

TERMS OF REFERENCE

FOR

**EVALUATION OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT
PARTNERSHIP FRAMEWORK (UNSDPF) (2018– 2022)**

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1. Introduction

The Nigeria United Nations Sustainable Development Partnership Framework (UNSDPF) 2018-2022 is the common strategic framework for the operational activities of the United Nations System (UNS) in Nigeria. It provides a collective, coherent and integrated UNS response to the country's priorities and needs, expressed in long term vision 20:2020, the Economic Recovery and Growth Plan (ERGP) 2017 – 2020 and African Union (AU) 2063 agenda. Nigeria's development priorities are also expressed within the framework of the Sustainable Development Goals (SDGs) and other commitments, goals and targets of other international, conventions and human rights instruments of the United Nations. In line with the "Norms and Standards" and the "Ethical Guidelines for Evaluation" of the United Nations Evaluation Group (UNEG), the Cooperation Framework (CF) Monitoring and Evaluation (M&E) guidelines and Organization for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) evaluation criteria, it is mandatory for Country teams to evaluate their strategic framework for accountability and learning, and improving performance of subsequent Cooperation Frameworks.

The evaluation of the UNSDPF is a joint UN process, conducted with national partners, to assess the progress made towards Nigeria's development priorities selected within the UNSDPF. It will also take stock of the environment within which the UN is operating and assesses the effectiveness of UNSDPF as a tool of support to the achievement of national priorities and enhanced coordination and harmonization among all UN agencies. The evaluation will provide a unique opportunity to assess achievements against the planned results; and the relevance, effectiveness, efficiency and sustainability of UNSDPF outcomes, interventions and strategies. The evaluation will identify issues and gaps and proffer strategic and usable recommendations that the UN and its partners (Government, NGOs, donors, civil society organization, private sector, academia etc) will utilize to improve the strategies, implementation mechanisms, and the management efficiency of the new Cooperation framework to be developed. The United Nations in Nigeria is therefore, seeking the services of qualified independent consultants to lead the conduct of this Evaluation. Firms and companies are also encouraged to apply for this opportunity with the view of putting forward experts for this assignment.

2. Country Context and UNSDPF highlights

Nigeria is a Federal Republic, with 36 States, a Federal Capital Territory (FCT), and 774 Local Government Areas (LGAs). The country is divided into six geopolitical zones for political and administrative purposes. With an estimated population of 206.1 million and an average family size of 5.8 people per household and a growth rate of 2.6 per cent, Nigeria is the most populous country in Africa and the seventh most populous in the world. The country's population is projected to grow by 30 per cent (60 million people) between 2020 and 2030 and then double to about 400 million by 2050¹. Women of childbearing age account for 22.5 per cent of the population and the total fertility rate (TFR) is 5.3². Most of the population is young with 45.7 per cent under 15 years and 31.7 per cent between age 10-24 years, contributing to the high dependency ratio of 98 per cent. One in five households are headed by women, and one-third of households have a head of household with no education³.

Nigeria has the largest economy in Africa with a GDP of \$429.91bn as at 2020⁴. In 2017, when the United Nations Sustainable Development Partnership Framework (UNSDPF) was developed, the gross domestic product per capita was US\$ 1,966.74 but rose to US\$2,359.14 in 2019 but declined to U.S.\$2,084.05 in 2020. In 2016, the National Bureau of Statistics (NBS) revealed that 64% of the population lived below the poverty line of \$1.90 per day. As of 2019, updated data generated with a new methodology (1week survey instead of 4 weeks)⁵ indicated a poverty rate of 47.6 per cent⁶. Besides, the Nigerian economy is recovering from two major recessions including the 2016 recession which ended in 2017 and the 2020 recession entered in the 3rd quarter of 2020 and exited in the fourth quarter of 2020. The Nigerian economy officially exited the 2020 recession with growth of 0.11per cent⁷.

In 2017, Nigeria with a Human Development Index (HDI) of 0.527, ranked as the 152nd among the qualifying countries in

¹ Nigeria's 2020 Voluntary National Review (VNR) on Sustainable Development Goals

² Nigeria Demographic and Health Survey (DHS) 2018

³ *WASH NORM 2019:16*

⁴ <https://www.nigerianstat.gov.ng/>

⁵ www.nigeriastat.gov.ng

⁶ 2020 SDG report and SDG Index Dashboard

⁷ National Bureau of Statistics (NBS)

the world. This index has however dropped to 161 in 2020 with a score of 0.534⁸. The low HDI continues to place Nigeria in the category of countries with a low human development performance. Nigeria also continued with a low ranking in the Gender Development Index at 158 with no significant improvements between 2018 and 2019. Nigeria showed some decline in the Human Capital Index with a score of 0.36, down from 0.4 in 2019.

Developmental shortfalls persist in Nigeria and take several forms including reduced earnings for individuals, poor social indicators, wide income gaps, gender inequalities and a huge infrastructural disparity between the rural and urban locations. As at 2017, only 5 per cent of Nigerians were covered under the National Health Insurance scheme making most of the populace having limited access to health insurance. For health indices, there was a slight decrease from 2013 to 2018 (NDHS) in infant mortality rate from 69 deaths per 1000 live birth to 67 deaths per 1000 live births, maternal mortality rate from 576 per 100,000 to 447 per 100,000, under 5 wasting from 18 per cent to 7 per cent, underweight from 29 per cent to 22 per cent while the under 5 stunting remains at 37 per cent for both time periods. The under 5 mortality rate however increased from 128 deaths per 1,000 live births to 132 deaths per 1,000 live births. The 2013 NDHS indicated that access to education remains a challenge with a national primary school attendance ratio of 64 per cent which slightly increased to about 70 per cent in 2018. With a Gender Development Index of 0.881 for 2019, and a global gender gap index of 0.635 in 2020, Nigeria has made a significant progress in gender equality from 2017. However, gender gaps remain widely reflected in the political, economic and social life of the country.

Environmental, ecosystem and natural resources management remains a challenge given the unsustainable exploitation of natural resources which expose the population to climate change vulnerabilities. In 2017 when the partnership framework was developed, Nigeria had one of the highest rates of forest depletion in the world (0.72 per cent - 2.38 per cent). Justice, peace and security identified as a major challenge during the preparation of the partnership framework continued to pose significant challenges to Nigeria's inclusive economic growth and development aspirations. The humanitarian situation in parts of Nigeria especially in the Northeast and recently in the northwest and northcentral remains a challenge with attendant crisis arising from insurgency, farmers/herders clashes and issues of kidnapping across the nation.

