 2025-2027 Work Plans finalized with key interventions for the acceleration and scaling-up
8.0	Create robust coordination and monitoring mechanisms to ensure greater focus and timely implementation of the 5 acceleration pillars	UNICEF NCO	Wayne Bacale,Rown Khan	12/31/2025	Completed	- Coordination group formed - Regular monitoring conducted at the end of Q2 and Q4