The Nigeria UNSDPF - 2018-2022 was developed to tackle the identified developmental challenges of the country and, therefore, provides the frameworks for partnership and cooperation between the Government of Nigeria and the United Nations Country Team (UNCT). It was signed in July 2017 and is the fourth in the series of Common Country Programme Documents produced by the United Nations System in Nigeria. The document differs significantly from previous United National Development Assistance Framework (UNDAF) document in several ways including: the application of the Standard Operating Procedure for UN coherence, the emphasis on partnerships, the focus on Sustainable Development Goals (SDGs) as the foundation, and its participatory formulation approach with the Nigerian Government and key stakeholders through an elaborate consultative process that upholds the principles of the Paris Declaration on Aid Effectiveness. The 2018-2022 UNSDPF comprises three strategic objectives/ result areas and nine outcomes summarized as follows:

Strategic Objectives/Result Area groups	Outcomes
1) Governance, Human Rights, Peace and Security	Outcome 1: Good Governance and rule of Law: By 2022, governments at all levels apply principles of good governance, equity, non-discrimination and rule of law in public service delivery and citizen engagement
	Outcome 2: Humanitarian Response, Peacebuilding and Security: By 2022, citizen coexist peacefully, enjoying increased resilience, higher state capacity for humanitarian response, and reduced incidence of armed and violent conflicts in the country /cross border
2) Equitable Quality Basic Services	Outcome 3: Health, Nutrition and HIV/AIDS: By 2022, Nigerians, with focus on most disadvantaged, have access and use quality health, nutrition and HIV&AIDS services
	Outcome 4: Learning and Skills Development: BY 2022, Nigerians, with a focus on the most disadvantaged children and adults, access and complete quality education which provides relevant skills and knowledge for lifelong learning.
	Outcome 5: Water, Sanitation and Hygiene (WASH): By 2022, Nigerians with a focus on the most disadvantaged, have sustainable access to and use safe and affordable water and sanitation services, adopt good hygiene practices; and live in an open defecation free environment

⁸ <http://hdr.undp.org/en/2020-report>

	Outcome 6: Protection: By 2022, the National and State Protection Policies are implemented and adequately financed with protection system and services strengthened to effectively prevent and respond to violence, abuse exploitation (including trafficking) and harmful social norms, with a focus on the most disadvantaged.
3) Sustainable and Inclusive Economic Growth and Development	Outcome 7: Inclusive and diversified economic growth: By 2022, Nigeria has an inclusive and diversified economic growth driven by science, technology and innovation, investment in infrastructure and job creation
	Outcome 8: Population Dynamics: By 2022, Nigeria's population dynamics becomes a strong basis for national development and resource management through better use of demographic intelligence
	Outcome 9: Environmental Stability and Food Security: By 2022, Nigeria achieves environmental sustainability, climate resilience and food security through efficient management of its cultural and natural resources

Under each outcome, the UNSDPF outlines corresponding outputs (28 in total) which are used in the preparation of the annual Joint Work Plans (JWPs) for the three (3) Results Area Groups (RAGs) and nine (9) associated outcome groups to ensure the effective and coordinated implementation of the UNSDPF. In addition, the UNSDPF include result framework used by the M&E group to track the consistency, completeness and accuracy of the indicators outlined in the framework. Currently the UNSDPF is tracking 47 outcome indicators and 192 output indicators.

The theory of change of the UNSDPF asserts that the combined effects of outcomes from the 3 results areas will enable UN system to contribute to the achievement of the goals and aspirations of the Nigerian state vision of "Delivery of Governance to promote national prosperity and an efficient, dynamic and self-reliant economy to secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice and equality of status and opportunity". This theory of change reflects the interaction and synergies of the 3 results areas and how the UN supports Nigeria to restore growth, invest in people and build a competitive economy to strategically place Nigeria on track to meeting its commitments. Some of the risks identified in the UNSDPF include 1) insufficient resources to meet the commitments of UN Agencies for implementation of the framework (Funding gap in 2020 was 37%), ii) new emergencies and conflicts that could result in diversion of the resources meant for the UNSDPF as witnessed in the reprogramming of USD 5.6 million for Covid-19 activities in 2020 and; iii) limited capacity of government and national stakeholders to implement programmes which were areas of focus in the implementation of the UNSDPF. The assumption that state that if a new political party or government come into power in 2019, the same measure of programme continuity would be respected and no sudden policy shifts would occur was upheld as there was no disruption in the implementation of the UNSDPF.

The UN system in Nigeria comprises 21 UN Agencies, Funds and Programmes (see list in annex) that together constitute the United Nations Country Team (UNCT). All these entities joined efforts and bring their varied comparative advantages to deliver the UNSDPF as One UN and in the last 3 years (2018-2020) have expended **USD 1.79 billion** to implement the UNSDPF out of the Proposed **USD 4.29 billion** resources required which amount to 41.7% of the resources.

3. Objectives and scope of the evaluation

a. Objective

The main aim of the UNSDPF evaluation is to assess the progress on the implementation of the UNSDPF, the relevance of the framework to the current national context and global commitments of the country, the effectiveness of the UNSDPF management and the coordination mechanisms to support the achievement of national priorities and review the status of UNSDPF budget.

The specific objectives of the evaluation are to amongst others:

- i. Assess the UN's strategic position in line with the evolving humanitarian/development needs, economic situation (UN Common Country Assessment (CCA)), government priorities and the changing national development context and global agenda;
- ii. Provide an independent appraisal of the UNSDPF 2018-2022 performance regarding initial UN commitments and expected results as agreed within the results framework related to impact outcomes and outputs.
- iii. Identify the key success factors as well as the key setbacks of the implementation of the UNSDPF including appropriateness of agreed result areas, outcomes, and outputs against current and emerging developmental challenges.

- iv. Identify and document good practices, innovative approaches and draw lessons and forward-looking recommendations from 1), 2) and 3) above to support and adjust the UNSDPF implementation and the preparation of the next framework document.

b. Scope

The evaluation will cover the UNSDPF implementation from January 2018 to the 2nd Quarter of 2021. It will also examine the UNSDPF cross cutting issues and UN programming principles including LNOB, human rights, gender equality, equity and women's empowerment, youth engagement, disability inclusion, sustainability and resilience, and accountability. The evaluation will consider emerging issues related to the changes in government, Boko Haram insurgency, banditry, herders/farmers conflict and the COVID-19 pandemic (e.g UNCT responsiveness, adaptation and reprioritization) as well as operations issues (e.g methods for managing stakeholder participation and inclusiveness in the COVID-19 context).

The UNSDPF evaluation will not evaluate any individual programme or activities of a specific UN agency. However, the evaluation will be conducted at the strategic level looking at the UNSDPF as a portfolio of different interventions. Nevertheless, the evaluation may build on the available findings from programme and project evaluations conducted by each agency.

The geographic scope of this evaluation will be national with focus on the 5 Delivering as One (DaO) States, considering the diverse components of the UNSDPF for different geographic coverage. Detailed information on the geographic scope of the various interventions under the UNSDPF will be provided to the evaluation team at the inception phase.

The evaluation findings will be used by a broad range of stakeholders, including the Government of Nigeria, members of the UNCT, partners from the civil society, academia, donors, other development partners from the international and national community, and beneficiaries to improve implementation of the UNSDPF, preparation of the next United Nations Sustainable Development Cooperation Framework (UNSDCF)⁹ and to contribute to the inherent culture of learning and accountability within and beyond the United Nations.

4. Evaluation criteria and preliminary evaluation questions

a. Evaluation criteria

The questions to provide direction for this evaluation align with the previously stated evaluation objective and the Organization for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coherence/coordination. The relevance will assess the flexibility in the implementation of the UNSDPF to accommodate emerging issues and changing environment. The suggested evaluation questions are listed by the evaluation criteria below:

b. Preliminary evaluation questions

Relevance

- i. How resilient, responsive and strategic was the UNCT in addressing emerging and emergency needs? For example, in assessing the COVID-19 impacts and in reprioritizing/adapting the UN support to provide timely assistance to the country and to ensure the uninterrupted continuity of implementation for achieving the UNSDPF outcomes
- ii. To which extent are the UN's comparative advantage and unique mandate relevant with the country development plan and how do they help in strengthening the UN position, credibility and reliability as a partner with the government of Nigeria and other actors in the efforts to achieve the country's SDGs agenda?

Effectiveness

- i. What progress has been made in meeting the results defined in the UNSDPF at outcomes and outputs levels? To what extent did these results contribute to the achievements of the SDGs? What are the challenges and opportunities (external or internal) that have hindered or facilitated progress towards the achieving the

⁹ In 2020 the UNDAF and UN Sustainable Development Partnership Framework was renamed UN Sustainable Development Cooperation Framework (UNSDCF).

expected results? Are the UNSDPF outcomes and outputs still relevant or require a review? What lessons can be learnt/drawn for future programming and implementation?

- ii. To what extent do UN interagency coordination mechanisms, including Results Groups, Working Groups, Joint Programmes and the RCO contribute to the achievement of UNSDPF results? Are they effective in delivering these results?
- iii. To what extent have human rights principles, gender equality, youth and disability inclusion been effectively streamlined in the implementation of the UNSDPF?

Efficiency

- i. To which extent were the UNSDPF outcomes achieved compared to amount of resources, maintenance of minimum transaction costs (funds, expertise, time, administrative costs etc) and the planned time-framed?
- ii. How well has the UNSDPF implementation been managed by the UNCT including coordination of the Delivering as One (DaO) states? To what extent did planned UN and partner contributions to the UNSDPF materialize, and how did the UN ensure effective and efficient implementation in case of shortfalls in financial contributions and resource mobilization?

Sustainability

- i. How did the UNSDPF design and implementation address the sustainability (institutional, financial, etc.) of the interventions? To what extent do national stakeholders demonstrate commitment and ownership over the results achieved? Is there any exit strategy for implemented interventions?

Coherence/Coordination

- i. During the UNSDPF design phase and period of implementation, to what extent has the UN sought collaboration and synergy with interventions of other stakeholders and national policies and to what extent did the collaboration contribute to increased UN relevance?

UNDAF Programming Principles.

- i. To what extent have the UNDAF programming and 'leaving no one behind' principles relevantly embedded in the UNSDPF? How does it consider the peculiarities and specific interests of the vulnerable groups both in the design and implementation?

5. Methodology; approach; quality assurance and assessment

a. Methodology

The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools to collect appropriate data and information as strong, evidence-based data to answer the overall evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

- **Sampling Approach:** The sampling will be done at two levels to select FGD/Key Informant (KII) respondents 1) The sites should be selected based on a purposive choice to determine the LGA and communities according to the intensity of the interventions and the characteristics of the localities to represent all the diversities (vulnerable groups, different socioeconomic categories), then 2) selection of FGD respondents and other categories of informants to be interviewed according to the intervention area (outcomes; outputs) of the UNSDPF.
- **Data Collection:** The evaluation will be based on a non-experimental design, using mixed-methods combining qualitative and quantitative methods, literature reviews as well as triangulation of data from different sources and methods to compile a robust and credible evidence base. Quantitative analysis will be largely based on secondary data from Household Surveys or Ministries Information management Systems and existing documentation, including, but not limited to, agencies' Country Programme Evaluations and thematic/outcome/programme evaluations and researches.
- **Quality assurance:** The data collected will be subjected to a rigorous quality assurance for validation purposes, using a variety of tools including triangulation of information sources and permanent exchange with the

UNSDPF implementation entities at Country Office level.

- **Evaluation Matrix:** During the inception phase, the evaluation team will propose a detailed evaluation methodology, including the presentation of an evaluation matrix (Annex 3) at the inception report to evidence the links between data collection methods, evaluation questions, sources, risks and assumptions, indicators, etc.
- **Participation and inclusion:** The preliminary list of partners involved in the implementation of the UNSDPF 2018-2022 will be provided to the consultants during the inception phase and will include government institutions, non-governmental organizations (NGOs), community-based organizations (CBOs), academia, donors and other key stakeholders. The evaluation team is expected to conduct at the inception phase a stakeholder mapping in order to finalize the list provided
- **Contribution analysis (based on the "theory of change"):** The evaluation team will analyze the UNSDPF expected results, products, activities and contextual factors (which may affect the implementation of the UNSDPF interventions) and the potential to achieve the desired effects. The team will conduct the evaluation base on the analysis and interpretation of the logical consistency of the results chain: linking program activities and outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as the basis for concluding on the contribution of the current UNSDPF to the achievement of the outcome level results as targeted by the UNSDPF.
- **Finalization of the evaluation questions and assumptions:** The consultant will finalize the evaluation questions which should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. The evaluation questions should be included in the evaluation matrix (see appendix) and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions should be guided by clearly formulated quantitative and qualitative indicators which should also be indicated in the matrix.

b. Evaluation approach

The evaluation is expected to incorporate the findings from agencies evaluations to the best possible extent and focus the primary data collection on the remaining gaps. The evaluation team will be expected to generate qualitative primary data through Key Informant Interviews (KIIs), that in some cases could take place in small homogeneous groups of informants. However, the evaluation team will be encouraged to use alternative data generating approaches that add further value to the quality of findings.

The evaluation approach will be participatory, majority of KIIs are expected to be conducted with government and non-government actors, a selected number of UN staff and other stakeholders in Abuja and in the 5 DaO States which will be purposively selected. The data collection process with stakeholders in the 5 DaO States will be carried out through remote interviews may be undertaken through telephone or online (skype, zoom etc.) or alternative solutions. An approximated number of around 50 key informant interviews or Focus Group Discussions (FGDs) with small groups of key respondents is required. This number is indicative only for the sake of preparation of this TOR. However, the evaluation team may revise the number of interviews during the inception phase after a deeper analysis of available information for the evaluation questions.

c. Quality assurance and assessment

The overarching nature of the UNSDPF evaluation: The overall general approach to the evaluation described above implies a synthesis approach largely based on the analysis of secondary information, including Country Programme Evaluations and other evaluations conducted by individual UN Agencies. This approach has the advantage of avoiding duplications and excessive burdens on the key informants. However, potential limitations linked to this approach includes the dependence of the UNSDPF evaluation on pre-existing results of individual agencies' evaluations. This approach assumes that Agencies have conducted quality and comprehensive evaluations for all or majority aspects of the UNSDPF. The evaluation team will be provided with a map of the available evaluations and access to the evaluation reports or preliminary findings. The evaluation team will also be

put in contact with other evaluation teams as relevant.

Data availability and reliability: due to restrictions in access to and generation of data in the country, data gaps exist especially in relation to the situation of some vulnerable groups. This may pose some limitations to the evaluation, especially with regards to the relevance criterion. The evaluation team will conduct FGD with vulnerable groups to mitigate the limitation.

Although data to measure achievements against UNSDPF outcomes and outputs are available to a limited extent, the evaluation needs to mention the fact that baseline information for some outcome indicators especially for Result Area 3 is missing. The timely availability of ongoing nationwide Household Surveys like MICS 2021, Food Consumption & Micro Nutrient Survey 2021 and MIP Survey 2021 will be very useful for assessing the effectiveness of Expected Outcomes of Result Area 3 at 4th year of UNSDPF and make strategic recommendations. The qualitative indicators under some outcomes and outputs may also be difficult to measure as they are often not specific, or lack reference to benchmarks. The evaluation team is therefore required to fill the gaps and provide baselines and targets for these indicators during the data collection phase.

Evaluative framework: The main evaluative framework is the UNSDPF narrative and its results and resource frameworks. The Joint Work Plans for UNSDPF and DaO States will also be used for this purpose.

Stakeholders availability: For virtual interviews, stakeholder's accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. This will be mitigated by conducting telephone interviews.

6. Evaluation Processes

a. Preparation phase

The M&E group will constitute a sub-group to develop the concept note including the roadmap for the evaluation. The concept note will be shared with PMT and UNCT for approval. Thereafter, the Terms of Reference (ToR) will be developed. Also, the Evaluation Steering Committee (ESC) which comprises a selected group of representatives from government and UN agencies will be constituted to provide overall oversight to the implementation of the evaluation. The ToR will be shared with the PMT and ESC for inputs while the UNCT will give final approval before sharing with Regional Office. Once the ToR is approved, the ToR will be published, followed by identification and recruitment of the evaluation team. Also, during the preparatory phase, the evaluation manager will assemble all relevant documents and list of key stakeholders to share with the evaluation team while also preparing the logistics for the commencement of the evaluation exercise.

b. Design phase

- The evaluation team leader will undertake a mission to Nigeria to commence the evaluation exercise with support of the 2 national consultants.
- Preliminary desk review of available sources. The documentation that will be made available to the evaluation team is provided under Bibliography below. The evaluation team will also be encouraged to search for information from other available sources for producing a complete desk review report.
- The consultant will discuss with the UN Monitoring and Evaluation group and the ESC (see Evaluation Management, below) to: a) understand the peculiarities of the evaluation questions and refine them; b) understand relevant contextual factors and finetune the methodology accordingly; c) understand the chronology of external and internal events during the UNSDPF period under evaluation and establish an events' timeline; d) if necessary, reconstruct and validate the theory of change for the UNSDPF.
- Preparation of the inception report: Based on the agreed template, the evaluation team will be required to submit an inception report aligned to the UNEG Norms and Standards. The Inception Report will be subjected to quality assurance by the UN M&E group, a further review conducted by UN stakeholders, and an ethical review. The approval of the inception report will mark the completion of the inception phase.

c. Field Phase

At the completion of the inception phase, the evaluation team will proceed to the collection of qualitative data collection (key Informant interviews and focus group discussions) with key stakeholders. Also, verification of

available information in secondary sources will be conducted while thorough analysis of findings will be undertaken using the developed Data analysis plan and evaluation matrix. The analysis and presentation of findings would include issues relating to gender equality and empowerment of women, diversity inclusion and nondiscrimination, human rights and environmental sustainability. At the end of the mission, the evaluation team will present its observations and preliminary evaluation findings to the UN Monitoring and Evaluation group, PMT, Evaluation Reference Group (ERG), UNCT and other UN Results Groups as relevant as well as conduct stakeholders meeting to validate the result from the evaluation.

d. Reporting Phase

The evaluation team will develop a draft report after the data collection and analysis exercise. The Lead Consultant will submit the evaluation report to the ESC/RCO. The Lead consultant will be directly responsible for addressing any comments or observations towards eventual finalization of the report by securing inputs from the national consultants. The final evaluation report is expected to be between 40-60 pages excluding

e) Management response; Dissemination and use Phase

Following receipt of the final evaluation report, the UNCT will conduct a management response to the evaluation and determine the actions to be taken to operationalize the evaluation recommendations.

7. Expected deliverables

- *Inception report* describing consultants' understanding of the assignment and which includes his/her detailed plan to execute it (5-10-page document). The report should also further refine the overall evaluation scope, approach, design and timeframe, and provide a detail outline of the evaluation methodology and is to be delivered 4 days after the start of the assignment.
- *Progress report/briefing* to the ESC/PMT/RCO (the briefing periodicity to be determined in the Inception Report)
- *Comprehensive Final Evaluation Report* (40-60 pages content including not more than 4-page Executive Summary and excluding annexes)
- *A final Power Point presentation* containing the main findings, conclusions and recommendations of the evaluation for dissemination and debriefing purposes.

The submission of the inception report, Final Evaluation Report and Management Report should be in electronic copy. The Reports should be of high quality in terms of presentation, relevance and utility, presented in Times New Roman Text, font size 12 and have the following attributes:

- **Concision:** The reports should cover the required material without being irrelevant and unwieldy.
- **Readability:** The report should be written in English, jargon-free language and should be simple, clear and reader friendly.

8. Workplan – Indicative timeframe

The detailed workplan is presented below. The workplan matrix provides major activities to be carried out throughout the evaluation process and the period the activities will take place. The evaluation team will use the operational workplan to develop their own workplan for the evaluation that will be included in the inception phase report. However, the consultant can propose alternative timeframes from the design phase to the reporting phase for the benefit of a quality and timely evaluation. A final workplan will be approved by the ESC/RCO before the beginning of the evaluation.

Table: Operational work plan for UNDAF / UNSDCF evaluation

June 2021

Country: Nigeria Programme cycle Year 2018-2022 Year of Evaluation: 2021

	Lead	Supervised	Status	March 2021				April 2021				May 2021				June 2021				July 2021				August 2021				Sep 2021				Oct 2021			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Phase 1: Preparation																																			
Development of the CF evaluation roadmap (Concept Note)	M&E	RCO	Final				X																												
Clearance of the roadmap (concept Note)	M&E	RCO	Final					X																											
Nomination of the evaluation manager (EM) ¹⁰	RCO	RC	Final								X																								
Constitution of the ESC ¹¹	PMT	RC/EM	Ongoing															X																	
Development of TOR for CF evaluation ¹²	M&E	RC/EM	Ongoing							X		X	X	X																					
Review and clearance of ToR by ESC, PMT	EM	RCO	Ongoing											X																					
Quality assurance of ToR by regional bodies (UN evaluation network; RO-DCO) for review and clearance	EM	RC	Pending												X																				
Quality assurance and approval of ToR by DCO-HQ	DCO		Pending																																
Draft TOR is translated (if necessary) NA																																			
Extraction of ToR for RFP for the recruitment of international evaluator	EM	RCO/ESC	Pending																																
Extraction of ToR for RFP for recruitment of national consultant	EM	RCO/ESC	Pending																																
Publication of RFPs for IC & NCs ¹³ and distribution to identified evaluators	UND	RCO/EM	Pending																																
Consultants' recruitment process	EM	RC/ESC	Pending																																
Review panel constituted	EM	RC/ESC																																	
Assessment of CVs report submitted to RCO	EM	RC/ESC																																	

¹⁰ recommended that the UN agency holding the position of chair of the M&E group, or the chair of the PMT or any other agency with a substantive M&E officer

¹¹ a technical subset of the joint national and UN steering committee

¹² See CF Evaluation Templates-Tools

¹³ Adhere to procurement requirements

	lead	supervisor	status	March 2021				April 2021				May 2021				June 2021				July 2021				August 2021				Sep 2021				Oct 2021			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Assessment report submitted to DCO-HQ with CVs of proposed consultants for pre-qualification	EM	UNCT																																	
Pre-qualification of DCO-HQ	DCO																																		
Contracting of Evaluation Team:	UN- DP	UNCT/MT/ES C																																	
Onboarding of evaluation team	RC O	UNCT/MT/ES C																																	
Phase 2: Design phase																																			
Compilation of documents for desk review	RCO	PMT/ESC																																	
IC's arrival in the country	RCO	PMT/ESC																																	
Initial desk review by evaluation team (ET)	IC	ESC/RCO																																	
Development of inception report	IC	ESC/RCO																																	
Updating the operational workplan with details on field phase	ET	EM/RCO																																	
Submission of draft inception report	ET	EM/RCO																																	
Quality assurance and clearance of IR by UNCT	EM	RCO																																	
Review and finalization of the IR	IC	EM/RCO																																	
Quality assurance and clearance of IR by DCO-HQ	RCO ¹⁴	DCO-HQ																																	
Phase 3: Field phase																																			
Secondary desk review	ET	IC																																	
Data collection	ET	IC																																	
Phase 4: Analysis, reporting and management response phase																																			
Data mining, validation and analysis	ET	EM/RCO																																	
Preliminary findings presented to RCO/PMT/UNCT and comments	IC	EM																																	
Preliminary findings presented to ESC	IC	EM																																	
Submission of first draft of the report	ET	IC																																	
Quality assurance on the draft report (UNCT/ESC/RCO)	EM	RCO																																	

¹⁴ Regional evaluation bodies/consultants

	lead	supervise d	status	March 2021	April 2021	May 2021	June 2021	July 2021	August 2021	Sep 2021	Oct 2021
				1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Submission of final draft report	ET	IC								X	
Evaluation quality assessment on the report by regional bodies	EM	DCO-HQ								X	
Approval of final report	EM	RCO UNCT PMT									
Stakeholders workshop for presentation of findings	RCO	PMT									X
Management response development	EM	RCO PMT UNCT									X
Submission of management response to PPB-HQ (inter agency programming section)	EM	RCO									X
Phase 5: Dissemination of the report											
DCO internal dissemination	DCO EA	DCO HQ									X
Report distributed to in-country stakeholders	EM	RCO ESC									X
Uploading of final evaluation report with MR on DCO Evaluation Database by PPB	DCO EA	DCO HQ									X
*											

9. Management of the evaluation

a. The steering committee

As per UNEG norms and standards, the evaluation will involve all key stakeholders in order to bolster ownership of the evaluation findings. In line with these standards, the following groups of stakeholders will manage the evaluation:

Who: Actors and Accountability	What: Roles and Responsibilities
UNCT	<ul style="list-style-type: none"> ▪ Ensure decisions are made on time ▪ Approve the concept note and TORs, the final report and the evaluation management response, set up/approve the evaluation management group, the evaluation reference group, and ensure the reference group was consulted at different stages of the evaluation.
Programme Management Team (PMT)	<ul style="list-style-type: none"> ▪ Submit and recommends the concept note, TORs and final report for approval ▪ Approve the shortlist of consultants ▪ Develop a follow-up plan and management response for the evaluation for UNCT consideration ▪ Ensure the implementation of committed actions
RC Office	<ul style="list-style-type: none"> ▪ Lead the preparation of TORs ▪ Facilitate solicitation, selection and recruitment of the evaluation team members. ▪ Establish the Evaluation Reference Group ▪ Recommends the composition of the evaluation management group ▪ Ensure close communication with the evaluation team during the whole evaluation process. ▪ Facilitate communication between the evaluation team and the UNCT/UNM&E group/PMT, Evaluation reference group, stakeholders ▪ Help arrange the travel to the project site and other logistic issues. ▪ Consolidate the feedback on the UNSDPF evaluation reports, and send it to the Team Leader within 7 days ▪ Facilitate dissemination of evaluation reports to stakeholders ▪ Convenes the meetings of the EMG and the ERG
UN M&E Working Group (serves as the evaluation Management group)	<ul style="list-style-type: none"> ▪ Contribute to the preparation of the concept note for the evaluation ▪ Review and contribute to the TORs for different evaluation consultants ▪ Rate and shortlist CVs of different candidates and propose the evaluation team to be selected ▪ Provide technical advice to the UNCT during the evaluation process ▪ Guide the evaluation process at the design, implementation and reporting stages ▪ Monitor the progress of the evaluation and report progress to PMT and UNCT ▪ Clarify questions raised during the evaluation ▪ Support the PMT and UNCT in the development of a management response ▪ Conduct an in-depth review of the quality of the data collection, analysis of findings and reports submitted (both inception and final)
Evaluation Steering Committee (ESC) will comprise a selected group of representatives from the Government, UN agencies, The ERG will be Co-chaired by the UN M&E Chair and Government of Nigeria.	<ul style="list-style-type: none"> ▪ Contributes to the draft Terms of Reference (TOR) and approves the TOR ▪ Contribute to the selection of the evaluation team ▪ Review the inception report and provide comments to the evaluation team. ▪ Contribute to the final selection and validation of evaluation questions ▪ Support the evaluation team to identify and gain access to government and other stakeholders ▪ Facilitate access of the evaluation team to information sources (documents and interviewees) to support data collection, ▪ Safeguard the independence of the evaluation exercise ▪ Conduct Periodic Review of Evaluation Team's Progress Report ▪ Provide technical inputs and comments on the draft and final evaluation reports, ▪ Clear the evaluation report for PMT, Government and UNCT for approval ▪ Organize a validation workshop on the draft evaluation report ▪ Conduct check to ensure that the views and inputs harvested at the stakeholders' validation workshop are reflected in the final report ▪ Support the preparation of the management response in consultation with PMT, Government and UNCT ▪ Assist in the integration of the findings, conclusions and recommendations of the evaluation into future programme design and implementation. ▪ Take measures to disseminate the evaluation, and promote the use of evaluation and lesson learning ▪ Communicate the key findings from the final report to the public

- | |
|------------------------------------|
| ▪ Follow up on management response |
|------------------------------------|

b. The Evaluation Team

i. Roles and responsibilities of the evaluation team

The team leader will be an international consultant and will be responsible for the overall delivery of the evaluation and the management of the evaluation team. S/he will have primary responsibilities of designing the methodology, preparing the inception report and submitting the draft and final evaluation reports in line with the ToRs. Specifically:

- Thoroughly review and familiarize self with the UNSDPF documents including the Country Analysis, the Outcomes, the Results Matrix, the Monitoring and Evaluation Framework and the Evaluation Concept Note/TORs;
- In close consultation with the RCO and UN M&E group, manage the day-to-day coordination of the detailed tasks of the Evaluation including communication with the Evaluation focal points in the Agencies, sending, receiving and proper archiving of documents; organizing and facilitating consultative/coordination meetings etc;
- Participate actively and take initiative in meetings with PMT, ERG, and UN M&E group on the Evaluation;
- Convene coordination meetings with and provide technical guidance to the national consultants and ensure their full understanding and application of the Evaluation principles and guidelines to both the processes and outputs.
- Review and analyze inputs from all UN agencies and stakeholders, ensure that the reports answer the Evaluation Questions and collate into the draft Evaluation Report;
- Present the draft Evaluation Report as per the process described above and incorporate any comments or changes and produce the final draft of the report;
- In collaboration with the Office of the RC, lead the planning for, and organization of, the Evaluation meeting including preparation of the report document, the accompanying presentations and the meeting logistics;
- Attend Evaluation meetings and incorporate any comments or changes and produce the final Evaluation report;

The two national team members will contribute to the design of the evaluation methodology, the preparation of the inception report and the preparation of the draft and final evaluation reports. They will in addition largely contribute to the data collection and analysis processes.

ii. Composition of the evaluation team

The required evaluation team for the UNSDPF evaluation should include 3 members. The contractor may propose an alternative team composition provided all the qualifications and TORs requirements are met and a convincing rationale for a different team composition is provided. Members of the evaluation team will include one international and two national experts. The composition of the team will be gender sensitive as women will be encouraged to apply for the consultancy. At the end of the selection process, selected consultants need to prove that they have not been involved in the implementation of UNSDPF 2018-2022 with any of the UN Agencies in Nigeria

iii. Qualifications and experience of the evaluation team members

Qualifications of the International Team Leader

The team leader should have advanced university degree (Masters or PhD) in public administration, development studies, business management, economics, International relations/law or other relevant field with at least 10 years of proven experience in leading development and humanitarian evaluations especially in the area of governance, human rights, peace and security. Having conducted positively rated evaluations against the UNEG Standards for any UN Agency or country will be considered an asset for the team leader. The Team Leader to be recruited should, furthermore, have a strong development background with a solid understanding of the humanitarian aspects and of the humanitarian-development nexus. The team leader is also required to have sound expertise in UN strategic planning processes (UNSDPF), including familiarity with key concepts/approaches such as Result Based Management (RBM), HRBA, gender equality and UN reform process; S/he should have previous evaluation experience in Africa.

Qualifications of two national team member(s).

The 2 national consultants should meet the following minimum requirements:

- The first national consultant should possess relevant qualifications and expertise in the area of health, education and social protection. Should have advanced university degree (Master or PhD) in public health,

social sciences, education, development studies, business management, or other relevant fields. while the second national consultant should possess relevant qualifications and expertise in the area of economic growth and sustainable development. Should have advanced university degree (Master or PhD) in economics, social science, development studies, business management, or other relevant fields.

- Being Nigerian nationals and conversant with Nigeria's development and humanitarian context (especially the socio-political and institutional context)
- Sound knowledge of UN's mandate and experience of partnering with the Government of Nigeria.
- Proven experience in governance processes, policy analysis and implementation in Nigeria
- The ability to translate data collection tools and conduct interviews in local language of the geographic area if required.
- Proven experience in planning, managing risks, monitoring and evaluation processes based on RBM, HRBA and gender mainstreaming.
- At least 5 years' experience in conducting evaluations and analyzing quantitative data. Having conducted evaluations with UN agencies adhering to the UN Evaluation Group is an asset.

Candidates who served as implementing partners or are still implementing the UNSDPF programmes will automatically be excluded from the bidding process.

Evaluation Ethics:

The evaluation will be conducted in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation". The consultants will safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection and reporting of data. The evaluation team will respect the confidentiality of information handled during the assignment and note that documents and information provided must be used only for the tasks related to the terms of reference of this evaluation. The team will sign an undertaking that as members of the evaluation team they will not use the data for their own research purposes, nor license the data to others, without the written consent of UN Nigeria.

For details on the ethics and independence in evaluation, please see UNEG Ethical Guidelines and Norms for Evaluation in the UN System <http://www.unevaluation.org/document/detail/>

10. Evaluation budget and payments

The available (committed) budget for the evaluation is US\$50,000. However, based on the scope of the evaluation and the methodology proposed, the evaluation is expected to cost \$106,944 (Budget details in Annex iv). Appeal will be made to the UNCT to cover the shortfall of \$56,944.

The consultancy is expected to last 40 working days for International consultant who will spend about 35 days in country (See consultant deliverables and number of days in annex v). The number of days for each of the national consultants is 37 days starting in July 2021 as follows:

Consultant	Number of days by Month			Total No of days
	July 2021	August 2021	September 2021	
International	8	22	10	40
National 1	8	22	7	37
National 2	8	22	7	37

Remuneration will be in accordance with the UN Rules and Regulations and will be commensurate with the complexity of the assignment based on the signed contract. It is proposed that the Consultancy fee will be paid in line with the following schedule and upon acceptance of key deliverables or as agreed with the consultant:

- At the end of the Evaluability assessment, and submission and *approval of the inception report* (End of July 2021): 30 %

- After the presentation of the preliminary findings (End of August 2021): *40%*
- At the end of the Evaluation exercise (September 2021): *30%*

11. Bibliography

- UNSDPF documents
- Joint workplans 2018- 2020
- One UN Annual Reports
- UNEG Ethical Code of Conduct for Evaluation
- UN agency-specific planning documents linked to the UNSDPF
- Programme monitoring data covering the timeframe of the evaluation
- Documentation related to the coordination mechanisms for the UNSDPF
- Relevant evaluation and assessment reports
- Reports or similar documents related to topics addressed by the UNSDPF
- Policies, strategies and normative guidance that has informed the development of the UNSDPF
- Relevant national policies and strategy documents.
- UNCT Composition and programmatic areas covered
- List of national stakeholders by areas of intervention
- Evaluation Matrix Template
- <https://www.weforum.org/reports/the-global-risks-report-2021>

12. ANNEXES

Annex i) UNCT Composition and Programmatic areas Covered

S/N	Agencies	Programme Areas Covered
1	FAO	Result Areas 1&3 – Economic growth, Food security, Humanitarian, WASH
2	UNESCO	Result Areas 1-3 – Governance & rule of law, Gender, Health, Education, protection, Economic growth
3	UNDP	Result Areas 1-3 – governance, Peace building& social cohesion, Humanitarian, Protection, economic growth, population dynamics, Environmental sustainability and food security
4	UNAIDS	Result Area 2 – HIV/AIDS
5	UNHCR	Result Areas 1&2 – Humanitarian, Health, Education, WASH
6	UNIDO	Result Area 3 - Economic Growth, Environmental sustainability
7	UNODC	Result Area3 1 & 2 – Governance and rule of law, Human rights/human trafficking, protection
8	ILO	Result Areas 1-3 – governance and rule of law, peace building and social cohesion, health, protection, economic growth
9	WHO	Result Area 2 - Health
10	WMO	Result Area 3 – Environmental sustainability
11	IOM	Result Areas 1-3 -Human trafficking, peace building & social cohesion, Humanitarian, Health, WASH, Protection, population dynamics
12	UNFPA	Results Areas 1-3 Peace building & social cohesion, humanitarian, Health, Protection, Population dynamics
13	UNODC	Result Areas 1&2 – Governance & rule of law, Human trafficking, human right, protection
14	UNICEF	Result Area 2 – Health, Education, WASH, Social Protection
15	OCHA	Result Area 1 - Humanitarian
16	UNHABITAT	Result Area 1 -
17	IFAD	Result Area 3 – Economic growth, Food security
18	WFP	Result Area 2&3 – Health, Protection, Food security
19	UNIC	Communication
20	UNEP (Non-resident)	Result Area 3 – Environmental sustainability

Annex ii) Tentative List of stakeholders

- 1) State governments
- 2) Office of Senior Special Assistant to the President (OSSAP)
- 3) Ministry of Finance, Budget and National Planning (National & states)
- 4) Ministry of Women Affairs and Social Development (Federal & States)
- 5) Ministry of Justice (Federal & states)
- 6) Ministry of Education (Federal & states)
- 7) Ministry of Health (Federal & states)
- 8) Economic Community of West African States
- 9) Ministry of Agriculture and Rural Development (Federal & states)
- 10) Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development
- 11) Ministry of Industry Trade and Investment (Federal & States)
- 12) Ministry of Labour and Employment (Federal & States)
- 13) Ministry of Water Resources (Federal & states)
- 14) Ministry of Youth and Sport Development (Federal & states)
- 15) Ministry of Rehabilitation, Resettlement and Refugees
- 16) National/states Agency for the Control of AIDS
- 17) National/state Agency for Food and Drug Administration and Control
- 18) National/state Agency for the Prohibition of Trafficking in Persons
- 19) National/state Population Commission
- 20) National/state Bureau of Statistics
- 21) Nigeria Centre for Disease Control
- 22) National Commission for Refugees, Migrants and Internally Displaced Persons
- 23) National/state Directorate of Employment
- 24) Nigeria Governors' Forum
- 25) National/State Emergency Management Agency
- 26) National/state Human Rights Commission
- 27) Nigerian Hydrological Service Agency
- 28) Nigeria Meteorological Agency
- 29) National/state Primary Health Care Development Agency
- 30) National Labour Congress
- 31) President's Emergency Plan for AIDS Relief
- 32) Universal Basic Education Commission
- 33) Association of Women Living with HIV/AIDS in Nigeria
- 34) Independent National Electoral Commission
- 35) Institute for Peace and Conflict Resolution
- 36) Manufactural Association of Nigeria
- 37) United States Agency for International Growth
- 38) Network of Civil Society Organization against Child Trafficking, Abuse and Labour
- 39) Embassies in Nigeria (UK, USA, Germany, France, Italy, Japan, Australia, Norway, Switzerland)
- 40) Bill & Melinda Gates Foundation
- 41) European Union
- 42) GAVI
- 43) Swedish International Development Cooperation Agency
- 44) Nigerian Agip Oil Company
- 45) Foreign Commonwealth and Development Office (FCDO)
- 46) Global Fund
- 47) Dangote Foundation
- 48) Airtel Communication

Note; The comprehensive list with the names of focal persons and their contact information is currently being collated and will be presented to the evaluation team during inception phase

Annex iii) Outline for Reports

A) Outline for Inception report

- Introduction
- Analysis of the context
- Evaluation criteria and evaluation questions
 - Criteria
 - Questions
- Methodology for conducting the evaluation.
 - Methodology
 - Evaluation Approach
 - Quality assurance
- Evaluation process
- Workplan
- Management of the evaluation
 - Roles and responsibility of the evaluation team
 - Composition of the evaluation team
- Proposed Evaluation Budget and payment schedule.

Annexes:

- Completed Evaluation matrix
- Data Analysis plan
- Data collection tool for each group of respondents
- List of respondents
- List of documents
- Outline of the final report

Any other relevant material that supports the evaluation findings and recommendations

B) Outline for final evaluation Report

- Executive summary
- Introduction
- Description of the evaluation methodology
- Analysis of the context
- Key findings
- Conclusions and practical, actionable recommendations
- Annexes including:
 - Evaluation ToRs
 - Evaluation matrix
 - Inception report (including gaps and stakeholders' analyses)
 - List of respondents and sites visited
 - Summary of field interviews
 - List of documents reviewed
 - A validated Theory of Change
 - Data Collection Instruments

Any other relevant material that supports the evaluation findings and recommendations.

Annex iv) Detailed Budget for Nigeria UNSDPF Evaluation

Budget for Nigeria Evaluation

Budget Item	No of People/Item	Number of days/item	Daily rate	Total	Comment
Consultants Fees					
International Consultant Fees	1	40	\$ 1,000.00	\$ 40,000.00	This is lump sum including fees, travels & DSA
Local Consultants 1	1	37	\$ 350.00	\$ 12,950.00	This is lump sum including fees, travels & DSA
Local Consultants 2	1	37	\$ 350.00	\$ 12,950.00	This is lump sum including fees, travels & DSA
Total Consultant Fees				\$ 65,900.00	
Travels					
Travel Round trip by Evaluation Team + RCO+Govt to Lagos (Air ticket)	6	2	\$ 182.00	\$ 2,184.00	Assuming that the evaluation team will split into 2 for the field work so that the evaluation can take place at the same time in 2 states while the team leader stays in Abuja to conduct the evaluation in FCT. For the field trip, will have 1 evaluation team member, 2 RCO and 3 govt officials. Other agencies will take care of their staff
Travel by Evaluation Team + RCO+Govt to Cross River (Air ticket)	6	2	\$ 182.00	\$ 2,184.00	Same as Above
Travel by Evaluation Team + RCO+Govt to Sokoto (Air ticket)	6	2	\$ 182.00	\$ 2,184.00	Same as Above
Travel by Evaluation Team + RCO+Govt to Bauchi (Air ticket)	6	2	\$ 182.00	\$ 2,184.00	Same as Above
Local travels within 4 DaO states during field visits	2	8	\$ 100.00	\$ 1,600.00	Assuming 2 vehicles are hired per location each day = 2 vehicles X 2 locations X 4 days
Local travels within FCT	1	8	\$ 100.00	\$ 800.00	Assuming the Evaluation team leader, 1 RCO staff and 1 Govt Official staff will conduct the assessment in FCT
Total Travels				\$ 11,136.00	
DSA					
DSA Lagos	6	4	\$ 180.00	\$ 4,320.00	Assuming that the evaluation team will split into 2 for the field work so that the evaluation can take place at the same time in 2 states while the team leader stays in Abuja to conduct the evaluation in FCT. For the field trip, will have 1 evaluation team member, 2 RCO and 3 govt officials. Other agencies will take care of their staff
DSA Cross River	6	4	\$ 118.00	\$ 2,832.00	Same as Above
DSA Sokoto	6	4	\$ 93.00	\$ 2,232.00	Same as Above
DSA Bauchi	6	4	\$ 93.00	\$ 2,232.00	Same as Above
Total DSA				\$ 11,616.00	
Other costs					

Evaluation Steering Committee Meetings	22	10	\$ 10.00	\$ 2,200.00	Assuming that the ESC meet bi weekly from June to Sept 2021
FGD Participants	10	20	\$ 10.00	\$ 2,000.00	Assuming that there will be 4 FGDs per state for the 5 DaO states
Fees for Data Collectors - Moderators and Note takers	2	20	\$ 50.00	\$ 2,000.00	Assuming that there will be 2 data collectors per state, facilitating 4 FGD sessions
Production of Evaluation Report including graphic design	1	1	\$ 1,000.00	\$ 1,000.00	
Stakeholder meeting for dissemination of Evaluation Result	1	1	\$ 6,000.00	\$ 6,000.00	To take care of hall, multimedia, tea breaks and lunch and other products
Total Other Costs				\$ 13,200.00	
5% Miscellaneous				\$ 5,092.00	
Grand total				\$ 106,944.00	

Annex v) Consultant Activities, deliverables, timeline and payment schedule

Annex v) Consultant Activities, deliverables, timeline and payment schedule				
Task	DELIVERABLES	TENTATIVE TIME	PERSONS DAYS	PAYMENT SCHEDULE
INCEPTION PHASE (In country)				
	Preliminary desk-review	July 30 th 2021	2 days	30%
1	Briefing with the M&E Group, ESC, PMT and UNCT		1 day	
3	Preparation of draft Inception Report		3 days	
4	Presentation to the ESC, PMT and UNCT		1 day	
5	Preparation of final Inception Report (incorporation of feedback)		1 day	
	<ul style="list-style-type: none">- Inception report- Data collection tools- Revised tools- Draft report- M&E Group feedback- Final Inception report			
DATA COLLECTION PHASE (In country)				
6	In-depth desk review and secondary data analysis	1 st & 2 nd weeks August 2021	2 days	40%
7	Data Collection		8 days	
8	Presentation of preliminary findings	2 nd Wks Aug. 2021	1 day	
ANALYSIS AND REPORT WRITING PHASE				
9	Analysis (In country)	3 rd & 4 th Week August 2021	5 days	30%
10	Preparation of first draft evaluation report (In country)		5 days	
11	Presentation to M&E, ESC, PMT and UNCT (In country)	4 th week August 2021	1 day	
12	Preparation of final draft evaluation report	Sept. 2021	5 days	
13	Preparation and submission of final evaluation report based on feedback received from reviews	Sept. 2021	5 days	

Annex vi) Evaluation Matrix Template

Evaluation Question 1: To what extent...			
Assumptions ¹⁵ to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1			
<p>Evaluators must fill in this box with all relevant data and information gathered during the field phase in relation to the elements listed in the "assumptions to be assessed" column and their corresponding indicators. The information placed here can stem from: documentary review, interviews, focus group discussions, etc. Since the filled matrix will become the main annex of the final evaluation report, the evaluation team leader and evaluation manager must ensure that all of the information displayed:</p> <ul style="list-style-type: none"> • Is directly related to the indicators listed above • Is drafted in a readable and understandable manner • Makes visible the triangulation of data • Has source(s) that are referenced in footnotes 			
Assumption 2 (See example in Tool 1)			
Assumption 3 (See example in Tool 1)			
Evaluation Question 2: To what extent...			
Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1 (See example in Tool 1)			
Assumption 2 (See example in Tool 1)			
Assumption 3 (See example in Tool 1)			
Evaluation Question n: To what extent...			
Assumptions to be assessed	Indicators	Sources of Information	Methods and tools for data collection
Assumption 1 (See example in Tool 1)			

¹⁵ Assumptions are interfaces between the evaluation question and the data sources. It narrows the evaluation question further by specifying what evaluators should focus on and what they should check precisely when attempting to answer the question.

APPROVAL OF TOR

ESC APPROVAL: UN: NAME;.....TAKPA Koubagnine.....

SIGNATURE:..... DATE: 29 June 2021

GOVT: NAME; OBASI PHILIP L.

SIGNATURE:..... DATE: 14 July 2021

PMT APPROVAL: NAME; P. HANUWA

SIGNATURE:..... DATE: 15/07/2021

UNCT APPROVAL: NAME; EBWAMP KACCON

SIGNATURE:..... DATE: 16/07/2021